



Looking ahead with excitement, growth and resilience

NURSING ANNUAL REPORT 2020 | YOUNGSTOWN

MISSION

Our Ministry:

Extends the compassionate ministry of Jesus by improving the health and well-being of our communities and brings good help to those in need, especially people who are poor, dying and underserved.

VISION

Inspired by God's hope for the world, we will be a ministry where associates want to work, clinicians want to practice, people seek wellness and communities thrive.

VALUES

Human dignity

Integrity

Compassion

Stewardship

Service

NURSING MISSION

Deliver compassionate, competent, holistic nursing care grounded in evidence and extend our Catholic identity to bring good help to those in need.

NURSING VISION

Be a destination for professional nursing talent to practice.

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Welcome

We are happy to share with you the Mercy Health — Youngstown 2020 Nursing Annual Report. This year, our annual report includes highlights and exemplars of nursing excellence, outstanding achievements in nursing and reflections of professional practice. Recognizing and honoring an innovative leader of our profession, Florence Nightingale, the World Health Organization designated the year 2020 – Florence’s 200th birthday – as the “International Year of the Nurse and Midwife.” During the year of the nurse, our nurses have exceeded our expectations when it comes to resiliency.

While reviewing the excellent nursing demonstrated in this report, we need to acknowledge and recognize the dedication and generous acts of kindness demonstrated by our frontline nurses and nurse leaders during the COVID-19 pandemic. We feel such great pride for the important work that takes place here at our hospitals and how our nurses contribute to this great work every day. Each of them stands for the Mission, Vision and values of Mercy Health, and their service to our community is amazing!

This report is led by our nursing strategic plan, the organization’s strategic plan and alignment with the components of our professional practice model for nursing. During the final months of 2020, we were able to adopt a unified professional practice model that will continue to unite our nurses and our vision of nursing. Our updated shared decision-making model has allowed for frontline nurses and nurse leaders to share in the decision-making process around issues that impact nursing practice. Through this structure, our nurses are empowered to have a stronger voice in professional practice, innovation, evidence-based strategies and collaboration with partners. This structure ultimately improves our patient and nurse experiences, thereby creating a secure and engaged practice environment.

We would like to personally thank our nurses for everything they do. It has been an honor to serve them during this year of change and uncertainty. We’ve had the opportunity to see firsthand the dedication and commitment to our patients and each other that are evident in this report.

Sincerely,

Stacie Call, MSN, RN, NE-BC

Renee Jones, MSN, RN, NE-BC

Brian Wharry, MSN, MHA, RN-BC

Youngstown Nursing Leadership



Stacie Call, MSN, RN, NE-BC

Market Chief Nursing Officer
Mercy Health – Youngstown

Chief Nursing Officer
St. Elizabeth Youngstown Hospital



Renee Jones, MSN, RN, NE-BC

Vice President of Nursing
St. Joseph Warren Hospital



Brian Wharry, MSN, MHA, RN-BC

Vice President of Nursing
St. Elizabeth Boardman Hospital

Magnet recognition highlights strong nursing culture

All three of Mercy Health's Youngstown hospitals are proud to have achieved Magnet recognition. The American Nurses Credentialing Center's Magnet Recognition Program® distinguishes health care organizations that meet rigorous standards for nursing excellence. Only a select group of U.S. health care organizations (8% of all registered hospitals) have achieved Magnet recognition, widely recognized as the gold standard for nursing excellence.

"Being designated a Magnet organization is an incredible accomplishment," stated Stacie Call, Mercy Health's chief nursing officer for the Youngstown region. "Being designated as a four-time Magnet health care market as St. Elizabeth Youngstown, St. Joseph Warren, and St. Elizabeth Boardman hospitals is beyond measure and something that I am extremely proud of. This means that our nurses are empowered, engaged in evidence-based practice and work collaboratively with the interprofessional team to ensure outstanding patient outcomes on a daily basis. We are proud to be Magnet and to have been the first Magnet-designated hospitals in the State of Ohio."

According to a 13-year study published in the journal *Health Affairs*, patient outcomes were significantly better in hospitals that had been awarded Magnet status. It has also been linked to improved hospital financial performance.

For Mercy Health nurses, Magnet designation means having a voice within the organization and feeling empowered to make changes in the work environment through council membership, research projects and education. Magnet status is an indication that our nurses strive for excellence and continued improvements.

With two of our Cincinnati hospitals achieving Magnet recognition in September 2020, Mercy Health now has seven Magnet hospitals across Ohio and Kentucky:

Mercy Health — St. Elizabeth Boardman Hospital

Mercy Health — St. Elizabeth Youngstown Hospital

Mercy Health — St. Joseph Warren Hospital

Mercy Health — St. Rita's Medical Center

Mercy Health — Fairfield Hospital

Mercy Health — West Hospital

The Jewish Hospital — Mercy Health



Nurses adopt a unified professional practice model

Following months of work, Mercy Health and Bon Secours nurses adopted one unified nursing professional practice model in December 2020. This model and its core concepts – caring, innovation, excellence, faith and professional development – reflect our nursing culture while embracing and building upon our ministry’s core culture behaviors: empowered, unified, agile and committed to the ministry.



Caring

We embrace caring theory and science to promote nurse well-being and healthy relationships with each other and those we care for.

Innovation

We continually seek to discover new knowledge, solutions and technology to advance care delivery and nursing science.

Excellence

We strive for excellence to deepen the impact of nursing through collaborative, evidence-based practice that achieves the highest quality outcomes.

Faith

We honor our faith tradition as we live out our nursing mission and vision of a compassionate, healing ministry.

Professional Development

We ensure learning experiences and career pathways that promote professionalism, autonomy, full scope of practice and diverse skills for contemporary roles.

Transformational Leadership

Transformational leaders stimulate and inspire others to achieve extraordinary outcomes. They align everyone's goals and objectives with the larger organization while transforming to meet the needs of the future. This requires vision, influence, clinical knowledge and strong expertise related to the professional nursing practice.

WIG rounding reduces first-year RN turnover

Increased registered nurse (RN) turnover has been described in the literature as resulting from negative work environments, lack of communication with management and leaders, perceived lack of autonomy and not enough exposure to professional development opportunities.

Strategies for improving RN turnover include enhancing communication, frequent support from leaders and other team members, professional and personalized recognition, coaching and mentoring.

In 2019, the health system identified reducing first year professional turnover as a key performance indicator for 2020. Included in this metric was first-year registered nurse (RN) turnover.

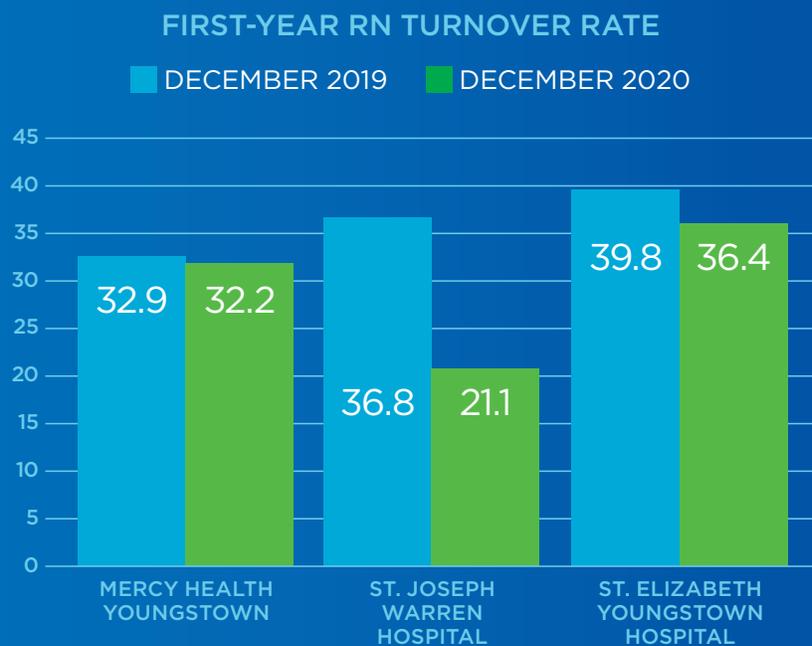
In the Youngstown region, nursing leaders have been using a variety of measures to reduce overall RN turnover, including:

- 30-60-90 day check-ins with nurse managers for all new hires
- A nurse residency program for all newly hired nurses with less than one year of experience
- Quarterly performance conversations

Members of the Youngstown region nursing practice and education team worked with fellow leaders throughout the system to create a process to increase support and communication with new hires. They used the strategic transformation process known as the “four disciplines of execution” to establish the wildly important goal (WIG) of reducing first-year RN turnover. They then developed and implemented a targeted rounding plan focused on supporting new hires every two weeks during orientation and monthly through the first year of hire. This one-to-one engagement with new RNs provided them with a safe space to share successes, barriers and unit perceptions with the education team, allowing them to address issues related to onboarding and practice in real time. It also provided the team with an enhanced opportunity to collaborate with nursing leadership to address concerns and celebrate successes.

The team created a standardized rounding data collection tool to ensure consistency and continuity in their rounding efforts. Every two weeks, the team came together to report on barriers, successes and lessons learned from rounding. The Youngstown team continued rounding through October 2020, even during several COVID-19 surges.

The WIG rounding process created by the team appeared to have a direct relationship to first-year RN retention and turnover in the Youngstown region. Turnover dropped after WIG rounding began; when rounding was paused due to the COVID surge, turnover numbers began to increase slightly. The graph depicts first-year RN turnover rates for the entire Youngstown region and for the two acute care hospital sites with the greatest reductions.



The WIG rounding process resumed in January 2021 with modifications based on lessons learned throughout 2020.

Advocacy in professional organizations

Nursing advocacy, which includes involvement in both nursing and non-nursing boards of directors, is an important aspect of professional nursing practice. The Institute of Medicine Future of Nursing Report also recommends increasing the number of nurses who sit on boards. Mercy Health nurses in the Youngstown region participate in various local and state boards.

One of these is the Ohio Organization for Nursing Leadership (OONL) Board, which Alisha Fata, MSN, RN-BC, Mercy Health – St. Elizabeth Boardman Hospital, joined in 2020. Alisha was nominated by Mercy Health – Youngstown leadership for the OONL Aspiring Nurse Leader award in 2020. This recognition highlights aspiring nurse leaders who possess a strong desire to advance professionally, achieve shared goals and promote teamwork through clinical expertise and evidence-based practice, as well as by serving as a resource and model for others. Alisha was nominated based on the many leadership roles she has assumed as a clinical nurse, including:



- Obtaining grants to provide supplies and support for congestive heart failure and oncology patients
- Creating the Cardiovascular Outpatient Program and Education (COPE) event, a community health program that was designed to encourage community members diagnosed with heart failure with self-management skills to improve their health choices and develop a personal wellness plan to maximize heart health
- Leading the development of a heart failure clinic at St. Elizabeth Boardman Hospital
- Serving as a clinical resource for nurses with an expertise in congestive heart failure
- Being active on the Mercy Health Magnet journey
- Volunteering for community service locally and on mission trips to Honduras

Alisha received the award in the fall of 2020 and was featured in the OONL newsletter. As the OONL Aspiring Nurse Leader 2020, Alisha will have the opportunity to participate on the OONL Board throughout 2021, gaining knowledge and participating in advocacy at the local and state levels.

Leadership addresses social determinants of health

High blood pressure is known as the “silent killer” because it typically has few symptoms but can still lead to deadly health consequences such as heart attack and stroke. According to the American Heart Association (AHA), one in three adults suffers from hypertension, and one in three adults with hypertension is unaware they have this disease.

While it can't be cured, once a person is aware they have high blood pressure, the disease can be managed effectively through lifestyle changes and medication. Jennifer Rager, BSN, RN, CV-BC, a cardiac nurse navigator/clinical nurse at Mercy Health — St. Elizabeth Youngstown Hospital, recognized this growing burden of disease in the community and has partnered with the AHA and their “Check, Change, Control” blood pressure awareness campaign outreach program to hold annual blood pressure screenings in the community.

In early 2020, Jennifer joined forces with the AHA and Youngstown State University (YSU) as a part of their “Living Well” wellness program to provide courtesy blood pressure screenings and education on campus for staff and students. One unique aspect of this partnership was the focus on screening young adults, who comprise an increasingly noticed risk group. The goals of this outreach event were to:

- Increase awareness about blood pressure to members of the community
- Provide blood pressure screenings twice weekly every other week during a four-month period
- Help participants make positive lifestyle choices such as healthy eating and physical activity through education and resources

Through her leadership, Jennifer extended her ability to positively impact this social determinant of health and reduce the burden of hypertension in the community, empowering many individuals to make positive changes in their lives. Jennifer has developed such passion for heart health that this year she has been nominated as president elect of the Board for the AHA and continues to find innovative ways to help bring the local Youngstown community with her on this journey toward healthier hearts.

Improving obstetric care during COVID-19

2020 brought a myriad of new challenges to all health care workers due to the COVID-19 pandemic. Many of these challenges created barriers to achieving specific organizational goals, and nurse leaders across the organization were called upon to rapidly identify new and innovative ways to address challenges and barriers while continuing to provide excellent patient care.

In the obstetrics department at Mercy Health — St. Joseph Warren Hospital, nurses suddenly faced complications in caring for some of the most fragile patients – newborn babies – and the challenge of providing safe care to pregnant patients infected with COVID-19.

Anna Klejka, MSN, RN, director of obstetrics, and Debra Pollander, BSN, RNC-OB, C-EFM, the hospital's obstetrics nurse manager, began to plan the workflow and procedure for caring for this patient population using the Giraffe Incubator Carestation for infants born to a COVID-19 positive (or suspected) mother.

The Giraffe Incubator Carestation allows infants born to a COVID-19-positive mother to be isolated in a healing environment immediately after delivery. This incubator combines innovative technology with exceptional thermal performance. The incubator provides a state-of-the-art neonatal environment that promotes natural, peaceful healing, while fostering a close bond between families and their babies. This environment allows families to be present for every step toward discharge.

The incubator provides clinicians with improved access to these babies, giving them a higher quality environment for providing safe patient care. The unit also provides a way to transport an infant who needs isolation to reduce potential exposure to or from other patients on the unit, further improving the safety of the patient care environment.

Through the leadership and advocacy of Anna and Debra, the hospital was able to obtain the Giraffe Incubator Carestations, improving care and the patient experience while overcoming challenges of COVID-19.



Structural Empowerment

Solid structures and processes within our organization empower nurses to innovate, collaborate and achieve a higher understanding of the nursing profession. Nurses are empowered to meet the needs of our community. Determining the best ways to achieve the organizational goals is fostered through strong interprofessional relationships.

Shared decision-making structure updated to enhance nursing practice

The shared decision-making model in the Mercy Health — Youngstown region is a dynamic partnership where nurses at all levels of the organization have a voice in delivering compassionate, competent, holistic nursing care grounded in evidence and our Mission. Nurses throughout the organization have a voice in deepening the impact of the nursing profession through collaborative partnership, research and care design that promote and contribute to the autonomy and full scope of practice.

Since 2001, Mercy Health has had a robust and active shared decision-making structure in the Youngstown region that has resulted in transformational leadership, evidence-based practice, nursing research and nurses engaging in unit, facility and market-based decisions.

In 2020, nursing leadership from the Youngstown hospitals, in collaboration with members of the shared leadership councils, decided to restructure the councils to increase their effectiveness and enable their members to have a greater voice into professional practice. While the core councils remained the same, the nurses made changes to:

- Have a separate evidence-based/quality improvement and nursing research council
- Align the names of the councils with the ministry's planned shared decision-making structure
- Develop specific council goals and objectives
- Include nurse-sensitive clinical indicators in council meetings
- Include the Magnet Champions Committee as a true council

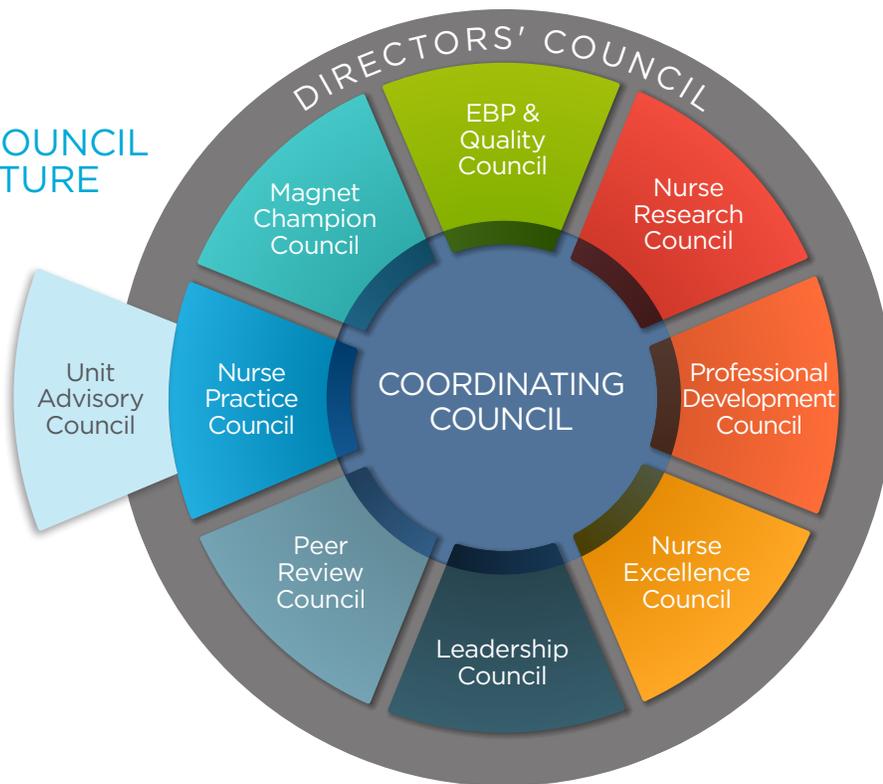
Nurses launched the new structure virtually in 2020 due to the COVID-19 pandemic. Throughout 2020, council meetings took place through the Zoom platform to maintain pandemic restrictions. The response to this new format has been extremely positive, with nurses being able to engage in the work of professional practice in new and exciting ways.

Despite the challenges of 2020, councils were able to meet their goals and accomplish some amazing work contributing to the future of nursing practice in Mercy Health — Youngstown.

ORIGINAL COUNCIL STRUCTURE



NEW COUNCIL STRUCTURE



Celebrating National Nurses Week 2020

Mercy Health — Youngstown joined the World Health Organization and the American Nurses Association in recognizing 2020 as the Year of the Nurse. Despite the COVID-19 pandemic and its challenges, Mercy Health — Youngstown found ways to recognize and celebrate the amazing work that nurses here do every day. From unit-based, physically distant celebrations to leadership expressions of gratitude to unit and organizational recognition, the week was alive with celebrating nurses.

Leaders created a theme around each day of Nurses Week with corresponding events. These included:

- **Nurses Warm Everyone's Hearts** - with delivery of hot cocoa and fresh baked cookies from local business One Hot Cookie
- **Thankful Thursday** - featuring opportunities for staff to thank a coworker, a Zoom conference with nursing leadership thanking nurses for their dedication and work, and the release of the Mercy Health — Youngstown Nurse Tribute Video for all staff
- **Flashback Friday** - recognizing nurses for their years of service to the organization
- **Blessing of our Nurses** - blessings for the nurses provided by spiritual care virtually and in person

The celebration extended into National Hospital Week with more recognition and expressions of gratitude, including hospital-provided meals for staff and the delivery of sweet treats.

A number of nurses also received awards throughout the week in recognition of the professional practice of nurses and their colleagues:

Transformational Leadership Award

- Jennifer Clutter, RN
- Joan Morris, RN
- Angelina Rechichar, RN

Structural Empowerment Award

- Melinda Marks, RN
- Jamie Spickler, RN

Exemplary Professional Practice Award

- Sara Esmail, RN
- Meghan Beasley, RN

New Knowledge, Innovations and Improvements Award

- Michael Cieislak, RN
- Michelle Lipp, RN

Empirical Outcomes Award

- Valerie Mihalik, RN
- Matthew Cline, RN
- Melinda Koren, RN

Novice Nurse Award

- Breanna Keener, RN
- Jenna Mason, RN
- Ashley Fagert, RN

COVID-19 Award

- Julie Kester, RN
- Phillip Sheridan, RN

Physician Partner Award

Dr. Chad Donley
Dr. Jawad Francis
Dr. James Jamison

Clinical Colleague Partner Award

- Tom Cospers
- Will Hill
- Kathy Palmer



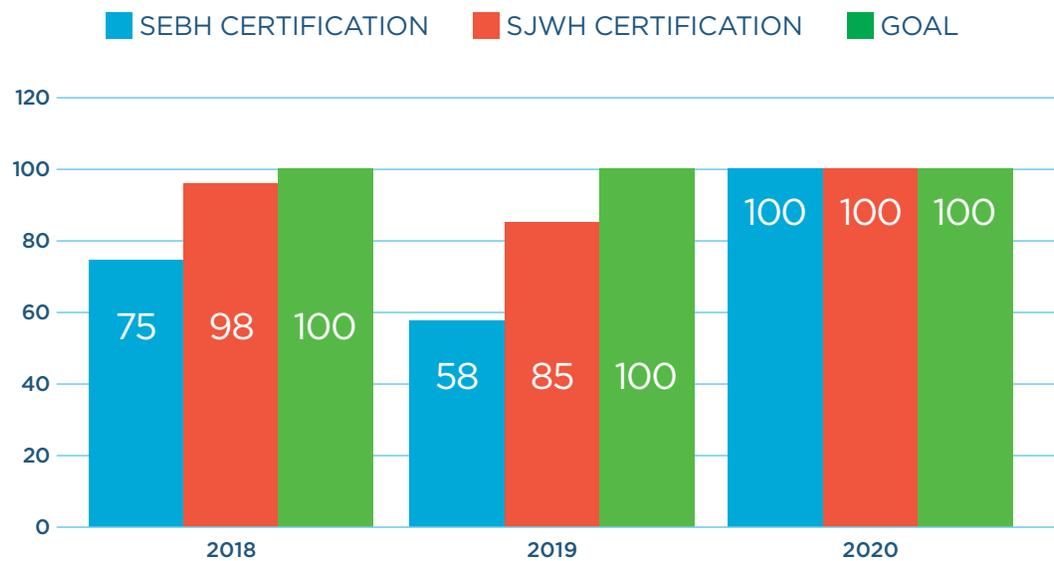
Supporting professional nursing certifications

Mercy Health supports nurses in achieving their specialty nursing certifications to demonstrate competence and experience in practice. Internal programs such as tuition reimbursement and external partnership with organizations such as the American Nurses Credentialing Center’s Success Pays certification programs ensure that nurses have the financial resources to support their certification goals. Resources in the form of review materials and courses also help to ensure that nurses are successful in achieving certification.

In 2020, nursing leadership at Mercy Health — Youngstown made a concerted effort to increase the certification rates in two specialty service lines: maternity and intensive care.

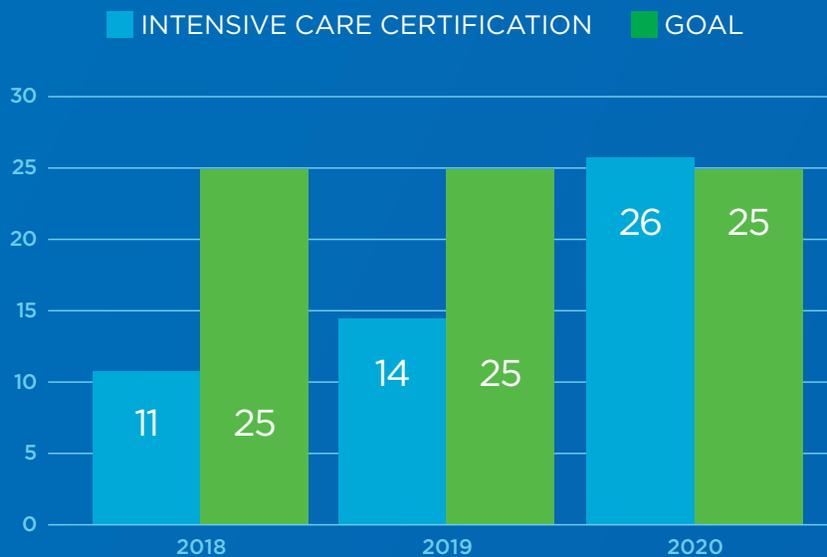
Maternity services at St. Elizabeth Boardman Hospital and St. Joseph Warren Hospital strive to ensure that 100% of their eligible nurses are certified in fetal monitoring. In 2020, that goal was achieved as demonstrated on the graph below:

ST. ELIZABETH BOARDMAN HOSPITAL (SEBH) AND ST. JOSEPH WARREN HOSPITAL (SJWH) LABOR AND DELIVERY PERCENTAGE OF NURSES CERTIFIED IN FETAL MONITORING



At Mercy Health — St. Elizabeth Youngstown Hospital, nursing leadership identified an opportunity to increase the overall percentage of professionally certified nurses in the intensive care units to a total of 25%. To accomplish this goal, they initiated several strategies, including partnering with the American Association of Critical Care Nurses (AACN) through their voucher program and collaborating with internal nursing and physician experts who provided review courses and assistance. The intensive care service line was successful in meeting the certification goal.

ST. ELIZABETH YOUNGSTOWN HOSPITAL INTENSIVE CARE PERCENTAGE OF CERTIFIED NURSES



Exemplary Professional Practice

Nurses are autonomous to deliver patient-centered care while collaborating with the interprofessional team and families. Outcomes related to patient experience, quality and work environment stem from a deep understanding of evidence-based practice.

Innovation, best practices and leading the way through COVID-19

COVID-19 brought a myriad of challenges throughout most of 2020. However, it also gave rise to innovation, implementation of best practices and creativity from nursing services.

Mercy Health — Youngstown was the first in the ministry to see patients infected with COVID-19 and led the way in the care of this unique patient population. Nurses were called upon to develop strategies and implement new evidence-based practices to support care delivery. The following are just a few of those innovations.

Awake pronation

Pronation is something that many intensive care unit (ICU) nurses are comfortable doing for patients experiencing acute respiratory distress syndrome (ARDS). However, the practice of early awake pronation for non-intensive care patients was rapidly being identified as a best practice in the care of the COVID-19 patient. Pronation involves turning a patient onto the stomach for a period of time to help increase lung capacity, move secretions and improve oxygenation. While this is normally accomplished in the intensive care setting for patients who require ventilatory support, it was identified early in the pandemic as a best practice to help COVID-19 patients avoid an ICU stay.

In all three Mercy Health — Youngstown hospitals, nurses worked with patients in the medical-surgical and intermediate levels of care to do awake pronation using pillows as positioners. Clinical nurses created education tools and empowered patients to engage in self-pronation and were able to demonstrate fantastic clinical results.

Such was the case for Ruth*, an 86-year-old woman with preexisting respiratory illness who was admitted with an oxygen level of less than 80%. Despite increasing oxygen delivery to up to 15 liters via a non-rebreather face mask, Ruth's oxygen levels would not rise above 85%. The nursing staff collaborated with the care delivery team and put the evidence-based intervention of early awake proning into place. Within a matter of hours, Ruth's oxygen level had increased to more than 95%, and the care team was able to begin weaning her oxygen delivery back down toward her normal dose. The nurses also instructed Ruth on how to prone at home.

**Name changed to protect the patient's privacy.*

Extension tubing

During the initial COVID-19 surge, clinical nurses identified an opportunity to reduce personal protective equipment (PPE) use and decrease their own exposure risks while continuing to provide safe and comprehensive care to patients. One of the prime reasons nurses are called into patient rooms is to address the beeping of intravenous (IV) pumps. While tending to these alerts is important, it also increases the use of PPE. Clinical nurses determined that they could safely move the IV pumps outside of the COVID-19 patient rooms using extension tubing. This way, they could more effectively monitor the IV pumps and address beeping or alerts without increasing PPE use or risk of exposure. This practice soon became common across all Mercy Health locations.

Lucas device

To reduce the burden related to personal protective equipment (PPE) and employee exposure during the pandemic, our Youngstown hospitals began using the Lucas device. This device is designed to help improve patient outcomes during sudden cardiac arrest in adult patients by continually performing chest compressions; it can perform 102 chest compressions per minute with a depth of 2.1 inches. Defibrillation can also be performed while the device is operating.

The Lucas device can be deployed quickly with minimal interruption in cardiopulmonary resuscitation (CPR). Once the device is applied to the patient, there's no need for additional personnel to rotate in the room to perform CPR, which improves the efficiency of the department and enhances the ability of the patient's care team to monitor all aspects of care during CPR.

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Zoom rounding

Due to the COVID-19 pandemic, all Mercy Health hospitals restricted visitation as a safety precaution. Patients admitted to the hospital with COVID-19 were further socially isolated by the requirement of isolation precautions to control the spread of the virus within the hospital.

Evidence indicates that isolation precautions have a negative psychological effect on patients, including feelings of loneliness, stigmatization and increased depression and anxiety. To make sure patients had access to loved ones as support throughout their hospitalization, we implemented the innovative practice of Zoom rounding.

Zoom is a web-based video conferencing tool that allows multiple users to meet online using quality video and audio conferencing. This technology allows patients to video conference with multiple family members at the same time. To facilitate this Zoom rounding, Mercy Health –Youngstown repurposed mobile telemedicine computers previously used for stroke telehealth.

Employees known as Zoom rounders were associates redeployed throughout the COVID-19 pandemic to assist with patient care. They helped support the nursing staff by facilitating these interactions between patients and loved ones. Zoom rounders or nurses would bring the telemedicine computers to the patient rooms and helped patients log into the Zoom platform.

This innovative technology was featured on the local news channel WKBN. (<https://www.wkbn.com/news/coronavirus/virtual-meeting-technology-used-to-connect-patients-with-family/>)

This practice continues to be used as a tool to improve patient-centered care and will remain an innovation in the organization after the pandemic has ended.

DAISY Awards

The DAISY Award recognizes a nurse's clinical skill and compassionate care to patients and their families.



Sarah Blackburn

St. Elizabeth Boardman Hospital, 4 South

Sarah Blackburn's nursing peers nominated her because she is always willing to lend a hand with a positive attitude. She is also a role model on the patient care unit who provides exceptional care every day. Her nomination stated, "This nurse continuously goes above and beyond for her patients and coworkers. She is the true definition of a team player, patient advocate and caring nurse!"



Kimberly Hanzelka

St. Elizabeth Youngstown Hospital, Ready Staff

Kimberly was nominated by three separate patients for this award. Each patient commented on her excellent patient care and her ability to improve their patient experience. "She's amazing! Efficient, human! Thank you for changing my experience," wrote one. Another commented, "Kim made my time go quicker, and helped me to be better prepared to leave the hospital." The third nomination stated, "Her compassion, excellence in her profession and service were exemplary."



Jessica Brest

St. Joseph Warren Hospital, 3-Surgical

Jessica was nominated for this award by a patient's family member. The family felt that Jessica went above and beyond in assisting with their mother's care. The family strongly felt that she deserved this award due to her "compassion, excellence and human dignity in caring for elder patients."



Carissa Kozic, RN

St. Elizabeth Boardman Hospital, 4 South

Carissa was nominated by a patient who recognized Carissa for her exceptional patient care and clinical skills. "Thank you to my nurse for helping me through this. It really takes a kind soul to be a caring nurse. She is meant to be here."

New Knowledge, Innovation and Improvement

Our current systems of health care are redesigned to meet the needs of our patients, the community and our organization. Nurses are at the forefront of generating new knowledge and innovation, having visible contributions to the art and science of nursing.

National and global collaboration and engagement



In March 2020, Mercy Health – St. Elizabeth Youngstown Hospital became part of Magnet4Europe, an international initiative through the Center for Health Outcomes and Policy Research at the University of Pennsylvania and KU Leuven, Belgium. Magnet4Europe will afford over 60 hospitals in Belgium, England, Germany, Ireland, Sweden and Norway an opportunity to partner, or twin, with a Magnet-designated hospital in the U.S.

Based on the success of the American Nurses Credentialing Center’s Magnet Recognition Program, the goal of this initiative is for partner hospitals to work together to implement an evidence-based intervention and ultimately create structures and processes that will redesign the work environment, leading to better outcomes related to burnout and safe patient care. The one-on-one twinning experience allows nurses in Europe to work in collaboration with U.S. nurses who are experienced in Magnet and the evidence-based Magnet principles.

As a four-time designated Magnet facility, St. Elizabeth Youngstown Hospital was selected to represent the Mercy Health hospitals and has been twinned with Our Lady of Lourdes Hospital in Drogheda, Ireland. The teams began meeting at the end of 2020 and are excited to continue their work throughout 2021 – learning from each other and advancing nursing professional practice across the world.



In addition to the Magnet4Europe initiative, St. Elizabeth Youngstown Hospital is also involved in the sister arm of the project: the U.S. Clinician Wellbeing Study. This is the first large-scale study in the U.S. to examine the well-being of hospital nurses and physicians. The purpose of the study is to determine if the value of positive work environments will affect clinician well-being and lead to better patient safety and quality of care outcomes. The study will officially be launched in the first quarter of 2021.

St. Elizabeth Youngstown Hospital’s nurses are excited to be participating in these innovative opportunities to help health care professionals better understand the importance of clinician well-being and to advance the status of professional nursing practice around the world.

Sepsis Virtual Care Center: An innovative technology assist for nurses

Rapid detection of sepsis and corresponding rapid intervention result in a decreased mortality rate and associated length of stay. Adhering to sepsis bundles and ensuring the provision of antibiotics within the first hour of diagnosis is crucial to patient well-being. At Mercy Health — St. Joseph Warren Hospital, an innovation in technology was implemented in 2020 to aid nurses and providers in quicker detection and treatment of sepsis: the Sepsis Virtual Care Center (Sepsis VCC).

The Sepsis VCC is like a virtual safety net for caregivers. The virtual team consists of several highly trained and experienced nurses who virtually monitor patients through the electronic medical record (Epic). These expert nurses use that data to help to identify patients at high risk for sepsis. Once a patient is identified, the Sepsis VCC nurses contact the clinical nurse at the bedside to ensure that frontline clinicians are aware and that the sepsis bundle is either initiated or continued to enhance outcomes. The Sepsis VCC workflow is designed to include peer-to-peer discussions with the clinical nurse at the bedside to ensure that the information in Epic matches the actual assessment of the patient.

The benefits of the Sepsis VCC include:

- Collaboration and supportive benefit of additional monitoring provided by the Sepsis VCC nurses
- Improved support for evidence-based clinical practice guidelines
- Decreased mortality and morbidity for patients with sepsis
- Reduced incidence of potentially septic events thanks to predictive modeling
- Reduction/elimination of handoff failure points
- Ensured early intervention for at-risk patients
- Decreased length of stay for patients with patients
- Enhanced prompt and patient-centered care

Through this innovative technology, clinical nurses at St. Joseph Warren Hospital are able to engage in peer-to-peer conversations and interprofessional collaboration to enhance outcomes related to sepsis.

Virtual journal club helps close the gap between knowledge and evidence-based practice

We live in a virtual world, and COVID-19 has highlighted the many things that nurses can do virtually. This includes promoting and conducting nursing research.

In the Youngstown region, a group of nurses conducted a study across all three of the acute care hospitals to examine the impact of a virtual nursing research journal club on nurses' self-efficacy related to evidence-based practice and research. The investigators hoped to close the gap that currently exists between the emergence of evidence-based knowledge and the translation of that knowledge into clinical practice for nurses.

Evidence-based practice (EBP) is the intentional use of the best, most current and relevant research combined with sound clinical judgment to determine appropriate and safe patient care. Unfortunately, nurses often lack the confidence and experience to effectively access research and translate it into their clinical practice. Using Zoom technology, the principal investigators (Rebecca Wollet, DNP, RN-BC, and Joy Huston, BSN, RN, CEN) and clinical nurse coinvestigators (Anne Higham, MSN, RN, CNE; DeAnna Matzye, MSN, RN-BC; and Caliope Gialousis, BSN, RN) led nurses who volunteered for the study through three separate journal clubs. They conducted a pre-test and a post-test to assess the nurses' self-reported self-efficacy.

The sessions included professional development focused on how to translate new knowledge into clinical practice, a review of selected research articles and an interactive discussion using a research article critique guide. Interactive participation during each session included open-forum peer discussions led by facilitator questions, discussion posting, polling questions and passive listening.

The participants reported a significant improvement in self-efficacy overall. Specific questions that demonstrated statistical significance included:

- Integrating and activating evidence-based change related to the sources found
- Locating, organizing and reviewing resources to support evidence-based practice changes or initiatives
- Improving the participants' routine evaluation and implementation of research literature into their specialty population and practice
- Confidence in obtaining proper training and education to effectively implement an evidence-based nursing intervention

The virtual journal club pilot study shows that regardless of a nurse's age, education or experience, participation in virtual journal clubs improves evidence-based practice self-efficacy. A larger study across the entire health system is being developed to further demonstrate the impact of virtual journal clubs on nursing evidence-based practice self-efficacy.



Bon Secours Mercy Health

Mercy Health is part of Bon Secours Mercy Health, one of the 20 largest health systems in the United States and the fifth-largest Catholic health system in the country. The ministry's quality, compassionate care is provided by more than 60,000 associates serving communities in Florida, Kentucky, Maryland, New York, Ohio, South Carolina and Virginia, as well as throughout Ireland.

Bon Secours Mercy Health provided care for patients more than 11 million times in 2019 through its network of more than 1,000 care sites, which includes 50 hospitals, as well as home health agencies, hospice, skilled nursing and assisted living facilities. Consistent with its commitment to serve each patient with dignity, Bon Secours Mercy Health provides more than \$2 million per day in community benefit.

The Mission of Bon Secours Mercy Health is to extend the compassionate ministry of Jesus by improving the health and well-being of its communities and bring good help to those in need, especially people who are poor, dying and underserved. For more information, **visit bsmhealth.org**.



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