



NURSING DESTINATION 2023

A Celebration and Review

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A Commitment to Nursing Excellence

Welcome to our Bon Secours Mercy Health (BSMH) Nursing Destination 2023 celebration and review. Our efforts to advance nursing strategy, operations and professionalism over the past three years proved especially dynamic and impactful. We are proud to report on these advancements in the practice of nursing and outcomes.

Our Nursing Excellence journey is driven by our strategic plan, Destination Nursing 2025, and through the designation and re-designation of our Magnet facilities. In addition, lessons learned during the pandemic further extended our strategic and operational acumen. The pivot, resiliency, heartache and moments of triumph experienced during this critical period strengthened our practice and ushered in new realities.

While Destination Nursing 2025 serves as a blueprint for our upcoming plans and priorities, its foundation is built on the previous three-year plan. Destination 2023 was an exercise in flexibility, innovation and listening. This report highlights the excellence and passion demonstrated by BSMH's Nursing teams as they fulfilled that plan.

BSMH nurses are deeply valued and respected. We recognize the need for their connection to purpose and meaning in their work, flexibility in how they do the work and their personal growth and development. All while enabling them to focus on what's most important - caring for themselves, each other and patients and families.

Andrea Mazzocoli, RN, PhD, FAAN
Chief Nurse and Quality Officer
Bon Secours Mercy Health

Veronica Scott-Fulton, DNP, MBA-c, MPH, BSN, BA, NEA-BC
Chief Nurse Executive
Bon Secours Mercy Health



BSMH recognizes and thanks Andrea Mazzocoli for her service to our ministry over the past 15 years. Andrea's strategic and impactful leadership provided the framework for the achievements highlighted in this report. In June 2023, Andrea retired after a 40-plus-year career in health care and nursing. We are grateful for Andrea's expertise and commitment to our nurses, patients and Mission, and we wish her a blessed retirement.



Veronica Scott-Fulton has joined BSMH as its new chief nurse executive, ensuring that the ministry's commitment to Nursing excellence continues unabated. As a mission-driven leader, Veronica is passionate about providing quality, compassionate care for marginalized, vulnerable and underserved communities and populations. Veronica joins the ministry with more than 32 years of nursing and health care leadership experience. Most recently, she served as CNE for Ascension Health's Illinois Market, overseeing nursing strategy for 14 hospitals and 5,000 nurses. We are excited to welcome Veronica to BSMH.



“The commitment to our professional nursing practice, and dedication to our Mission, have led to incredible outcomes for our patients and ministry. Our patients are deeply fortunate to receive high-quality, compassionate care from such a skilled, respected team of nurses.”

Andrea Mazzocoli, RN, PhD, FAAN
Chief Nurse and Quality Officer

Leading Us Into the Future



Veronica Scott-Fulton, DNP, MBA-c, MPH, BSN, BA, NEA-BC
Chief Nurse Executive
Bon Secours Mercy Health



Susan Armentrout, DNP, RN-BC, NEA-BC
Vice President, Nursing Informatics and Evidence-Based Practices



Ramona Cheek, MS, RN, CPHQ
Vice President, Nursing Transformation and Innovation



Pam Hash, DNP, RN
Chief Nursing Officer, Nursing Professional Practice, Education & Research



Jodi L. Pahl, RN-BC, MSN
Chief Nursing Officer, Workforce, Outcomes and Experience of Care



Brandi Fields, DNP, RN, NEA-BC
Cincinnati Market
Chief Nursing Officer



Kathleen Black, DNP, RN, NE-BC
Market Chief Nursing Officer,
Bon Secours St. Francis



Cassandra Lewis, RN, DNP, CPHQ, ACNP-BC
Hampton Roads Market
Chief Nurse and Quality Officer



Janet Simerly, RN
Market Chief Nursing Officer,
Paducah & Irvine



Cory Werts, RN, MSN, NE-BC
Chief Nursing Officer, Lima



Brenda Woodcock, DNP, RN, WHNP, NEA-BC
Richmond Market
Chief Nursing Officer



Rhonda Beane, MSN, RN
Springfield Market
Chief Nursing Officer



Deborah Bryant, DNP, RN, CNEP
Chief Nursing Officer, Toledo



Stacie Call, RN, MSN, NE-BC
Chief Nursing Officer
Mercy Health Youngstown



Responding to a Once-in-a-Lifetime World-Wide Crisis

Thank you nurses for your exemplary response to the COVID-19 pandemic

At BSMH, we know every patient means the world to someone. During the COVID-19 pandemic, alongside our neighbors, we witnessed both the isolation and the connectivity of a global virus that challenged health care in every possible way. While so much of the pandemic experience is a shared one with commonalities in struggle and sacrifice, we had an advantage at BSMH. Our nurses recognize that each and every patient deserves compassionate, high-quality care.

During the early days and each wave that followed, their passion was tested, but never lacking.

- Our nurses were real-time researchers, watching their patients carefully, looking for patterns in disease progression and staying alert to variations in responses to treatment.
- Our nurses made the connection between the underlying issues of their patients – housing, work, access to care and medication – and their risk for getting COVID-19 and recovery challenges.
- Our nurses took on extra responsibilities and new methods for caregiving and documentation.
- Our nurses were present. In harrowing circumstances during the early days when little was understood about the disease and its progression, they stood strong. Advocating for their patients and their co-workers, they showed courage and commitment beyond measure.

All of these things they did in peril to their own health and the health of their families to whom they wanted to return to after days filled with the amazement of a long-timer getting released or the agony of the loss of a patient.

Join our ministry in honoring the sacrifice, ingenuity, tirelessness and innovation that flourished amidst the extreme challenges of the pandemic across our ministry's nursing teams. Take a moment to say a prayer of gratitude for their service and for their health and well-being as they continue to work through their experience.

Destination 2023 in Review

The foundation for Destination 2025

Over the past three years, the Destination 2023 plan led our nursing strategy through tough challenges and was periodically adjusted to address critical needs. Our nurses worked selflessly and courageously as they cared for critically ill patients, safeguarding them and one another, working innovatively and tirelessly and extending their expertise in support of new areas of responsibility when needed. Through it all, key strategies identified in

Destination 2023 were completed, enhancing quality of care, while improving nursing processes in support of our nurses and other caregivers.

The following examples illustrate the innovation and impact of our nursing teams as they furthered our ability as professionals dedicated to compassion, service and excellence.



PROFESSIONAL NURSING COMMUNITY

Professional Identity and Well-Being

A culture of professional nursing excellence that attracts and grows a diverse nursing workforce, who are **unified** and **empowered** in advancing a healing ministry to create the future of health care.

Nursing Practice Excellence

An **agile** nursing workforce that consistently **drives for results** through the delivery of high quality, cost effective individualized, compassionate nursing care.

Autonomous and Advance Practice of Professional Nursing

A workforce that **deepens 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

MISSION

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

VISION

Be a destination for professional nursing practice.

NURSING CULTURE & LEADERSHIP

Collaborative and Inter-professional

An influential nursing community that **deepens the impact** of nursing through self-leadership, team development, strategic partnership and interdisciplinary collaboratives.



PROFESSIONAL IDENTITY AND WELL-BEING

BSMH has a culture of professional nursing excellence that attracts and grows a diverse nursing workforce, who are unified and empowered in advancing a healing ministry to create the future of health care.

Resource Optimization Center

Implementing improvements in support of BSMH nurses

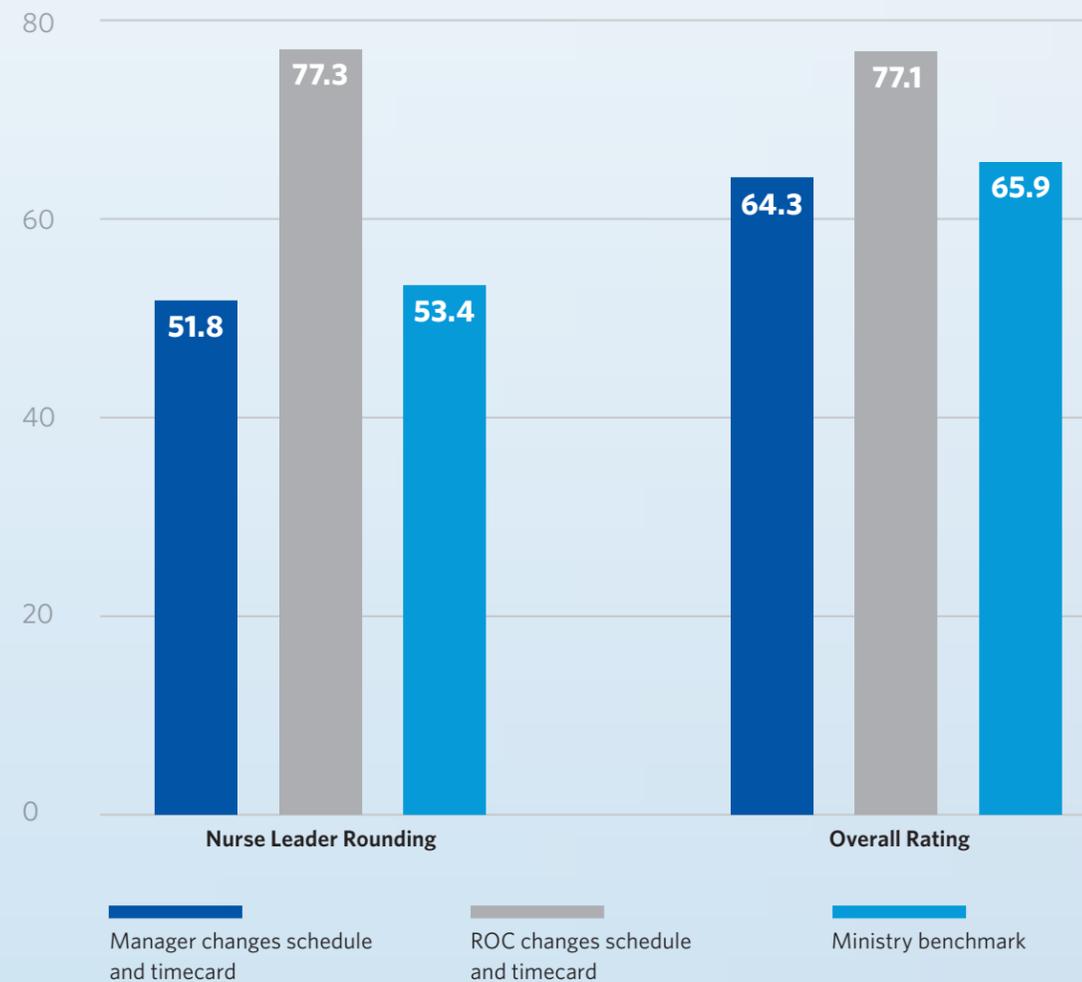
One focus of Destination 2023 was implementing technology which can make our jobs simpler. To this end, BSMH developed and operationalized the Resource Optimization Center (ROC) in 2022, providing a centralized platform in support of staffing and scheduling for our nurses.

This project included introduction of Dimensions technology, a scalable, cloud-based timekeeping and scheduling system. A Nursing Workforce team remains focused on optimizing the ROC platform in BSMH markets and extending its ability to support nursing units.

Based on initial optimization visits, the team has implemented updates in response to feedback from associates and leaders to enhance:

- Flexible scheduling — partial open shift requests
- Timecard attestation
- Additional education/communication of Dimensions' features

ROC OPTIMIZATION IMPACT



Nursing Flex Team

BSMH is enhancing flexibility and career opportunities for its team members through initiatives like the Nursing Flex Team, which provides diverse nursing experiences and more flexible schedule options for nurses across the ministry. The Nursing Flex Team provides options to work in different units within a local facility, work in different facilities within a

market or travel to different opportunities throughout our ministry at more than 30 hospitals across Ohio, Kentucky, Virginia and South Carolina. Through the Nursing Flex Team, BSMH is providing nurses with options and opportunities as they grow their careers.

Standardizing Contract Labor and Contingent Workforce Operations

Both before and during the COVID-19 pandemic, we saw an opportunity to standardize and improve operations around contract labor and the contingent workforce. Legacy Mercy Health and legacy Bon Secours markets were utilizing disparate contract labor management models with vast variation in process, supplier partnership and outcomes across a multitude of areas.

Since the launch of the program there have been many achievements in this space which help reduce administrative burden, eliminate variation in processes, speed approvals and improve onboarding. This was all accomplished while also lowering costs and creating a new revenue stream for the ministry.

In October 2022, we launched the first ever ministry-wide Managed Service Organization (MSO) and Vendor Management System (VMS) program for contract labor. In partnership with contract labor enterprise Truststaff & Ingenovis Talent Operations, we were able to stand up a wholly owned and operated entity comprising one standard VMS technology platform, process, contract structure and supplier pool for all nursing contract labor operations.

In June 2023, the program will enter Phase 2, which expands the scope of the platform and management structure beyond nursing to include allied, ancillary and some non-clinical contract labor job categories. This will further reduce variation in process and outcomes, while positioning the ministry to be agile and innovative in a volatile contract labor marketplace.

International Nurses

Welcoming our international colleagues

A ministry-wide team is collaborating to ensure the best welcome and onboarding for nurses from other countries who are joining our ministry. The BSMH Richmond Market celebrated 80 nurses from 10 countries. Agnes Kirton, an international nurse from the Philippines who has been with the ministry for 38 years, hosted the program. International nurses were invited to share their experiences, including Fabio Eugenio from Brazil, who is now working in the PACU at Southside Medical Center in Petersburg, Va.



A welcome lunch held for Fabio Eugenio. From left to right: Joseph Mazzawi, Mission director; Deitra Erikson, Southside director of perioperative services; Mariana Eugenio, Fabio's daughter and now a PCA at Southside Medical Center; Giordanna Eugenio, Fabio's wife; Fabio; Julie Catlin, preceptor; and Sharon Presson, Southside PACU manager

Springfield Regional Medical Center (SRMC) welcomed its first two International Nurses in May 2022, anticipating a total of 20 to support the Springfield Market. Teams in perioperative services, women's health and inpatient services stepped up to mentor their international team members as they adapted to a new career path in a new country. SRMC has done an exceptional job of welcoming the nurses and showing them our culture. Many of the nurses have expressed interest in continuing their career, education and lives in the Springfield area.



Springfield Regional Medical Center International Nurses Day participants

Blue Ribbon Clinical Experience Program Enhances Teamwork and Positive Unit Culture

BSMH's Blue Ribbon Clinical Experience program is focused on providing an excellent learning experience for nursing students. Creating a Blue Ribbon Culture on a unit benefits everyone. The goal of the Blue Ribbon program is to create a strong partnership between unit leaders, unit nurses, nursing students and our academic faculty colleagues.

As the team rallies to support the student clinical experience they see growth in:

- Associate engagement
- Student engagement
- Patient engagement
- Genuine feedback and recognition
- Vacancy reduction as we hire the new-to-practice nurses the team helped educate

In three years, the ministry has expanded the program from eight units to 80. Through this partnership, we're working together to provide a caring, inclusive unit culture that facilitates an excellent student learning experience where motivated current and future nurses thrive.

This program was designed to strengthen our professional nursing pipeline by creating a welcoming and enriching experience for the more than 7,000 future nurses who have clinical experiences at our hospitals each semester. An engaged clinical faculty enhances the care and attention we provide for student nurses, which supports learning and helps attract nurses to our ministry.

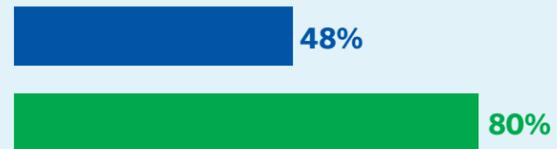
Our vision is to create a truly differentiated experience leading to BSMH being their number one employer of choice for their professional career. Our nurses' participation is critical to achieving this vision.

As illustrated in the graph on the right, the Blue Ribbon Clinical Experience program is enhancing engagement among nurses.



RN (Staff) Highlights (Top Box %) Spring vs. Fall 2022

"My peers working with students demonstrated kindness, support and eagerness to support learning."



"My peers on the unit showed an interest and supported me when I worked with students this semester."



"I felt comfortable in my role of supporting the students' learning experience."



Spring 2022 Fall 2022

Guild Supporting Nurses' Professional Development

With its beginning in 2020, professional development is as important today as it was at the dawn of the nursing profession. As Florence Nightingale said, "Let us never consider ourselves finished nurses. We must be learning all of our lives."

Through its partnership with Guild, BSMH is supporting nurses by providing enriching programs and educational opportunities that support nurses' careers and their ability to meet the constant change experienced in the health care profession. BSMH provides industry-leading education benefits, including:

- 100% tuition coverage for in-network priority clinical pathway programs, including online RN-to-BSN programs

- Up to \$10,000 per year toward Master of Science in Nursing and other graduate degrees
- Tuition reimbursement for more than a hundred nursing specialty certifications, including Critical Care Registered Nurse (CCRN), Certified Emergency Nurse (CEN) Certification, Certified Medical-Surgical Registered Nurse (CMSRN) and many more. Various fees, certification preparation and more may also be covered



Called to Grow

"Nurses want to spend time taking care of their patients, and by removing tasks in their day which are time consuming, this will provide for an optimal experience, for both the nurse and patient."

Brenda Woodcock, DNP, RN, WHNP, NEA-BC
Chief Nursing Officer, Richmond Market

GROW Strong RN

Based on participant feedback, in 2022, BSMH's Nurse Residency Program evolved into GROW Strong RN. The six-month program guides new-to-practice nurses through the critical first year, filling the gap between nursing school and real-life practice. The program provides core content as well as hands-on clinical practice tracks focusing on the nurse participant's specialty. GROW Strong RN provides a safe environment to ask questions, network with other new nurses and transition into the next step in clinical practice.

Outcome Vacancy, Turnover and Labor Expenses

Creating a supportive and engaging workplace where nurses can excel in their profession is a priority for BSMH. Through a variety of initiatives, the ministry is ensuring that BSMH is the workplace where nurses want to practice and patients want to receive care.



RN Workforce – Ministry Summary



Data as of 9/30/2022; Vacancy Rate is month end metric
Turnover metrics are rolling 12 months – with potential retroactive changes due to delayed termination entries

NURSING PRACTICE EXCELLENCE

The foundation of nursing practice excellence is an agile nursing workforce that consistently drives for results through the delivery of high quality, cost effective, individualized and compassionate nursing care.

BSMH is committed to a culture of professional nursing excellence that attracts and grows a diverse nursing workforce, who are unified and empowered in advancing a healing ministry to create the future of health care. BSMH's culture includes a commitment to continuous improvement to achieve the highest levels of excellence in all areas of the ministry. Nowhere is this dedication to strategic and impactful change more evident than in Nursing. Utilizing research and analytics, strategic planning and operational pilots, our nursing teams are furthering the practice and profession of nursing as they enhance patient safety and quality.

Infection Prevention Achievements – System Hospital Acquired Infections Improvements

CLABSI
<ul style="list-style-type: none"> Trending 32% year-end reduction Improved ranking - 80th to 65th percentile Projected year end cost avoidance: \$3,910,000

CAUTI
<ul style="list-style-type: none"> Trending 37% year-end reduction Improved ranking - 62nd to 55th percentile Utilization reduction - 71% to 50% percentile Projected year end cost avoidance: \$1,420,679

MRSA BSI
<ul style="list-style-type: none"> Trending 47% year-end reduction Improved ranking - 76th to 40th percentile Projected year end cost avoidance: \$681,500



A System Success Story

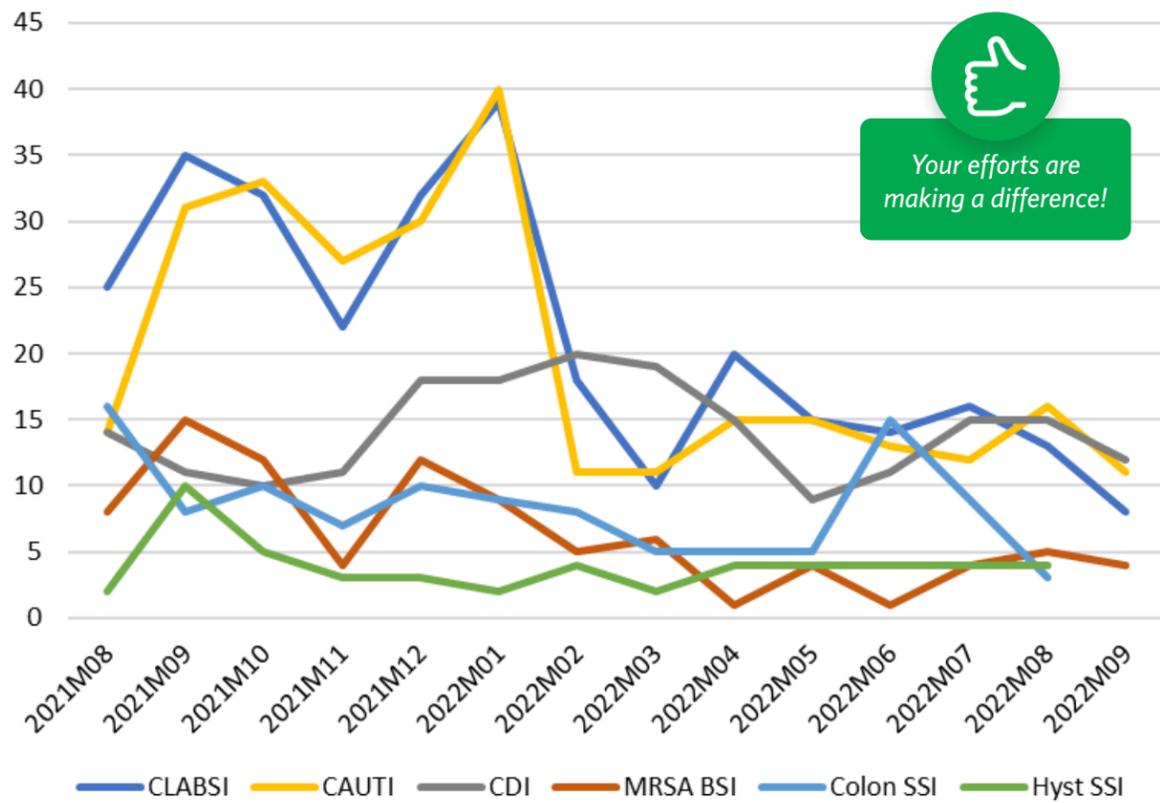
30% reduction achieved across five HAI categories (n=286)

- CAUTI
- CLABSI
- C. diff
- MRSA BSI
- Colon SSI



Projected year-end cost avoidance of almost **\$7.5 million**

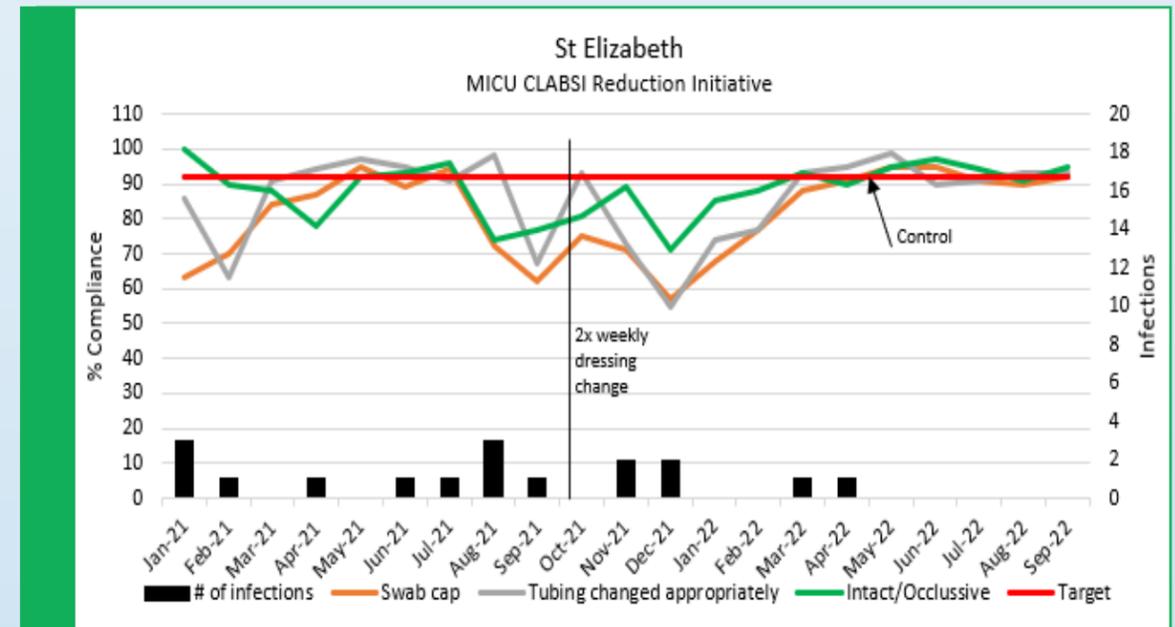
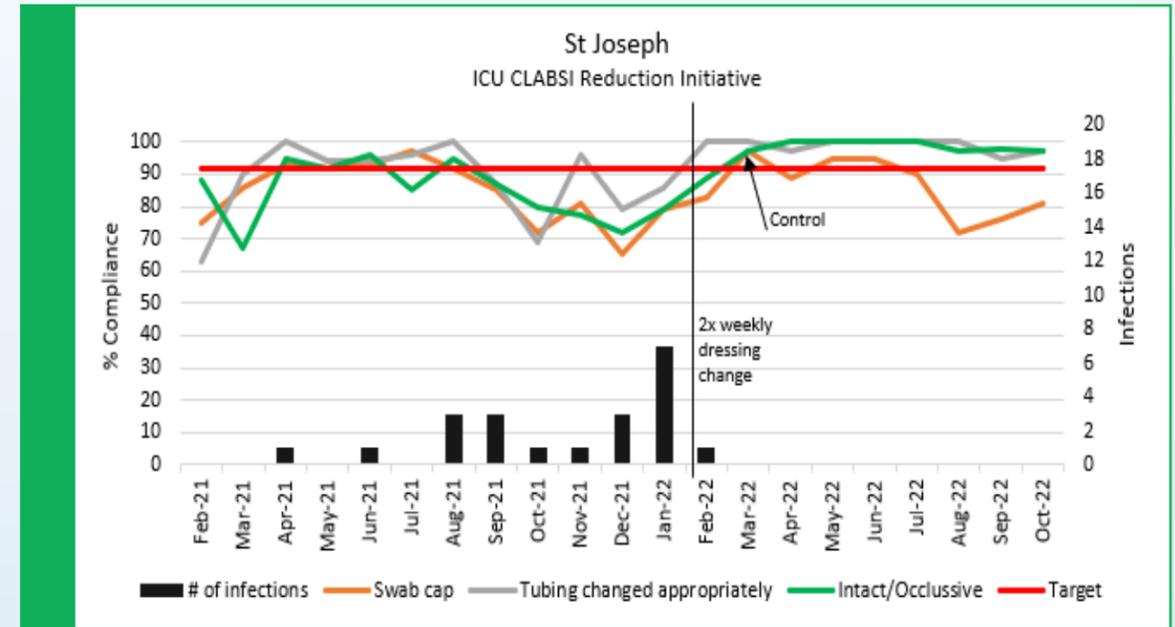
HAI Trend



Preventing Central Line-associated Bloodstream Infections (CLABSI)

An analysis of data revealed an opportunity for CLABSI improvement at St. Joseph Warren and St. Elizabeth Youngstown hospitals:

- A CLABSI maintenance bundle was introduced
- Education was presented to the ICU units
- Twice weekly compliance monitoring with feedback was provided to unit and hospital leaders
- Daily CLABSI surveillance with weekly updates was conducted



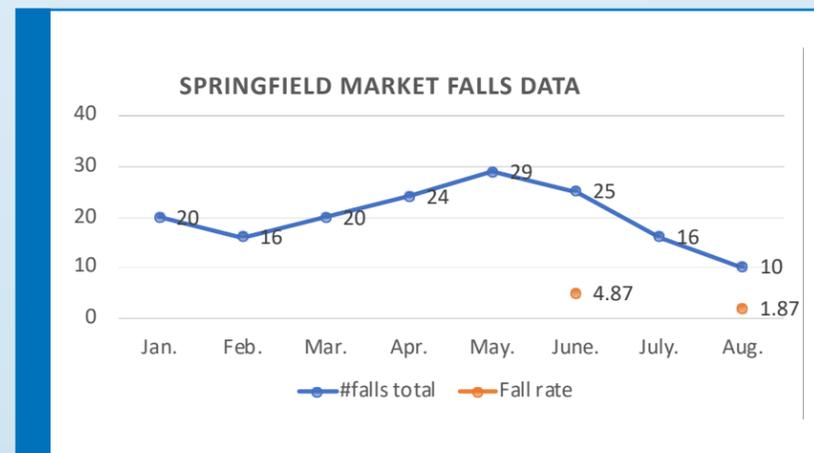
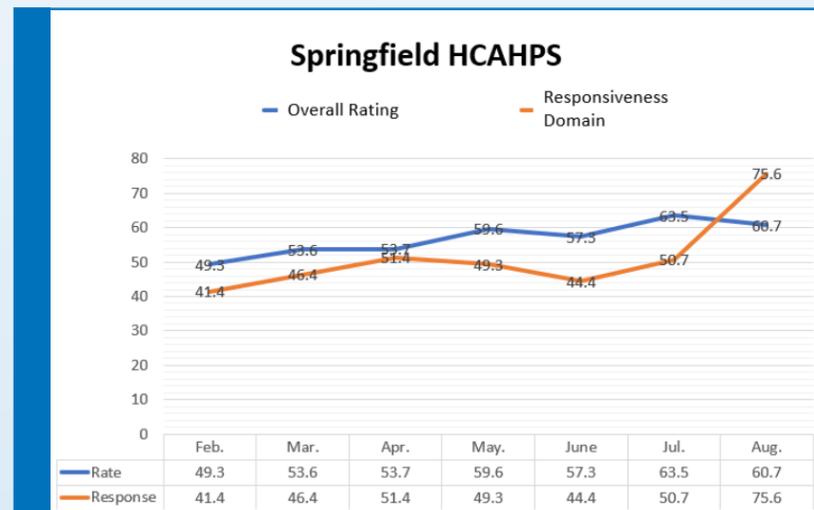
Falls Reduction Achieved through Purposeful Rounding

Springfield Regional Medical Center is improving its falls reduction by refocusing its efforts through purposeful rounding:

- Provided education showing how purposeful rounding impacts patient outcomes
- Provided coaching and education for frontline nurse leaders
- Redefined expectations and accountability of purposeful rounding

A Springfield Market Success Story

Mercy Health — Springfield achieved a decrease in falls associated with an increase in their nurse responsiveness and overall rating scores. Facility wide, the rate of overall falls per **1000** patient days started at **4.87** YTD and decreased to **1.87** YTD post implementation.



A Youngstown Market Success Story

- CLABI maintenance bundle compliance improved from **80%** to **94%**, leading to **zero** CLABI in two ICUs
- Mercy Health — St. Joseph ICU averaged a **95%** bundle compliance for >7 months with **zero** CLABI
- Mercy Health — St. Elizabeth ICU averaged a **93%** bundle compliance for >5 months with **zero** CLABI

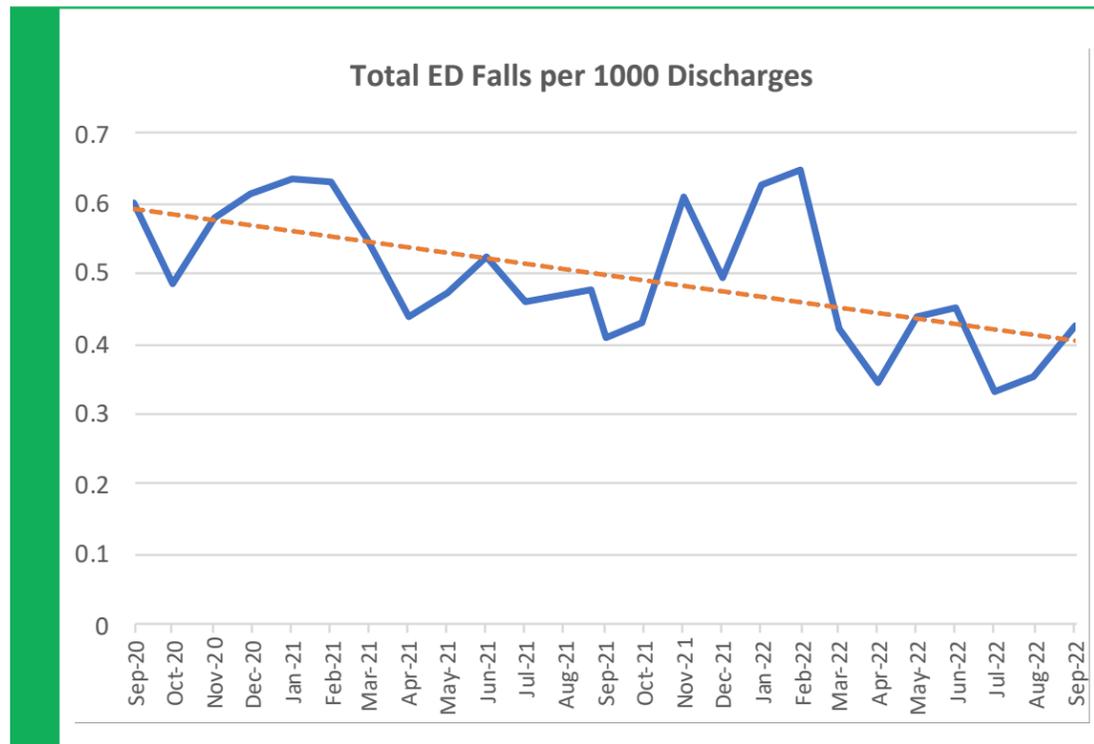
Fall Risk Screening Tool in the ED Significantly Improves Rates of Falls

A cross-functional team was formed to select an appropriate screening tool for ED patients to reduce the rates of falls. The approach included:

- Meetings with stakeholders were conducted to review evidence-based research and map clinical workflows for the ED environment
- Standard EHR workflows were developed in partnership with clinical informatics
- Small tests of change through pilot studies were implemented at Mercy Health — West and Bon Secours — St. Mary's using the PDSA methodology
- Using collaborative, multi-functional techniques the new practice and process were spread across all BSMH EDs

A System Success Story

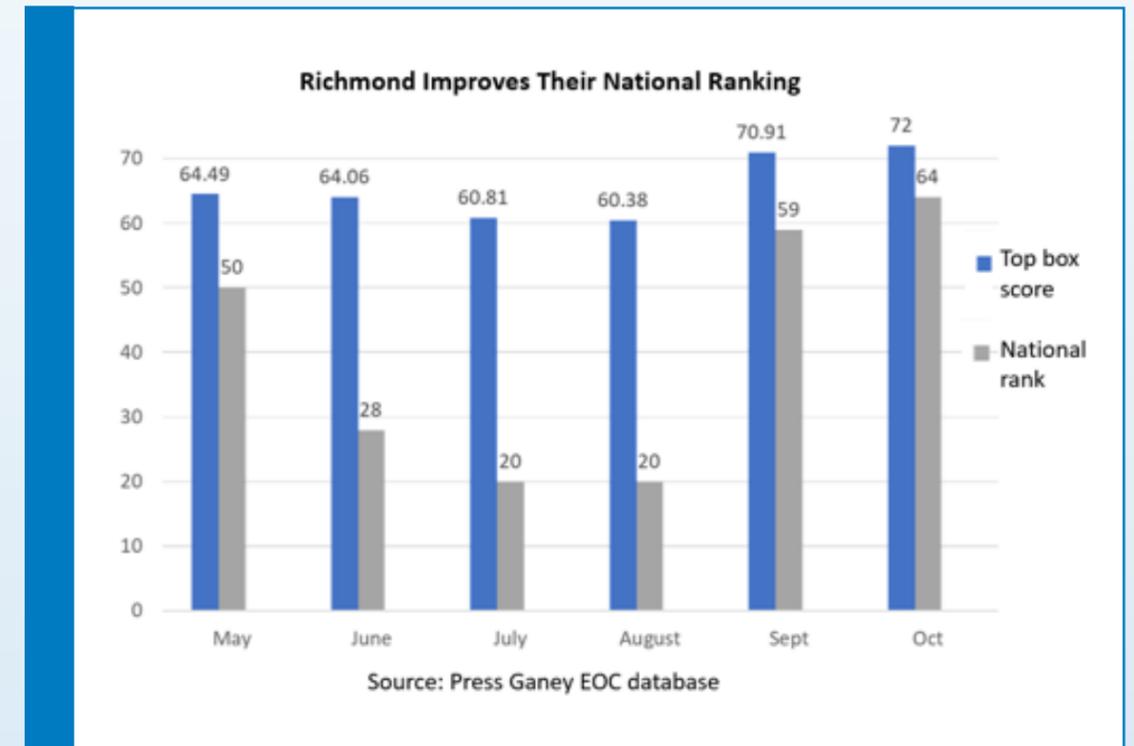
- ED fall rate decreased by **28%** within 90 days after implementation
- An overall consistent downward trend was achieved due to increased focus on ED falls and implementation of key interventions



A Richmond Market Success Story



Inpatient Overall Rating of Care increased from **64.9%** in May to **72.0%** top box by October 2022



Inpatient Experience of Care Improves through Evidence-based Practice Bundles

- System-wide gaps were identified in nurse leader rounding, bedside shift report and purposeful rounding throughout markets
- An evidence-based practice bundle and toolkit were developed, along with education and coaching for frontline nurse leaders
- Units that received education and coaching outperformed units that did not complete education in all categories

AUTONOMOUS AND ADVANCED PRACTICE OF PROFESSIONAL NURSING

BSMH's workforce deepens 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.

Nurses are committed to their profession; for most, it's a calling. Advancing in their profession and growing their capabilities as medical professionals are priorities among BSMH's nurses. Nursing leaders and their teams have developed innovative strategies and opportunities to enhance their expertise and advance their profession.

Changing the Way We Work

The launch of The Way We Work (WWW) initiative in 2022 is allowing us to re-imagine and redesign the way that we work in the acute care setting. The primary outcome of the initiative is for BSMH to be recognized as the destination for patients to receive care and for clinicians and those who support them to give care. The WWW team conducted listening tours across the ministry, resulting in:

- 150+ caregivers interviewed and observed
- 4 nursing personas and "day in the life" journeys developed
- 60+ innovative concepts to address caregiver challenges brainstormed
- 40+ pain points impacting caregivers identified

This retreat offered an opportunity and framework for in-depth discussions of how BSMH can break the mold and transform how we currently work. Several key initiatives resulted from the foundations laid at this retreat. These included the Nursing Time and Motion Research Study and development of the Care Innovation Unit.

Nursing Time and Motion Research Study

In 2022, BSMH Nursing conducted the Walk in Your Shoes - Nursing Time and Motion Research Study. This ministry-wide effort focused on time and motion research across all medical-surgical units, providing insight into how the nursing profession could be strengthened to take on emerging challenges. Qualitative research included a listening tour in which frontline associates' daily experiences were discussed and observed. Quantitative research focused on how nurses spent their time, providing a dataset for evaluating the impact of environments and care delivery models on caregiver workload. This data will inform a baseline for waste and efficiencies, so that we may develop innovative strategies resulting in caregivers having more time for professional activities and improving nurse satisfaction.

Listening tours across the ministry resulted in:

- **150+** caregivers interviewed and observed
- **4** nursing personas and "day in the life" journeys developed
- **60+** innovative concepts to address caregiver challenges brainstormed
- **40+** pain points impacting caregivers identified



Care Innovation Unit

To better understand incremental activities that occur daily and ensure full participation by all frontline nurses, BSMH established the Care Innovation Unit in August 2022 at Bon Secours Southside Medical Center. The center provides a place to brainstorm, test and refine ideas to improve nurses' work experience and work environment. It also offers an environment that cultivates leadership potential of nurses and care team members. The goals of the unit are to improve and simplify work, prioritize patient safety and set industry standards for patient care.

Nursing Research Multi-site Studies

At BSMH, we aim to promote autonomy, advance the practice of professional nursing and deepen the impact of the nursing profession through collaborative partnerships, research and care design that promote and contribute to the autonomy and full scope of practice.

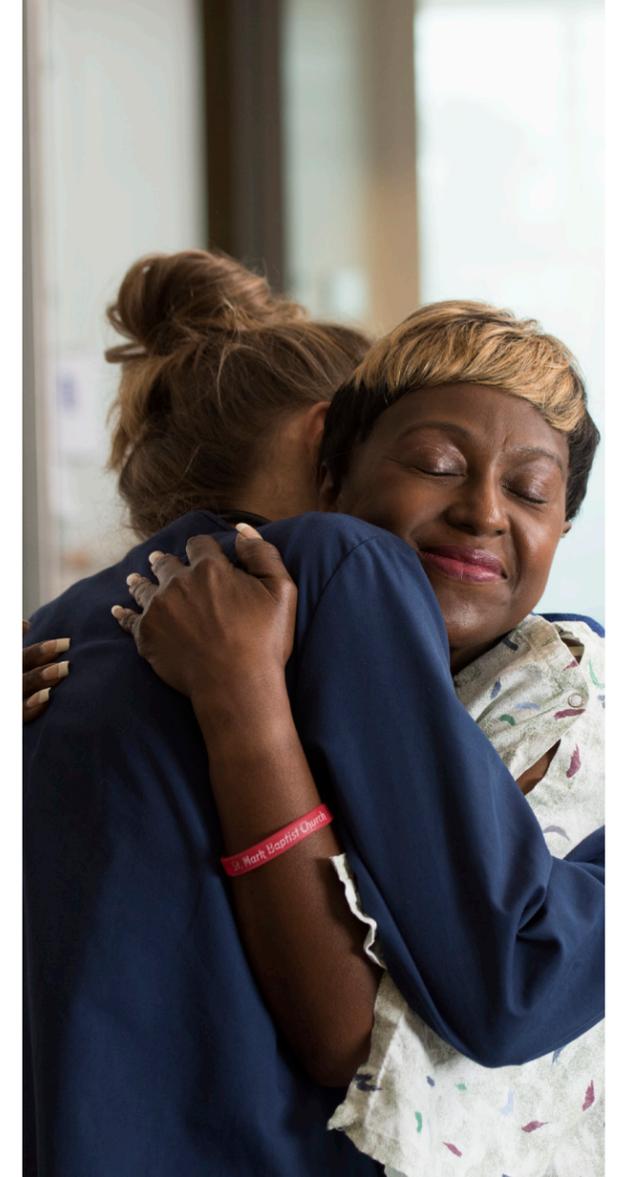
We believe this can be achieved by advancing practice through development of evidence based research initiatives. We have supported nursing research over the past three years through participation in several multi-site nursing research studies. Many of these studies have been published in national and international publications.

Studies completed 2020-2022:

- Patient Perception of Care Provided by Nurses with Visible Tattoos
- Interdisciplinary Care Team Perceptions of Barriers to Patient Mobility
- Patient Perception of Barriers to In-hospital Mobility
- The Unspoken Well-being Dilemma: Exploring Nurse Loneliness as a Component of Burnout
- Nursing Time and Motion Research Study

Active studies:

- A Controlled Trial Examining the Impact of EBP Interventions (Education, Leadership Support, Toolkit, Mentoring) on EBP implementation and outcomes
- Evaluating Virtual Journal Club Impact on Nurses' Evidence-Based Practice Self-Efficacy and Social Connectedness



We have supported nursing research over the past three years through participation in several multi-site nursing research studies. Many of these studies have been published in national and international publications.

BSMH Nurses Take a Deep Dive into Evidence-based Practice Cincinnati and Youngstown Markets

An Evidence-based Practice (EBP) immersion program took place in April 2022 with participants from West Hospital, Fairfield Hospital, The Jewish Hospital, St. Elizabeth Youngstown Hospital, St. Elizabeth Boardman Hospital and St. Joseph Warren Hospital. The program was presented live in Cincinnati at the Bond Hill office and streamed to Youngstown, with Ohio State University Fuld Institute facilitators present at both sites to engage with learners.

Throughout the week-long event, participants worked in small groups to practice the skills of systematic literature searching, rapid critical appraisal of the scientific literature and synthesis of the literature. The teams presented their EBP projects to the group on Friday morning.

The EBP process involves a unique set of skills. Attending the immersion and learning this skill set has created the foundation for our nursing team to effectively find, synthesize and translate the nursing research literature into evidence-based practices that will positively impact the lives of our patients across the ministry.

Participants were invited to participate in a year-long research study conducted by The Ohio State University and a BSMH nursing research team examining the impact of EBP interventions (education, leadership support, tool kit and mentoring) on EBP implementation and outcomes.



...Learning this skill set has created the foundation for our nursing team to effectively find, synthesize and translate the nursing research literature into evidence-based practices that will positively impact the lives of our patients across the ministry.

Collaborative Nursing Research is Enhancing Evidence-based Practices (EBP)

BSMH and The Ohio State University College of Nursing have developed a robust nursing research partnership.

- In 2021, BSMH and the OSU Helene Fuld Health Trust National Institute for Evidence-based Practice in Nursing and Healthcare partnered to examine the impact of EBP interventions on EBP implementation and outcomes in six of our Cincinnati and Youngstown acute care hospitals. Dr. Barbara Turner, regional director Nursing Practice and Education Northern Ohio, and Dr. Kady Martini, Nursing Professional Development Specialist-Evidence-based Practice lead, are the BSMH mentors for this study. This study is ongoing.
- In 2022, Dr. Beth Nease, BSMH system director of Nursing Research & Academic Partnerships, approached Dr. Mary Beth Happ, distinguished professor and associate dean for Research and Innovation, about engaging our BSMH nurses in assisting her in further refining and testing her ventilator communication skills training program and resource toolkit (SPEACS-2). This three-phase program of research will involve ICU units in our Virginia and Ohio markets and seeks to leverage the Healthy State Alliance Collaborative Research Pilot Funding Program.

- A third initiative involves a BSMH nurse collaborating with colleagues at OSU for a June 2023 NIH R01 grant submission for a randomized controlled clinical trial involving the use of continuous glucose monitoring in the acute care setting. This study will examine glycemic control and implementation/adoption of CGM across a variety of health system types (e.g., rural hospital, larger non-academic health system, academic health system [OSU]). We will be working with the FDA through a pre-submission process prior to NIH grant submission. Dr. Linda Thurby-Hay, clinical nurse specialist, diabetes & endocrinology specialty will be the nurse researcher on the BSMH side.



NURSE LEADERSHIP: COLLABORATIVE AND INTERPROFESSIONAL

An influential nursing community that deepens the impact of nursing through self-leadership, team development, strategic partnership and interdisciplinary collaboratives.

Lean Effort Improves ED Patient Throughput for Behavioral Health Patients

In the Fall of 2021 in our Hampton Roads Market, Maryview Hospital emergency department(ED) nursing leaders and providers noted that the amount of time from provider assessment to determination of disposition averaged 263 minutes. They identified several key areas for improvement, including the opportunity to provide more efficient, effective care to behavioral health (BH) patients.

The ED leadership team partnered with the hospital's BH leaders and enlisted resources from the ministry's Reliability and Performance Improvement team to begin this work. Their goals were to:

- Improve nurse identification of patients potentially requiring BH assessments
- Provide rapid access to BH experts

- Enable rapid determination of patients' acute or ambulatory care needs

Root cause analysis tools revealed that unclear roles, responsibilities and processes contributed to care variation. The team developed action plans to eliminate or mitigate barriers and used a RACI (Responsible, Accountable, Consulted, Informed) tool to guide their actions and the communication plan. They met weekly to report on progress and address barriers to implementation.

Specific interventions included:

- Hard-wiring process reliability and sustainability with nursing and provider role clarification, defined time frames and nurse escalation expectations
- Relocating crisis counselors to the point of service in the ED
- Developing a 24-hour staffing plan for behavioral health assessments with ongoing implementation

Results achieved by March 2022, included a 35% improvement, or 92-minute, average reduction from a patient's first contact with a provider to disposition. These project results highlight the impact of nurses working with multidisciplinary teams and engaged senior leaders. Together, they were successful in helping more patients to receive the right care by the right provider in the right environment.



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Magnet4Europe

BSMH nurses visit Ireland for Magnet collaboration

The Magnet4Europe workplace intervention is guided by the principles of Magnet® and the Magnet Model. The partnership consists of over 60 U.S. Magnet hospitals that are paired with European hospitals in Ireland, UK, Norway, Sweden, Germany and Belgium. The pairs are referred to as "twins."



Pictured: Barbara Turner, Director of Nursing Practice and Education Youngstown Market; Linda Aiken, Founding Director, Center for Health Outcomes and Policy Research University of Pennsylvania; Alyssa Leimberger, Magnet Program Manager; Ber Mucahy, CNO Bon Secours Hospital, Cork; Dr. Mary Forde, Director of Professional Practice Bon Secours Hospital Cork

St. Mary's Hospital is paired with Bon Secours Hospital in Cork, Ireland, and is the only site paired with a hospital within the same health system. St. Elizabeth Youngstown Hospital is paired with Our Lady of Lourdes in Drogheda, Ireland. Teams from the twinned sites meet regularly and share best practices, including joining in on nursing shared decision-making councils and quarterly European learning collaboratives. Due to the pandemic, the twinning pairs conducted their first in-person meeting in May 2022, which took place in Cork, Ireland. They met for a two-day conference at the University College Cork and enjoyed a hospital site visit. Over these two days, the pairs shared learnings and best practices and networked with colleagues from both the U.S. and European Union. Our teams in the U.S. and Ireland plan to continue their conversations and work with their twins even after the official initiative and study conclude in 2023.



Pictured: Barbara Turner DNP, RN, NE-BC; her twin, Andrea McCabe, director of theatres Our Lady of Lourdes; Alyssa Leimberger, MSN, RN, RNC-OB, magnet program manager; Yolanda Maurice, MSN, RN, MSRN, interim CNO; and Dr. Mary Forde, director of professional practice, Bon Secours Hospital Cork

“Our teams in the U.S. and Ireland plan to continue their conversations and work with their twins even after the official initiative and study conclude in 2023.”



The Value of Magnet Nursing

Nurses at BSMH enjoy a supportive workplace that promotes teamwork and mutual respect. We are proud of the work our nurses do to improve the lives of our patients, and we strive to create an environment that celebrates and rewards nurses' unique contributions to the health of the communities we serve.

While Magnet designated organizations experienced similar fatigue from the pandemic as Non-Magnet organizations, they had the vision and foundation in place to support and restore a strong, resilient professional RN workforce. Nationally, Registered Nurses in organizations without ANCC Magnet Recognition® saw a decline in engagement from 2021 to 2022, while Magnet® Registered Nurses saw a significant increase in engagement.

Ten ministry hospitals have received Magnet Recognition®, which is widely recognized as the gold standard for nursing excellence. Only a select group of U.S. health care organizations (less than 10% of all registered hospitals) have achieved Magnet status. For our nurses, Magnet Recognition® means having a voice within the organization and feeling empowered to make changes in the work environment through council membership, research projects and education.

10 ministry hospitals have received Magnet recognition, which is widely recognized as the **gold standard for nursing excellence.**

BSMH HOSPITALS THAT HAVE EARNED ANCC MAGNET RECOGNITION® INCLUDE:

- Bon Secours Mary Immaculate Hospital
- Bon Secours Memorial Regional Medical Center
- Bon Secours St. Francis Medical Center
- Bon Secours St. Mary's Hospital
- Mercy Health — St. Elizabeth Boardman 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





Excellence in Action

BSMH nursing is on a journey of excellence with touchpoints across the continuum of care and in each of our markets. Using the framework for Magnet Recognition® – the four pillars – drives excellence in action as we transform, empower and practice at our highest licensure and innovate.

TRANSFORMATIONAL LEADERSHIP

Coffee Talk – Market-wide Initiative Seeks Nurse Feedback Cincinnati Market

In late 2021, as the focus on COVID-19 lessened, nurses at one community hospital had questions about the future. They craved an opportunity to voice concerns and share ideas. The nurses had great things to contribute but felt as if they were not being heard. As a result, the Coffee Talk forum was developed to open lines of communication between chief nursing officers (CNOs) and clinical nurses.

The planning team agreed that Coffee Talk should be informal, without an agenda, to encourage clinical nurses to be more comfortable sharing information. Several clinical nurses, from a variety of units, were invited to attend the first session and were encouraged to bring ideas, questions and concerns. Attendance was reassuring, and the conversation was plentiful. The feedback was so positive, another session was scheduled for the following month, with an open invitation to all clinical nurses. Now it is a monthly meeting with traveling locations and the talks have also expanded to free-standing facilities.

Coffee talk sessions have continued and the list of accomplishments realized from them is impressive. For example, in the first session, a nurse brought the idea of a runner for the Central Monitoring Unit, to manage equipment and battery changes, reducing the burden on clinical nurses. That position was active and filled within a few months. A nurse from Labor and Delivery brought a request for cordless scanners in labor rooms for patient satisfaction and safety. The cordless scanners were purchased and installed within three months. There have also been many questions brought forward, with a large focus on retention strategies and health care after COVID-19.

The introduction of Coffee Talk has not only increased the engagement and collaboration of clinical nurses at Mercy Health facilities, but they have also led to increased visibility and perceived approachability CNOs.





Market Initiative Promotes Conversations about Shared Decision Making
Greenville Market

Coming out of the COVID-19 pandemic allowed leaders in the Greenville Market to reset and re-establish priorities toward Destination Nursing 2025. Shared Decision Making was identified as a key opportunity for re-establishment. Meghan Douglas, 6th floor director at the market's downtown campus, helped re-ignite the push for nursing empowerment through her Doctor of Nursing Practice project. While her project's goal had been to impact nurse engagement and satisfaction with the re-establishment of Shared Decision Making at the unit level, the market's Chief Nursing Officer Kathy Black, DNP, RN, NE-BC, worked with nursing leaders to establish not only the unit level councils but also house-wide councils.

To start the conversation about Shared Decision Making, including what it is and the benefits, nursing leadership sponsored a lunch and learn workshop off site at the Bon Secours Wellness Arena in August. There, frontline nursing staff with their unit nurse leaders, worked through small group sessions on what is Shared Decision Making, how-to problem solve situations and how to run effective meetings. Each unit council lead and director were provided a toolkit of resources to help get started. The group had the goal of getting their unit level councils established and first meeting held prior to the inaugural hospital nursing council meeting held in November 2022.

Despite the high census volumes seen in September and October, over 80% of nursing units were able to report out regarding their first unit council meetings.

The excitement of Shared Decision Making from the frontline nurses is carrying on into 2023. At our January hospital nurse council meeting, multiple unit practice chair and co-chair leads shared a variety of small unit-level projects going on. These included team building between staff members, working to create unit-specific resources for newly hired staff and team recognition activities. As we move into 2023 and look towards the future, goals for our Greenville Market include starting up our hospital-wide councils on Innovation, Nursing Excellence, Faith and Professional Development by the end of Q1 2023. There is already a great deal of opportunities identified to help bring the voice of nursing forward to create a culture of excellence, high-quality and safe patient care.

Open Communication is Essential to Building a Patient-focused Team
Greenville Market (Bon Secours — St. Francis Hospital)

BSMH nurse leaders share with one another how they are strengthening their teams through the ministry's internal communications platforms. Recently, Stephanie Kelly, RN, BSN, works in Pre-Admission Testing and Surgery Scheduling at St. Francis Downtown, shared that she is intentional about promoting feedback and recognition within her team. Stephanie considers open communication essential to building a healthy, patient-focused team.

"My office door stays open, and staff trust me enough to tell me when something is wrong so that we can keep patient safety as our priority. My team communicates with me in so many ways. We use group text and Microsoft Teams. They have no problem telling me if there is an issue," she says.

Kelly explains that she has built a relationship with her team that extends beyond work hours or job responsibility. She models a caring attitude and tries to be available for all matters, not just work issues. She shares her view that if one team member fails, everyone fails. "We must help one another so we all succeed," she says. Kelly utilizes aggregated results from Bon Secours Mercy Health's Experience Survey (XP) to better understand the needs of her team. "The XP survey gives employees an opportunity for their voices to be heard and it gives managers an opportunity to fix something they might have otherwise known was a problem."

"The XP survey gives employees an opportunity for their voices to be heard and it gives managers an opportunity to fix something they might not have known was a problem."

Stephanie Kelly, RN, BSN





Empowering Nurses Through Listening

Richmond Market (Bon Secours — St. Francis Medical Center)

St. Francis Medical Center (SFMC) progressed on its journey of a culture of safety by continually listening to associates in as many ways as possible. The first voice was an AHRQ (Agency for Healthcare Research and Quality) survey that shared collective perspective and values. SFMC had 329

associates participate, including 147 RNs (44% of nurses). SFMC results were one of the top five performing hospitals in the survey, strengths included teamwork, communication, communication about error and supervisor, manager or clinical support.

CNO Huddle Hops are Connecting to the Voice of the Nurse

Cincinnati Market (Mercy Health — The Jewish Hospital)

After attending a virtual American Organization Nursing Leadership Conference (ANOL) in August 2021, Mercy Health — The Jewish Hospital’s Chief Nursing Officer (CNO) created CNO Huddle Hops as a novel way to interact with nurses. Clinical nurses were to be included in the CNO Huddle Hops plan, which aimed to establish a structure where operational and patient safety was prioritized from their perspective. Compared to previous forum arrangements, this was unique. This required the CNO to visit the nurses during both day and night shifts and in their workplace.

CNO Huddle Hops helped identify issues that, when fixed, changed the working environment and improved patient, family and nursing outcomes, resulting in enhanced nurse participation. This initiative can be used by the CNO as an insightful and useful tactic to involve nurses, be seen and attain measurable data. To gather input from the nurses on plans for achieving nursing and organizational strategic goals, the CNO frames the Huddle Hops using a variety of tactics and open dialogue. Huddle Hops motivate and make the nurses at The Jewish Hospital feel heard.

STRUCTURAL EMPOWERMENT

Early Ambulation Steps to Success

Cincinnati Market (Mercy Health — Fairfield Hospital)

In recent years, Evidence-based Practices have supported ambulating a post-operative patient as soon as medically safe after a procedure. Early ambulation may reduce procedure complications and quicken the ability of patients to enhance recovery. Early ambulation provides encouraging impacts on reducing length of stay and health care costs and promotes the education of patients on possible symptoms of complications after discharge.

In early 2022, early ambulation education began on 3A, a Telemetry unit at Mercy Health — Fairfield Hospital. Clinical nurses were provided education about why early mobility was important, along with Nursing’s role in the program. Tools were used by clinical nurses, along with case management and therapy staff to assist with identification of patients for the Steps to Success early ambulation program. Clinical nurses collaborated with therapy staff on how to

measure steps for patients by using pedometers, floor tiles and ceiling tiles. Nurses were required to complete education on safe patient transfers and gait belts, and well as view a video on safe ambulation.

In April 2022, Steps to Success was implemented on 3A. The clinical nurses worked to identify patients for early ambulation and set goals. While ambulating patients, nurses provided patient education on items to look for at home that could cause slips, trips or falls. Nurses taught patients about the importance of early ambulation.

This interdisciplinary work led to a decrease in patients being discharged to a skilled nursing facility, enabling more patients to be discharged home instead. The initiative was extremely successful and implemented on other units at Fairfield Hospital and across the Cincinnati Market.

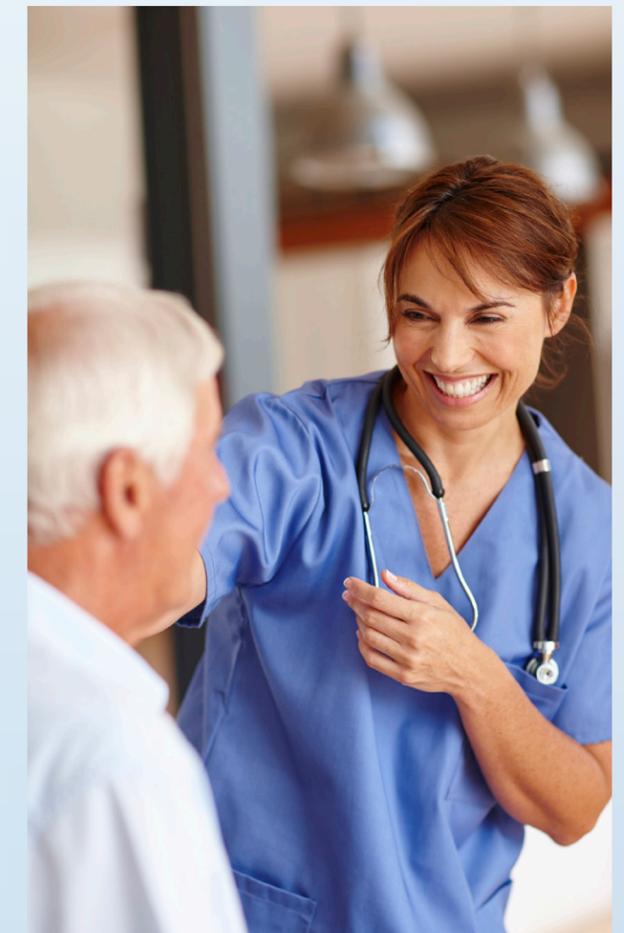
Improving Discharge Communication for Non-English-Speaking Patients

Richmond Market (Bon Secours — Memorial Regional Medical Center)

Nurses at Memorial Regional Medical Center strive to provide socially and culturally competent care by overcoming language barriers and communicating in a way that ensures the patient has a good understanding of the care they receive.

In 2022, Victoria Houston, BSN, RN, CMSRN, a clinical nurse in the Ambulatory Surgery Unit, recognized a communication barrier while caring for a non-English speaking patient. She was providing discharge instructions to a patient through a virtual translator, however, no family was present to listen to the discharge instructions. Victoria didn’t feel this process helped to support culturally and socially sensitive care delivery.

Victoria worked with BSMH Language Services to create opportunities for AVS language interpretation with discharge instructions. Victoria also recommended the use of translation software within the electronic medical record (EMR). She explained the software would translate discharge instructions as the provider was typing. Together with Memorial’s Chief Nursing Officer Robin Johnson, MHA, MSN, RNC-MNN, and Becky Carter, MSN, RN, system director for Nursing Informatics, Evidence-Based Clinical Documentation and Workflow Design, they implemented a new software to support this need. The enhancement was used for the first time in early 2023 and was well-received by patients.



Building the Staffing Plan for the Future: An Option to Consider for Patient Care Assistant to Registered Nurse Growth

Cincinnati Market (Mercy Health — The Jewish Hospital)

In 2021, team members at Mercy Health — The Jewish Hospital started noticing an increase in sitter related needs for patient care, pulling PCAs from inpatient units. This proved especially challenging due to the number PCA vacancies, resulting in PCAs not being available at times to assist with bedside care delivery while serving as sitters. Data was collected to determine how much time was spent utilizing PCAs for sitter hours, showing substantial impact on med-surg areas.

In addition to the lack of employed PCAs, those interested in the job and who applied were seeking more flexible hours to accommodate their commitments to nursing school. Traditional part-time or full-time jobs did not appeal to applicants as this did not allow for flexibility in scheduling to meet outside requirements. A new workforce model was needed that allowed for flexibility in support of nursing students and fostering a partnership for future RN growth.

In evaluating staffing options, a PCA float pool department was created in October 2021. This opportunity included a flexible shift schedule that attracted more student nurse applicants and created a pipeline of recruitment for PCAs to RNs upon graduation. Our Talent Acquisition team and Jewish Hospital's nursing director and chief nursing officer (CNO) promoted the PCA float pool through flyers distributed at area college job fairs and the CNO initiated meetings with student nursing groups on the first day of their clinical rotations at the hospital, alerting them to the opportunity. Within a month of creating the PCA float pool, five spots were filled; by the end of July 2022, the department had grown to 50 float PCAs. The PCA float pool has expanded beyond inpatient units to cover the emergency department and same day surgery.

The first cohorts that graduated in Spring and Fall 2022 showed a 90% retention rate of graduating float PCAs who have moved into RN roles within Jewish Hospital and other Mercy Health facilities.



Within a month of creating the PCA float pool, five spots were filled; by the end of July 2022, the department had grown to **50 float PCAs.**

Ministries of Health Program is Making Congregational Connections in Greenville Greenville Market (Bon Secours — St. Francis Hospital)

Bon Secours St. Francis Hospital (BSSF) in Greenville reaches out to residents of underserved neighborhoods to improve health equity and access to care through screenings and community forums. BSSF's community health team and local leadership have long been committed to outreach ... listening to what community members express as needs and then meeting them where they are. "To improve the health of those who live in underserved communities, we need to reach out to people where they are most comfortable. For communities of color, that can often mean we need to work through barbershops, beauty salons and churches," said Sean Dogan, director of Community Health for Mercy Health — Greenville. "We have been building trust and relationships with church leadership for a long time."

Working in the community is what BSSF community health staff does best. The team participates in neighborhood events and association meetings, serves as advisors, provides funding or help to secure funding for projects and actively seeks input from the communities they serve. This is a different way of connecting than used by other health care providers.

A key effort by BSSF staff is connecting with area congregations in the Greenville Market to build partnerships directed at improving health equity. By providing churches with health education, training and services, BSSF is empowering churches to address the health needs of their congregants. A new program collaborative, Ministries of Health, will improve early identification of health issues and referrals to appropriate providers.

"Empowering churches definitely differentiates us, as does our faith-based organizational model," said Rebecca McKinney, manager Community Health for Mercy Health — Greenville. "But 'with' is the word that really sets us apart. We don't just minister to under-resourced communities, we work with them and in them, side by side with residents, to improve health equity and quality of life for their residents."

"We have been building trust and relationships with church leadership for a long time."

Sean Dogan,
Director of Community Health,
Greenville Market



Interdisciplinary Team Grows Ultrasound-guided Peripheral IV Program

Cincinnati Market (Mercy Health — West Hospital)

In early 2022, Mercy Health — West Hospital created an interdisciplinary task force to support the growing demands of the existing nurse-driven ultrasound-guided peripheral IV (USGPV) program. At a task force planning meeting in February, the decision was made to revise the program, creating a structure consisting of three parts:

- An online module to be completed prior to class
- A hands-on session with certified RN faculty to include a two-hour class with a didactic review
- Training on ultrasound equipment and simulated sticks, with six supervised sticks with RN faculty or a unit-based “superuser”

Since the introduction of the revised class in June of 2022, more than 75 RNs have completed the USGPV program. Classes are held twice a month and are open to RNs, emergency department techs and paramedics from BSMH hospitals. RN satisfaction has improved due to the increased autonomy to provide appropriate nursing care in a timely manner.

Additionally, patients are experiencing the benefit of decreased sticks, improving patient care and experience.

This work has resulted in ministry and state recognition. In October 2022, members of the interdisciplinary task force presented the program and its results at BSMH’s 2nd Annual Reliability and Performance Improvement Conference. A poster presentation at the Ohio Organization of Nurse Leaders Conference earned an award for one of the top three presentations recognized for evidence-based practice.

St. Francis Medical Center is Building Strong Teams through Recognition and Celebration

Richmond Market (Bon Secours — St. Francis Medical Center)

St. Francis Medical Center is creating new ways to celebrate teams, further building its culture of rewarding and recognizing associates and teams. The team voice from shared decision-making councils was the catalyst for the monthly BEE award (Be Excellent Everyday). The Nursing Quality Council (NQOC) launched the monthly “Clover” award, celebrating those who recognize and advocate for sepsis patients. In support of team recognition, “Good Catch” and “We excel” awards were added monthly.



NEW KNOWLEDGE AND INNOVATION

Evidence-based Practice Helps Build Nurse Resiliency and Coping

Richmond Market (Bon Secours — St. Mary’s Hospital)

The spirit of inquiry is alive and well within the Leading Evidence-based Practice and Research Nursing (LEARN) Council at Bon Secours St. Mary’s Hospital. Led by Amy Ellison, BSN, RN, CVICU Clinical Nurse & Council Chair; Christi Adams, MS, RN, CCRN, CCNS, Council Liaison; and Keely Woolridge, BSN, RN, CCU Clinical Nurse & Council secretary; the council consists of clinical nurses, APRNs, a librarian and an administrative liaison. At the end of 2021, across the nursing profession it was apparent that the COVID-19 pandemic had taken a terrible toll on nurses. Nationally, the profession was experiencing high rates of exhaustion, burnout, frustration, anxiety, persistent stress and turnover. The LEARN Council wondered how to combat these findings and build resiliency within St. Mary’s nurses.

As champions for Evidenced-based Practice (EBP), the group went to the literature to examine the evidence. The group decided to complete an EBP project focused on building resiliency in nurses. The project would help the council learn the steps of EBP while implementing a positive evidenced based change within the hospital.

The LEARN council chose to implement the Pause and post event debriefing for the project intervention. The literature revealed critical incident debriefing as a tool to help mitigate the negative psychological consequences of caring for patients who experience traumatic events.

Debriefing designates time after a critical event for:

- Collaborative discussion
- Incorporation of each member’s perspective, experience and thoughts
- Self-reflection
- An opportunity to analyze incidents such as resuscitations, near-misses, medical errors, care provision, staff assault and patient deaths
- Reflection on ways to improve future performance
- Checking in on team members’ well-being after an event
- The Pause provides an opportunity to honor the patient as a person and helps provide closure to the event for the team

Over the course of 2022, during each monthly meeting, the council focused on a different step in the EBP process, from the literature search to implementation and analysis. The group created a template for use during the post event discussion, collaborated with the Rapid Response Team to facilitate the post event debrief and created staff surveys to measure outcomes.

Evaluations six months post implementation showed an increase in participation in debriefing post critical incidents. Clinical nurses reported increased support by leadership after an event and improved coping when the Pause and debriefing were utilized. Nurses continued to perceive the pressure to return to their patient assignment after an event and did not feel that there was more time to honor the patient, suggesting that these are areas for future focus. In the literature review, improving clinical nurse support increased positive coping and reduced burnout, thus reducing turnover rates. To strengthen these correlations, this EBP project will continue with evaluation surveys at nine and 12 months.

Clinical nurses reported increased support by leadership after an event and improved coping when the Pause and debriefing were utilized.



Clinical Nurses Implement an Evidence Based Subcutaneous Basal Insulin Order Set
 Richmond Market (Bon Secours — Memorial Regional Medical Center)

Diabetes affects millions of patients worldwide. Hospitalized patients can experience hyperglycemia without a diagnosis of diabetes. Complication rates for patients experiencing unstable blood glucose levels are high and include increased length of stay, admission to intensive care units and an overall higher risk for mortality. Tightly controlled blood glucose levels can decrease complications for patients, expedite discharge and return patients to their baseline sooner. For these reasons, Memorial Regional Medical Center (Memorial) prioritized the development of a comprehensive, evidence-based diabetes and hyperglycemia treatment program.

The effort began with a small team including Clinical Nurse Specialist Linda Thurby-Hay, DNP, RN, ACNS-BC, BC-ADM, CDCES, and Dr. John Clore. The two reviewed outcomes from existing diabetes management programs and identified the current practices related to sliding scale insulin that resulted in poorly controlled hyperglycemia, longer hospital stays, increased readmission and infection rates and more frequent episodes of hypoglycemia. They proposed the following:

- A basal insulin or a basal plus bolus correction insulin regimen for noncritically ill hospitalized patients with poor oral intake or those who are taking nothing by mouth

- An insulin regimen with basal, prandial and correction components as preferred treatment for noncritically ill hospitalized patients with good nutritional intake
- Discouraged use of only a sliding scale insulin regimen in the inpatient hospital setting

The basal/bolus regimen of insulin allows patients to achieve target glucose control based on their nutritional intake, unlike a sliding scale. The practice of giving proactive basal insulin, with bolus correctional insulin, as needed for patients with good nutritional intake, was new to Memorial. The team created a new hyperglycemia subcutaneous order set and hypoglycemia management protocol in the electronic health record (EHR), which included the recommended orders for basal, bolus and bolus correctional insulin, based on the new ADA guidelines.

Clinical nurses were educated and trained on the new ADA standards using the super user model. Peer to peer training took place in various forms until January 2020. The new hyperglycemia subcutaneous order set, and hypoglycemia management protocol are now live and being used by clinical nurses on all Memorial inpatient units. These efforts are positively impacting patient care.

Virtual Nursing Care Continues to Grow
 Lima Market (Mercy Health — St. Rita's Medical Center)

Virtual nursing was launched in the summer of 2022 at Mercy Health — St. Rita's Medical Center. Now, there are 72 patient rooms currently hardwired for virtual nursing care access.

Virtual nursing care, through our external partner Banyan, removes a lot of the administrative burden from our BSMH bedside nurses and helps to improve patient outcomes. Virtual nursing greatly improves the patient experience – patients now have the ear of two nurses and patients receive more education and are less likely to develop a hospital-acquired condition. Bedside nurses and virtual nurses communicate through Perfectserve text to ensure good communication throughout patient stays.

Virtual nurses provide:

- Data collection upon admission
- Patient education
- Regular rounding during the day
- Discharge teaching

Team members are currently working to improve process metrics such as timely completion of required documentation during admission, percentage of patients discharged within three hours of medical order and reduction in incremental overtime for bedside nurses. They are also focused on monitoring length of stay (LOS), reducing readmissions and continuing to enhance the patient experience.

Virtual nursing care removes a lot of the administrative burden from bedside nurses and helps to improve patient outcomes.





Coordinated Problem Solving Leads to Infection Reduction

Cincinnati Market (Mercy Health — The Jewish Hospital)

Urinary tract infections caused by catheters are a major source of infection for hospital patients. In 2021, Mercy Health - The Jewish Hospital administrators noticed an increase in the number of catheter-associated urinary tract infections (CAUTI). To strategically decrease the number of CAUTI, nursing leaders worked in conjunction with leaders and teams in the areas of quality and safety, infection prevention and other stakeholders.

Evidence suggested that urinary catheters were becoming infected due to a biofilm that CHG was leaving behind. All CHG soap and wipes were removed from catheter kits and all staff members received blitz education about the need to switch from CHG foley care to soap and water. A soap foam without a barrier was purchased to replace CHG and placed

in all nursing units. Urinary Catheterization and CAUTI Prevention policies were changed in April 2021, defining the procedural method, indications for use and nurse-driven protocol. This effort significantly reduced CAUTI, improving patient outcomes.

Tele Psych Services Benefit Emergency Department Patients Who May Require Behavioral Health Services

Cincinnati Market (Mercy Health — West Hospital)

When behavioral health services are not provided on site, obtaining a timely psychiatric consult for patients in emergency departments can prove difficult and time-consuming. Patients may wait hours for an evaluation by a psychiatrist.

In December 2022, Mercy Health — West Hospital became the pilot site for the Bon Secours Mercy Health Tele Psychiatry Program. The program was launched in the main emergency department and two associated free-standing emergency departments. The purpose of the program was to improve access to timely, high-quality and comprehensive behavioral health and psychiatry services in the communities served.

When a behavioral health patient is identified and in need of further assessment, the pilot provides a series of steps for the care team to follow to trigger a consultation. The provider starts the process by entering an order into the ministry's electronic health record which automatically flows to the virtual Tele Psych team. A social worker initiates the first contact within 60 minutes to arrange a virtual assessment via the Tele Psych WOW (workstation on wheels). If indicated, the social worker will identify the need for a Psych APRN or Psychiatrist evaluation which will likely result in a recommendation for admission or discharge with resources.



Collaboration Results in Zero Occurrences of Infections

Youngstown Market (Mercy Health — St. Joseph Warren Hospital)

The Intensive Care Unit (ICU) at St. Joseph Warren Hospital noted an increase in Central Line Associated Blood Stream Infections (CLABSIs) at the beginning of 2022. Nurse manager Brad Miller and clinical nurses Sue Ann King and Michael Bryant collaborated with team members from ICU, infection prevention and quality to research and implement Evidence-based Practice interventions. As a result of this collaboration, the team implemented a CLABSI insertion bundle and a CLABSI maintenance bundle.

This implementation resulted in an immediate reduction to zero CLABSIs in the ICU. Sue Ann and Michael presented the EBP interventions and their units' success with the Magnet Appraisers during a Magnet site visit in November. In February 2023, the unit celebrated 365 days free from CLABSIs. Their actions helped to keep more than 3,700 critically ill patients safe and free of CLABSIs.

EXEMPLARY PROFESSIONAL PRACTICE

Nurses Answer the Call to Care for Pregnant Afghan Refugees Richmond Market (Bon Secours — Southside Medical Center)

Our Catholic faith-based ministry believes one of the distinguishing marks of our care is how we advocate, accommodate and support others who are in vulnerable and challenging circumstances. “The recent call to serve our Afghan brothers and sisters, many of whom sacrificed greatly to support our mission overseas and have now had their lives upended, is an important opportunity for us to fulfill our call of service and love,” Joseph Mazzawi, director of mission for Bon Secours – Southside Medical Center and Bon Secours – Southern Virginia Medical Center, shares. At Southside Medical Center, several of our nurses have been busy providing care and support for pregnant Afghan refugees.

“Knowing that we made a difference for this vulnerable population, especially during the birth of their babies, is so powerful,” Kim Jarrelle, chief of nursing, shares. “Having a baby is a monumental event in any woman’s life, one you cannot do over. It is a privilege to be a part of that for these women. Their world has been turned upside down, and I cannot imagine how scared they must be having to make the decision to leave everything they have ever known with only the clothes on their back to go to a foreign country. Then to also be pregnant and soon to deliver their newborn baby. It is truly an honor to be a part of their journey.”



Shirley Woodlief, assistant manager of labor and delivery, adds “My first experience caring for an Afghan patient was a really sweet lady who had a lot of different gold bracelets on her arms. Later, when I thought back on that experience, I realize that what she had on her arms was probably the only wealth she has remaining. She was ripped away from everything comfortable and familiar and now here she is in a strange place, receiving care from nurses that don’t speak the same language and have a hard time communicating. I felt sad for her, and it made me realize the impact that this experience is having on each of them; not all of them want to be here, they’re under a lot of pressure and now are delivering their babies here with us.”

At this time, Southside Medical Center nurses are focused on creating safe spaces for these mothers and babies, with the possible risk of measles exposure. They have met with an interdisciplinary team and quickly came up with a plan to provide safe and compassionate care, while protecting team members and other patients being served.

“I don’t think there is any experience or training that could have prepared us for this mission,” Heather Coleman, a charge nurse in labor and delivery, shares. “This is a completely different scenario than what we are used to. We have had to rely heavily on each other and interpreters to get us through. My faith in God has gotten me through this mission. I have prayed for strength for myself and coworkers, prayers for the refugees – for their safety and acceptance by the community. Most of them have been so sweet and appreciative of the care provided, as well as their families. They are scared and all are not easily accepted in society, so I am thankful to get to share time with them and hear their stories.”

These Afghan refugees have touched the lives of our nurses through their stories and appreciation. Caring for these women is a great example of our team members living out our ministry’s Mission and providing compassionate care to all God’s people. Our nurses are humbled and honored to serve these refugees, and we are beyond proud of our team. “It’s the simple hugs, handshakes or therapeutic hand grasps that help us know we are on the right track,” Heather adds. “We have enjoyed spending the extra time with these patients to hear their stories. I am sure it means so much to them to be treated with kindness and have an opportunity to share their stories.”



The Stroke Steering Committee Implements Changes Based on Feedback from Patients and Families

Cincinnati Market (Mercy Health — Fairfield Hospital)

The Stroke Steering Committee at Mercy Health — Fairfield Hospital, including nursing representation, helped to improve communication and information provided to stroke patients and families during transfers to other facilities.

Stroke Coordinator Bonnie Hollandsworth, RN, BNS, SCRNP rounds on patients and families in the emergency department and other hospital units when a stroke diagnosis has been made. While visiting a patient in the emergency department who was being transferred to another facility based on CT results, Bonnie listened to family concerns. The family member expressed dissatisfaction with the information being provided to the family during transfer. It was recognized that family members are overwhelmed in an emergent transfer situation, and it becomes difficult to hear specific instructions such as room numbers or the addresses of the transfer facility. Often this information is given to them on scrap pieces of paper or just over the phone. Bonnie partnered with patients and family members for feedback to facilitate a better communication plan for stroke patients being transferred to another facility.

Bonnie took feedback to the regional stroke coordinator meeting to discuss how change could be made to improve care and communication for patients and families. Bonnie suggested developing and implementing a transfer information sheet, which was agreed upon by stroke coordinator nurses. The goal is to provide family members with a standardized form to easily find the patient’s next destination and keep it simple for nurses to utilize the form. Creating this form reduces stress for family members and improves communication. It also helps with door-to-transfer times and improved outcomes.

The new process was well received by the emergency department staff and providers and is currently used for patient transfers for conditions other than stroke.

Mercy Health Nurses Help Sexual Assault Victims Heal
 Kentucky Market (Mercy Health — Lourdes Hospital)

The path to healing for some sexual assault victims often begins with nurses like Kristy Schwetman. Since 2001, Kristy has been a certified Sexual Assault Nurse Examiner, or SANE, at Lourdes Hospital. This year, Kristy was honored for her contributions to end sexual violence. She won a SAMMY award at the 13th annual Sexual Assault Awareness & Prevention Month Awards in Frankfort, Kentucky.

Kristy describes the 40-hour training that it takes to become a SANE as intense. The job involves working with law enforcement, representatives from the court system and providers of mental and physical health services. "I see people who have been assaulted in the acute stages of their trauma," Kristy says. "The healing process starts with me."

Kristy started working at Lourdes in 1993. She is a member of the Purchase Area Sexual Assault and Child Advocacy Center as well as the McCracken County Sexual Assault Response Team. "Sometimes victims of violence are scared to report to law enforcement but are willing to seek medical help," adds Kristy. "I remain compassionate and dedicated to preserving the dignity and helping reduce the psychological trauma experienced by victims of sexual assault."

Lori Brown, Executive Director of Purchase Area Sexual Assault & Child Advocacy Center, said she has witnessed the impact that Kristy has made first-hand. "I cannot express how much we appreciate her and value her commitment to survivors," she says. "Not only has Kristy worked diligently to ensure victims receive the highest quality trauma-informed services in the Lourdes Emergency Room, but she has also been a driving force in improving the response by professionals at all of our regional hospitals."



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Recognition and Awards

BSMH proactively and routinely celebrates the achievements and passion of its nurses and support staff through a variety of efforts.



DAISY Award - Our hospitals and care sites recognize caregivers through the DAISY Award. Award nominees and winners exemplify DAISY Foundation values and embody the BSMH Core Culture behaviors - going above and beyond to lead their peers in their words and in their actions. DAISY Award nominees and recipients set the standard for amazing nurses across the ministry.

Called to Shine

Called to Shine - Through a robust online program, Called to Shine, leaders and team members recognize and celebrate their team members and staff anywhere in the ministry for going above and beyond. In addition to kudos, those recognized may receive Called to Shine points, which can be used for prizes.



Friday Feels - Every Friday, a special newsletter spotlights the achievements and good works of BSMH associates in our markets.

We're proud of the efforts of our associates, especially those on the frontline. Many of the stories and achievements about our nurses and caregivers are shared via social media via Facebook, Twitter and Linked In.



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Each day, you deliver acts of compassion to those in need without exception or exclusion.

We know, now more than ever, you're seeking opportunities that best support your needs, so you can work how you want while continuing to grow in your career. We've evolved our approach to rewards, recognition and well-being resources, specifically with you in mind.

You've come together for our patients, communities and each other to face the substantial challenges of the global pandemic. You led by example.

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