

Highland Hospital 2015-2016 Nursing Annual Report  
Leading a Culture of Excellence



# Message from the Chief Nursing Officer

lead•er•ship (lē'dər-shīp) noun, verb

Dear Friends and Colleagues,

As Chief Nursing Officer of Highland Hospital, I am excited to present the 2015-16 Nursing Annual Report. This year's report, titled "Leading a Culture of Excellence," illustrates how nurses at every level, in all settings, are leaders within the department and hospital, and throughout local, regional and national communities. As you read through our current summary of accomplishments, you will see many compelling examples of how Highland nurses were empowered to lead over the past fiscal year. Within Highland nursing, leadership is a guiding principle in the delivery of exquisite healthcare to our patients. Leadership is omnipresent. It is a common thread in everything we do – from clinical nurses making care decisions at the bedside to managers leading charge nurses and other staff to ensure best practice integration or nurse leaders (APRNs, Nurse educators) developing guidelines that conform to current standards of

education and practice. Throughout the past year, our nurses were taking action and driving change. Our nurses became more innovative, more focused, and more driven. Our nurses became the leaders of tomorrow.

Throughout fiscal year 2015-16, we had many successes to celebrate and our nurses were leading the way on so many fronts. Foremost among the accomplishments that signified our year was being redesignated as a Magnet hospital. While important in its own right, equally valuable were the many leaders that emerged during our second journey to excellence. Those Magnet Champs were awesome! Leadership was also paramount in the implementation of patient safety initiatives and introduction of new products and interventions. Furthermore, leadership on every level was evident in the development of evidenced-based protocols and exceptional patient experiences.



In the end, however, our year was not about any one effort. It was the culmination of many efforts and actions that, taken as a whole, created a footprint for success led by nurses who served as strong, transformational leaders. Looking ahead, I remain confident about our future. Thank you for your dedication and confidence in Highland nursing.

Sincerely,

A handwritten signature in black ink that reads "Tommye Hinton". The signature is written in a cursive, flowing style.

Tommye Hinton, RN, MSN, CPHQ, NEA-BC  
Chief Nursing Officer

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## Transformational Leadership

# Highland Nurse Leaders are Transformational Leaders

100%  
Nurse  
Directors  
Masters-prepared  
or Higher

Highland Nurse Leaders support the shared vision of the department of nursing and the goals of Highland Hospital. They are an incredible community of leaders who create an environment that allows innovation and creativity to flourish as we achieve excellent service and operational outcomes. Highland nurse leaders value and support continuous professional development and lifelong learning.

100%  
Nurse  
Directors  
Certified

64%  
Nurse  
Managers  
Masters-prepared

82%  
Nurse  
Managers  
Certified



## Nurse Managers Receive Master's Degree

The Department of Nursing at Highland Hospital is firmly committed to the professional development of its nurses – from the staff nurse to the CNO. This commitment ensures the delivery of exemplary, patient-centered care to all patients and their families. To successfully treat patients at their point of need, nurses must advance their skills and knowledge through training and specialty certification. Over this past year, nurses have been involved in not only high-quality patient care,

but also improved learning through formal education. At Highland, all nurses are encouraged to engage in professional growth opportunities as evidenced by the Nursing Strategic Plan. A major goal of the strategic plan is furthering the professional development of BSN- and MS-prepared nurses. During the 2015-16 fiscal year, the following nurse managers completed the master's program at Roberts Wesleyan College:

**Marie S. Hoover**, Nurse Manager, Central Nursing Resources  
Master's degree in Health Administration

*"The program allowed me to meet peers in my community and discuss how they are dealing with the current political and financial healthcare environment."*

**Karen Przybyszewski**, Nurse Manager, Labor & Delivery  
Master's degree in Nursing Leadership and Administration

*"The support I received from my CNO, directors and colleagues here at Highland made it an easy decision to go back to school. The 20-month master's program was a creative way to begin higher education again and start networking."*

**Molly Adcock**, Nurse Manager, West 4  
Master's degree in Nursing Leadership and Administration

*"The knowledge and experience we gained in our graduate program will help us grow as nurse leaders here at Highland Hospital."*



## Empowering Assistant Nurse Managers

Highland nursing is committed to ensuring a continuous legacy of strong and visionary leaders to guide the department through the current challenges of today's healthcare environment. Throughout the department, several systems are in place to support transformational leader development. Transformational leaders stimulate and inspire others to achieve extraordinary outcomes and in the process, refine their own leadership capability. The creation of the Assistant Nurse Manager role is one example of how senior nursing leadership is committed to developing transformational leaders while embracing succession planning as outlined in the Highland Nursing Strategic Plan. The following staff accepted the position of Assistant Nurse Manager over the past year:

Tabitha Arcarisi, BSN, RN (W7)  
Karen Barber, BSN, RN (Mother Baby)  
Michelle Carlson, BSN, RN (E5)  
Rita Harstad, BSN, RN (West 4)  
Travis Lawrence, BSN, RN, CCRN (E7)  
Eric North, BSN, RN (ICU)  
Caroline Northrup, BSN, RN (West 4)  
Feng Shi, BSN, RN (W5)  
Tamika Street, BSN, RN, CMSRN (W6)  
Heather Yamonaco, RNC-OB, BSN, C-EFM, LNC (L&D)

The new nurse leaders participated in several comprehensive leadership development modules and professional development events that covered many topics, including:

- Increasing approachability
- Strategies to connect days to nights
- How to be an effective leader to peers
- Being assertive
- Conflict management

Following a comprehensive leadership development plan, the new assistant nurse managers also received experiential learning that incorporated on-the-job training using leader competency skills with a coaching rubric. This educational tool fostered professional development through reflection of practice and enabled mastery of leadership competencies for supporting nursing units and organizational goals.



## Nurse Leadership Internship

With a growing demand for nurse leaders across all disciplines, clinical nurses who are interested in advancing their leadership/management skills can participate in the Nursing Leadership Internship. The year-long program is sponsored by the Nursing Leadership Institute of the Center for Professional Development at the University of Rochester Medical Center (URMC) and Strong Memorial Hospital. Each year, Highland nursing selects candidates for the program through the Nurse Management Council. Once selected, the participating interns attend monthly, full-day sessions presented by nursing and URMC leadership. The curriculum covers a diverse range of topics, including nursing management and administration, coaching and mentoring, evidence-based practices, and other clinical educational offerings. The program also endorses leadership as a professional responsibility for creating a positive future for nursing practice, fosters collegial relationships, and builds management competencies and administrative skills.

A key component of the internship is the opportunity for program interns to shadow a nurse leader. This process provides interns with a better understanding of management and administrative roles. Nurses also network with others from their service to address performance improvement or quality management issues.

The 2015-2016 Highland Nurse Leadership Interns are as follows:

Jen Bozek, BSN, RN  
Nichole Coleman, BSN, RN  
Rita Harstad, BSN, RN  
Caroline Northrup, BSN, RN  
Kelli Vacanti, BSN, RN

A major requirement of the internship is the completion of an evidenced-based leadership group project. The project is presented at an annual poster session and the Best Practice Showcase. In May, Highland's nursing interns presented a project, titled "Building the Dream Team of Caring." The presentation included detailed evidence on how to implement interdisciplinary teambuilding strategies, along with embracing the culture supporting teamwork. The project's strategies have yielded positive statements on work satisfaction from nurses, as well as patient care technicians. The project is currently helping to increase team cohesiveness on all units.

# HIGHLAND HOSPITAL



## Structural Empowerment

# Leaders in Magnet Redesignation

68%  
BSN Rate

40%  
Certification Rate

20  
Community Healthcare  
Outreach Projects

757  
Student  
Nurses  
with Clinical  
Rotation Experience

79  
Advancement  
System for  
Clinical Nurses  
(ASPEN) Promotions



On May 17, 2016 we received the call from the American Nurses Association Magnet Commission confirming our redesignation as a Magnet Hospital. As we cheered our success in accomplishing this honor we also reflected back on the work and dedication of our Magnet Champions and recognized their critical contributions. It is their leadership, dedication, boundless energy, and enthusiasm that guided so many during our most recent journey.

Magnet Champions are clinical nurses from across the organization delivering care alongside colleagues, and relating to the commitment and responsibility of nursing to provide the highest quality of care. Their leadership responsibilities are on-going and include the time sensitive communication, motivation, and innovative ways to engage staff through the stages of redesignation. We sincerely hale the selfless work of these nurses; the true champions of redesignation.





## Nursing Awards of Excellence

Every year, the Highland Department of Nursing recognizes its best and brightest, along with those who support nursing, with its Excellence Awards.

These awards created by nurses for nurses, recognize leading nurses in six categories. Nurse Leaders are selected by their peers in several categories.

- Nurse of Distinction
- Nursing Professional Development Excellence
- Nursing Leadership Excellence
- Nursing Excellence in Research and Innovation
- Nursing Mentor
- Nursing Practice

A highlight each year is the seventh Award which is given to one of our organizational partners who wins the "Support of Nursing Practice Award." Jeff Huntress, Director of Clinical Pharmacy, was our reward recipient for 2016.



Dr. Thomas Rivett  
Chief of Pharmacy

Andrew C. Thompson, MD  
Clinical Pharmacy Manager

## Clinical Resource Nurses – Clinical Leaders

At Highland, mentoring is a fundamental characteristic of the professional practice environment that occurs daily among nurses in every setting and discipline. It is an organic process that involves all caregivers – from the novice to the CNO. In an effort to continue this longstanding commitment to growing and nurturing others, the department created the position of Clinical Resource Nurse (CRN) in April 2015. The role of the CRN is to provide support, guidance and leadership to newer or less experienced nurses in critical care, emergency/trauma, interventional radiology, and other areas of nursing. Four Highland nurses have served as CRNs during the position's inaugural year. They are:

- Angela Bode, BSN, RN
- Anthony DiMattia, BSN, RN, CCRN
- Andrew Mangiacapre, BSN, RN
- Colleen Privett, BSN, RN

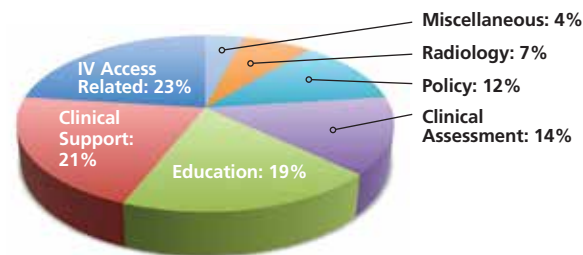
Throughout the year, the CRNs have actively developed this role by seeking out opportunities to support nurses by:

- Acting as mentors, educators and advocates for bedside nurses by assisting with the organization of complicated patient assignments, performing procedures and sorting through complicated and confusing clinical presentations.

- Supporting and leading nurses at all levels through innovative and proactive paths.
- Helping the bedside nurse to develop and own their own practice. This has resulted in an increase of CRN calls from 422 requests in January, 2016 to 563 in March, 2016. A decrease in reliance on senior nurses and charge nurses on any given shift was also an outcome.

Since implementing the position, anecdotal evidence has shown increasing independence among the nurses mentored by the CRNs.

As evidenced by the following chart, the CRNs impacted many areas of the hospital based on a multitude of diverse calls where assistance was provided:



From left to right: Anthony DiMattia, BS, RN, CCRN; Angela Bode, BS, RN; Andrew Mangiacapre, RN, BSN, Senior Clinical Resource Nurse; Colleen Privett, RN, BSN.



UR  
MEDICINE  
Highland Hospital

Amirah A. Q. MD  
Clinical Nurse

Andrew D. Matyskiwo MD  
Clinical Resource Nurse

UR  
MEDICINE  
Highland Hospital

Angela  
RN  
I CARE... Always On

UR  
MEDICINE  
Highland Hospital

Colleen Pappalardo  
Clinical Nurse

Colleen  
RN  
I CARE... Always On

## Exemplary Professional Practice

# Nurse Leaders Transform Clinical Practice for Obstructive Sleep Apnea Patients

0.254  
CLABSI SIR

0.510  
CAUTI SIR

3.82  
Falls  
with Moderate  
or Greater  
Injury Rate

0.66  
Pressure Ulcers  
Stage II  
or Above Rate

A robust practice environment within the Department of Nursing at Highland Hospital encourages nurse leaders to actively identify, develop, and implement improvements to enhance patient care. In an effort to address patient need, nurse leaders in the perioperative and medical/surgical areas collaborated to improve the care of postoperative patients with obstructive sleep apnea (OSA).

Recognizing an opportunity to substantially improve safety, prevent complications, and decrease length of stay for OSA patients, nurse leaders facilitated several actions to achieve success, including:

- Establishing a safety-focused discharge plan
- Assembling a multidisciplinary taskforce consisting of all phases of care from pre-op to ambulatory follow-up care
- Completing an extensive literature review that included reviewing evidence-based practice standards, analyzing complications related to OSA patients, as well as studying the administration of opioids among OSAs patients and advocating for non-opioid pain control medications

- Participating in unit-based and central educational events
- Developing new standards of care to support postoperative patients with OSA
- Creating a new nursing standard of care
- Collaborating with providers to create medical guidelines to achieve quality outcomes
- Assisting in the creation of an algorithm for follow-up postoperative care



## Highland Nursing Provides Leadership in Innovative Project to Prevent Patient Falls

Throughout the past year, Highland nursing has strengthened its commitment to preventing patient falls across the department and within ambulatory care facilities. In March 2015, Tommye Hinton, RN, MSN, CPHQ, NEA-BC, Chief Nursing Officer, submitted an application to participate in the Joint Commission Center for Transforming Healthcare's Preventing Falls project. Highland Hospital was selected to participate in the year-long project designed to reduce the incidence of falls in healthcare facilities. The project used Robust Process Improvement to identify causes and develop solutions to prevent patient falls. The innovative project was operationalized on three Highland nursing units. The units used the project's Preventing Falls Targeted Solutions Tool (TST), which included a step-by-step process to accurately measure actual performance, identify barriers to excellent performance, and facilitate customized proven solutions to address particular barriers. The TST also helped the units to develop and implement a systematic approach to problem solving that included defining the project's scope; measuring current performance; identifying contributing factors leading to falls; providing targeted solutions; and sustaining improvements made by measuring and monitoring the process.

As a result of their involvement in the project, the three nursing units selected the following targeted solutions to address specific contributing factors for falls:

- East 5: Identified high-risk medications known to impact fall risk. Educated patients on medication side effects and fall risk.
- East 6: Developed a standard for no unassisted ambulation.
- West 7: Created a protocol identifying high-risk patients meeting criteria for every two-hour toileting.

After implementing the Preventing Falls project process, Highland nursing has experienced significant improvements over the past year.

### **Preventing Falls Project Team:**

Project Champion: Tommye Hinton, CNO, MSN, RN, CPHQ, NEA\_BC

Project Leads: Jamie Philpott, MSHA, BSN, RN, NE-BC; Kristen Berns, MS, RN, ANP & Barb Schrage, RN, MS, FNP-BC

Process Owners: K. Przybyszewski MS, BSN, RN; Scipione MS, RN, CNL; Judy Calamia BSN, RN; Sandy Anderson BSN, RN, CDE

Core Team Members: Becky Knowles, BSN, RN; Chris Eastman, BSN, MPA, RN, OCN; Judy Calamia, BSN, RN



# Nursing Research Internship Program

## Research Interns Validate the Importance of Evidenced-Based Practice (EBP)

4  
National  
Podium  
Presentations

3  
Nurse  
Research Studies

The research internship is a yearlong educational experience designed to expose nurses to research and EBP principles. The program is open to all staff members with two or more years of experience. The program provides participating nurses with the opportunity to acquire knowledge and develop skills to successfully facilitate research-related activities. This occurs through mentoring by an expert researcher and participation in educational lectures and sessions. Participating interns also attend monthly education days where they develop and complete a research project.



Lisa Fleming, RN, BS, CGRN, Nurse Leader. Absent from photo: Ping Fang, BSN, MS; Linda Newman, BSN, MS, RN.

The following Highland nurses successfully completed the internship and developed research projects:

### **Hospital Noise Project: Is it too loud in here?**

- Lisa Fleming, BS, RN, CGRN, Highland Procedures Center
- Ping Fang, BSN, MS, Critical Care Float Pool
- Linda Newman, BSN, MS, RN, Unit Educator, West 4

### **Measuring Decibel Level and Perception of Noise by Nurse and Patient in Highland Hospital ICU**

- Ping Fang, BSN, MS, Critical Care Float Pool

Both research projects, conducted on two (2) distinct units were designed to determine how excessive sound levels resulted in impaired sleep, increased stress, delayed post-illness rehabilitation, and exacerbated agitation and psychiatric symptoms. Several methods were used to examine sound levels such as continuously monitoring decibel measurements over a six-day period with a Quest Sound Level Meter, as well as interviewing nurses and patients about real and perceived noise levels.

Today, several initiatives are being implemented throughout Highland to address excessive sound levels.

*“Our nurses became more innovative, more focused, and more driven.”*

*Tommye Hinton, RN, MSN, CPHQ, NEA-BC, Chief Nursing Officer*



*Left photo: Nseabasi Ipot, MW, RN, BSN, LNC, PCCN. Top middle photo, W4 Huddle: Seated, Rachel Belanger, RN, BSN; Tiffany Marble, PCT; Inna Stresz, RN. Standing: Sharyl Thomas, PCT; Ashley Haywood, RN; Jen Coffey, RN; Becky Stiles, RN; Rachel Johnson, RN; Hiwot Seyoum, RN; Bebielyn Sullivan, PCT. Top right photo: Rachel Johnson, RN. Right center photo: Melinda Garfield, PCT. Lower right photo: Feng Shi, RN, BSN; Ashley Bebringer, RN, BSN.*

# Highland Hospital 2015-2016 Nursing Annual Report

## Leading a Culture of Excellence



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**Front Cover Photo Credits:** Eric North, RN, BSN and Caroline Northrup, RN, BSN

### Highland Hospital

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MEDICINE *of* THE HIGHEST ORDER