



# NURSING





# 11,000+ People. 30+ Locations. One Purpose.

With patient care, research and education as our foundation, UC Health is at the forefront of medicine. We are conducting groundbreaking research that can lead to new treatments and cures. We are training the next generation of physicians and medical professionals. And we are pioneering new ways to deliver highly specialized, complex subspecialty care that would not otherwise be available to many patients. Leveraging the power of knowledge and our drive for discovery, we can make a lasting impact on our community, our region and our world.

## On the Cover:

Front row, from left: Jericha Shelley, Nancy Gray, Leslie Wooten, Katie Greathouse, Lori Hagerty, Julie Surles. Middle row, from left: Tracey Irving, April Murdock, Nick Murdock, John Brunner, Tyler Eiting. Back row, from left: Maggie VonBargen, Robbie Thomas, Donna Keaton, Liz Matern, Janet Paguigan.

Data derived from UC Health Growing & Transforming, Our Strategic Plan.  
\*“Our Reach” data sourced from 2015 Community Benefit Report. All other data reflective of FY 16.

## OUR VISION:

To use the *power of academic medicine* to advance the science of discovery and transform the delivery of care.

## OUR CORE 4 STRATEGIES:

- **Growth & Access** — Lead in the care of distinct populations
- **Performance & Culture** — Deliver better, safer and smarter care.
- **Research & Education** — Partner with the University of Cincinnati to advance research, training and education.
- **Community Health** — Improve the physical and economic health of our community.

## OUR LOCATIONS:

- University of Cincinnati Medical Center
- West Chester Hospital
- Daniel Drake Center for Post-Acute Care
- Bridgeway Pointe
- Lindner Center of HOPE
- 30+ outpatient service locations in three states

## OUR REACH\*:

- More than 1 million patient encounters
- 3,811 stroke response calls
- 69,411 cardiovascular cases
- 73,661 cancer cases
- 174 organ transplants

## OUR RESEARCH & EDUCATION:

- 659 residents and fellows trained at University of Cincinnati Medical Center
- \$63 million in direct academic support to the University of Cincinnati College of Medicine
- 2,289 patients choosing clinical trials

## Dear Colleagues and Friends,



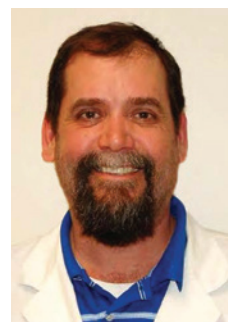
Richard P. Lofgren, MD



Jennifer Jackson, DNP,  
RN, CNRN



Kathie Hays, MSN, RN,  
CNOR



John Hill, MBA, BSN, RN

On behalf of UC Health, I am proud to introduce our inaugural Nursing Annual Report.

For the first time, our more than 3,700 nurse leaders, nurses and nursing support staff have come together to tell their collective story. I am pleased to share with you the work that they do each day to advance our shared commitment to providing patient and family-centered care driven by the power of academic medicine.

Our nurses and support staff serve on the front lines, providing life-saving, patient-centered care in emergency departments, operating rooms, recovery centers and outpatient facilities across our community.

Their stories are ours: Katie Greathouse, who nursed a heart transplant patient to physical and emotional health; Heather Evans, whose passion for healthy mothers and babies is making an impact across our community; April and Nick Murdock, the mother-son nursing team with a shared dedication to providing patient-centered care; and Ruby Crawford-Hemphill and our many nurse leaders who teach and empower their peers.

I often say that healthcare is a very human endeavor. For many of the patients we serve, our nurses provide the first touch and closest connection with UC Health. Please join me in recognizing and celebrating their achievements in 2016, and in looking forward to continued success in 2017 and beyond.

Sincerely,

Richard P. Lofgren, MD  
President and CEO

In 2016, UC Health nurses continued to live out our commitment to providing patient and family-centered care, while innovating and pursuing professional excellence and advancement.

They flew aboard Air Care helicopters, providing life-saving care when minutes and seconds matter the most. They served in our emergency departments, acting swiftly and calmly in times of crisis. They held the hands of organ transplant patients along the road to recovery. And they provided a light in the darkness for cancer patients, helping navigate the path from diagnosis to remission.

Our nurses also continued to innovate and invest in professional development, from completing Clinical Ladder programs to publishing research on topics such as improving breastfeeding rates in the urban core.

This ongoing commitment to discovery demonstrates the power of academic medicine to save and transform lives. Our nurses are clinicians, patient advocates, researchers, educators and team-builders. We are proud to share their story with you.

Jennifer Jackson, DNP, RN, CNRN  
Chief Nursing Officer, UC Medical Center

Kathie Hays, MSN, RN, CNOR  
Interim Chief Nursing Officer, West Chester Hospital

John Hill, MBA, BSN, RN  
Director of Nursing, Daniel Drake Center for Post-Acute Care





# University of Cincinnati Medical Center

Since opening in 1823 as the nation's first teaching hospital, the University of Cincinnati Medical Center has remained committed to using the power of academic medicine to advance healing and reduce suffering.

UC Medical Center clinicians take an interdisciplinary team approach to the delivery of healthcare, and many are actively involved in research at the bedside. These research and evidence-based practice projects help keep the hospital on the forefront of innovation in healthcare.

Consistently ranked among "America's Best Hospitals" by *U.S. News & World Report*, UC Medical Center is also internationally known for its clinical expertise and the quality of care provided to patients from across the region and beyond.

The hospital, in conjunction with the University of Cincinnati Academic Health Center, claims many firsts, including Albert Sabin's development of the polio vaccine and the country's first training program for emergency medicine physicians.

UC Medical Center has received **Perinatal Care Certification from The Joint Commission**, the only designation of its kind in Ohio. The certification recognizes that the hospital's Maternity and Newborn Services deliver a systematic approach to quality clinical care through a culture of excellence, as well as an ongoing commitment to reducing maternal complications and improving infant prematurity and mortality rates.

*U.S. News & World Report* has once again named UC Medical Center among the **top five hospitals in Greater Cincinnati** and among the **top 10 in Ohio**. The hospital is also nationally ranked in two specialties: 22<sup>nd</sup> for Ear, Nose and Throat (ENT), and 46<sup>th</sup> in Urology. Just 153 of the 5,000 hospitals considered for the Best Hospital designation also earned rankings in a specialty.

UC Medical Center has again received the **Gold Quality Achievement Award from the American Heart Association** and **American Stroke Association**, recognition of its commitment to and success in ensuring that stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines based on the latest scientific evidence. The hospital is also designated a Comprehensive Stroke Center for its rapid diagnosis and treatment of stroke patients admitted to the emergency department.

## NURSES PURSUE EXCELLENCE THROUGH CLINICAL LADDER

Since 1988, the University of Cincinnati Medical Center has been proud to support the professional development and advancement of our nurses. The Nursing Clinical Ladder rewards bedside nurses who demonstrate clinical expertise, are committed to patients and their families, and deliver a high quality of patient care for our highly complex patient population. In 2016, 255 nurses participated.

The hospital's Nursing Clinical Ladder is structured around the strategic framework of innovation, empowerment and professional growth. It integrates the American Association for Critical Care Nurses (AACN) Synergy Model for Patient Care. It offers four levels of proficiency defined by performance-based criteria. The program is overseen by the Clinical Ladder Council in collaboration with the chief nursing officer as part of the Shared Governance structure in the hospital's Professional Practice Organization.

Licensed RNs who spend at least 60 percent of their time providing bedside clinical nursing care and who have been with the hospital for six months or 1,000 hours are eligible.

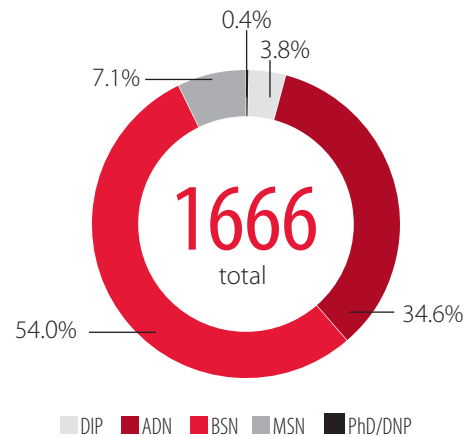
UC Medical Center is proud to recognize, reward and retain nurses who have made an organizational commitment to their own professional development, and the program has been shown to improve job satisfaction, employee engagement and retention of skilled nurses.



UC Medical Center holds its annual Clinical Ladder Advancement Ceremony during National Nurses Week.

### by the numbers

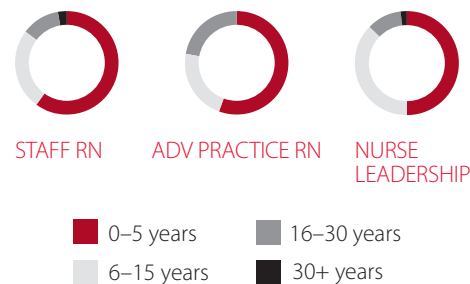
#### nursing degrees



#### employment by job category



#### years of service





## ON THE FRONT LINES OF NURSING

University of Cincinnati Medical Center nurses serve on the front lines of healthcare in our community — and also train those who serve on the front lines of battlefields across the world.

The hospital was the first civilian training partner for the U.S. Air Force Nurse Corps Nurse Transition Program, which turns novice nurses into experienced practitioners and leaders. The partnership, which began in 2008, draws upon the hospital's expertise as a Level I Trauma Center.

Working with nearby Wright Patterson Air Force Base, newly commissioned Air Force nurses train alongside UC Health nurses in a fast-paced, nine-week program that teaches skills such as IV insertion, central line management and wound management, while also developing the nursing leadership skills needed on the battlefield.

## NURSE RESIDENCY PROGRAM PROVIDES MENTORING, SUPPORT

In 2016, 199 UC Medical Center nurses participated in the Vizient/AACN Nurse Residency Program, which helps new nurses transition to the professional environment and build confidence and competence in providing the best possible care for patients.

The curriculum supports newly graduated nurses in their development as professionals and members of the health care team. The program is a collaboration with Vizient and the American Association of Colleges of Nursing (AACN).

The program provides educational classes, clinical laboratory sessions and faculty supervision with emphasis upon critical thinking skills, leadership development, communication strategies, patient safety and professional career planning.

Residency programs provide mentoring and support for newly licensed nurses. They also offer the opportunity to make personal and professional connections throughout the organization. Nurses who participate in residency programs report increased confidence and workplace satisfaction.



## “Skin Champions” Deliver Win For Patients

University of Cincinnati Medical Center has seen a 61 percent drop in the incidence of hospital-acquired pressure injuries (HAPI) — or bedsores — since 2015 as the result of a nurse-led project that creates hospital-wide “ambassadors” for skin and wound care.

The Skin Champion Committee includes nearly 50 nurses, PCAs and occupational therapists from across the hospital who demonstrate and pass on evidence-based practices to prevent and treat pressure injuries and other wounds.

“With the input and support of the Skin Champions, pressure injury prevention interventions by nursing and PCAs, and support of managers in high-injury areas, we have seen a marked decrease in the incidence of hospital-acquired pressure injuries at the hospital,” said committee chair Nancy Brown.

The Skin Champions meet monthly to build their knowledge base, share concerns from their units and develop ways to effect change in nursing practices. On their units, these volunteer ambassadors work to increase bedside nurses’

knowledge about skin care and implement best practices. They also conduct the quarterly HAPI prevalence survey for the National Database of Nursing Quality Indicators (NDNQI).

As a result of the program, several of the hospital’s critical care units have adopted unit-specific programs. The cardiovascular ICU has created a toolkit that provides structured HAPI reduction training for its nurses, and the surgical and medical ICUs participate in monthly assessment and feedback surveys for compliance with national HAPI reduction standards.

**61% drop**  
in the incidence of hospital-  
acquired pressure injuries (HAPI)  
— or bedsores — since 2015

### *Nurse-led project creates volunteer skin care ambassadors*





## Growth & Access

*Leading in the care of distinct populations*

# “Nursing His Soul”: A Transplant Nurse’s Journey

David Waits had been a patient in the Cardiovascular Intensive Care Unit (CVICU) at University of Cincinnati Medical Center for 120 long days when Katie Greathouse received the phone call that would change his life.

The call began like any other: the OR was on the other line, letting Greathouse know that her patient was scheduled for a procedure.

“I asked what kind of procedure, because he was having many at that time. They said, ‘heart transplant.’ I said, ‘What?! You’re going to have to repeat that,’” Greathouse said. “I started yelling, and everybody stopped what they were doing.

“And when they went into Dave’s room to tell him, there was a crowd of 10 of us outside his door, just crying,” she said. “It was one of the more significant things that has happened to us. It was the result of a lot of work, by a lot of people coming together.”

On Feb. 2, 2016, Waits received a heart transplant, giving him a second chance at life and marking the official return of the hospital’s heart transplant program after an eight-year hiatus.

It was a positive outcome, but the road to that day wasn’t easy - not for Waits, nor for his team of caregivers.

“Some of the most challenging nursing came in the first 120 days, not in the recovery period,” Greathouse said. “As a nurse, usually you’re trying to fix problems as quickly as you can and get them home fast. But with Dave, all we could do is wait.”

For Waits, 51, who had made a living working with his hands in the construction industry, it was agonizing.

“During that time, it was about nursing his soul, too,” Greathouse said. “I was on night shift at the time, and sometimes, we’d just sit — that was all he needed, somebody to just sit with him in the quiet.”

At other times, the CVICU nurses kept their patient’s hands and mind busy with puzzles, completing so many that they lost count.

That number is now lost to history: at a celebratory cookout and bonfire last fall, the Waits family and his care team gladly threw the puzzles into the fire to mark the end of his transplant journey.

Greathouse said being part of Waits’ journey and playing a role in the return of the heart transplant program was one of the most rewarding experiences of her career.

“The whole thing was magical: you’re taking an organ out of someone else’s body and giving life to somebody who was told, ‘This is it,’” she said. “I’m proud to be part of the rejuvenation of the transplant program. We need this in the region; people need us.”

*“During that time, it was about nursing his soul, too.”*

*—Katie Greathouse, RN*



*David and Carol Waits return to UC Medical Center in February 2017 to celebrate the one-year anniversary of David’s heart transplant.*





# West Chester Hospital

Since opening in 2009, West Chester Hospital has become one of Greater Cincinnati's fastest-growing hospitals. As a member of the UC Health system, the hospital utilizes the latest medical technology and draws upon the university's nearly 200 years of research and medical expertise to provide discovery-driven care in a pleasant, healing community-based environment.

Offering all-private rooms, West Chester Hospital has 166 adult beds and 33 infant bassinets. Services include an emergency department, inpatient and outpatient surgical procedures, as well as a full spectrum of inpatient and outpatient diagnostic testing and treatment amenities. The hospital also offers a Level III Trauma Center and a Level IIB Special Care Nursery.

West Chester Hospital has been the recipient of the Healthgrades Outstanding Patient Experience Award for six consecutive years since 2012, placing it among the top five percent in the nation for patient satisfaction.

The Leapfrog Group, an independent safety watchdog, has **ranked West Chester Hospital among the top hospitals in the nation for patient safety**. The 2016 Hospital Safety Score assigns letter grades to more than 2,500 healthcare facilities throughout the U.S., using publicly-available data to assess medical errors, accidents, injuries, and infections. West Chester Hospital was among just 844 hospitals to receive an "A" rating.

West Chester Hospital received **Healthgrades 2016 Distinguished Hospital Award for Clinical Excellence**, placing it among the top five percent of U.S. hospitals for clinical performance. Just 260 hospitals achieved high quality care metrics across 21 or more of 32 common inpatient conditions and procedures as evaluated by Healthgrades, the leading online resource for comprehensive information about physicians and hospitals.

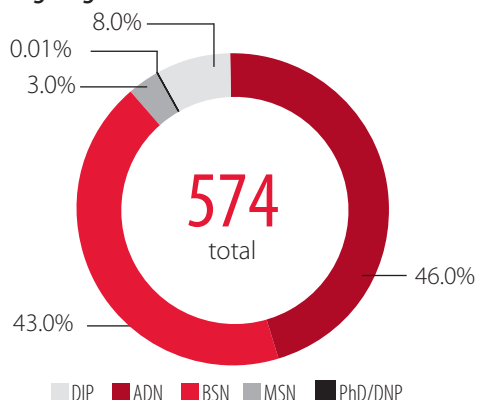
In 2016, West Chester Hospital was named **among Greater Cincinnati's Top Workplaces** by Enquirer Media. The annual ranking is based solely upon employee feedback collected through an online survey conducted by an independent research company. Employees evaluate their workplaces in areas such as communication, career opportunities, working environment, company leadership, managerial skills, pay and benefits.

## Cultivating a culture of nursing excellence



### by the numbers

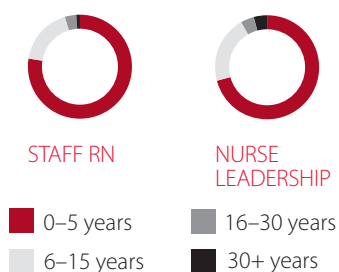
#### nursing degrees



#### employment by job category



#### years of service



### NURSES ADVANCE THROUGH CLINICAL LADDER PROGRAM

West Chester Hospital is proud to cultivate a culture of nursing excellence, empowerment, and clinical superiority. Clinical nurses are encouraged to participate at all levels of the organization, from unit operations to hospital-wide and community outreach.

The hospital's Clinical Ladder provides nurses with a structured opportunity to advance their professional development. The program recognizes direct care nurses who demonstrate clinical expertise, high standards of care, continued education and commitment to organizational success. In 2016, 30 nurses received Clinical Ladder recognition.

The program provides four levels of Clinical Ladder performance-based criteria, which are structured around the five pillars of Magnet recognition: Transformational Leadership; Structural Empowerment; Exemplary Professional Practice; New Knowledge, Innovations, Improvements; and Empirical Outcomes.

The program is overseen by a Clinical Ladder Committee in collaboration with the hospital's Nurse Executive Council. All registered nurses receive CN1 status. Nurses who wish to pursue a CN2 or higher must meet requirements such as: one year or more of service; pursuit of a BSN or higher degree; and belong to a professional organization.





## NURSES STUDY POST-OP SEDATION

A balanced approach to post-operative pain control can help reduce opioid sedation and respiratory depression while also empowering nurses to make patient-centered care decisions, according to a recent research study at West Chester Hospital.

Applying the Michigan Opioid Safety Score (MOSS) and Pasero Opioid Induced Sedation Scale (POSS) to post-operative patients in the Post Anesthesia Care Unit (PACU) resulted in lower sedation rates upon discharge than the traditional assessment method of assigning a numerical value to the patient's pain level. The study used three groups of patients: MOSS, POSS and a control group using the numerical system.

The MOSS group received fewer narcotics than the POSS and control groups, but both MOSS and POSS patients left the PACU less sedated than patients in the control group. The methods allow caregivers to take into account other factors, such as health risks, respiratory rate and sedation rate, providing more flexibility in deciding when to reduce a patient's pain medication. The methods also encourage the use of non-opioid pain medications.

Further study is needed to determine whether the tools might work as a hospital-wide opioid sedation assessment tool, the researchers said.

*“We are always researching best practices to enhance patient safety.”*

*—Chastity Woolf, manager*

## NURSE-LED INITIATIVE SIGNIFICANTLY IMPROVES PATIENT SAFETY

A nurse-led initiative has significantly improved patient care at West Chester Hospital by reducing the incidence of catheter-associated urinary tract infections (CAUTI), which have fallen below the national benchmark as a result.

Under the Nurse Driven Foley Catheter Removal Protocol, nurses now assess a patient's indwelling catheter every 12 hours, a system that ensures catheters are removed promptly when necessary. The protocol has reduced indwelling urinary catheter days and the incidence of patient harm associated with CAUTIs. It also provides standardized insertion, care, maintenance and catheter urine collection for patients.

“We always researching best practices to enhance patient safety,” said Chastity Woolf, manager of clinical informatics. “This protocol encourages bedside nurses to use their clinical assessment skills to provide high quality care while also increasing our patients' safety.”

Since the protocol's launch in spring 2016, West Chester Hospital has seen significant reductions in the number of indwelling catheter days and the hospital's CAUTI levels.



West Chester Hospital is proud to recognize and reward outstanding nurses for clinical performance as well as for advancing the nursing profession through research and other activities. These nurses are recognized during National Nurses Week, held in early May each year.

## 2016 Poster Presentation Winners

### **Transformational Leadership Category**

"Opioid, Sedation, and Patient Discharge" by

**Heather Waugh**, RN, PACU

**Patrick Beatty**, RN, PACU

**Jean Marie DeVeyra**, RN, PACU

### **Structural Empowerment Category**

"Blood Administration and Documentation" by

**Emily Henson**, RN, 1 PCT

**Reggie Mamacos**, RN, 1 PCT

**Caitlin Murphy**, RN, 1 PCT

**Ashley Shaw**, RN, 1 PCT

**Mallory Tieman**, RN, 1 PCT

**Jean Cintron**, RN, 1 PCT

### **Exemplary Professional Practice Category**

"Safe Specimen Handling" by

**Tony Wingate**, RN, OR

### **New Knowledge, Innovation, Improvement Category**

"Baby Café" by

**Heather Evans**, RN, Maternity Unit

**Catherine Diehl**, RN, Maternity Unit

Winners were selected by a vote among the hospital's nursing staff.

## 2016 Magnet Award Winners

### **Transformational Leadership Category**

**Tania Stumpf**, RN, Radiology

### **Structural Empowerment Category**

**Vicki Kemper**, RN, SDS

### **Exemplary Professional Practice Category**

**Sarah Vance**, RN, ICU

### **New Knowledge, Innovation, Improvement Category**

**Maysoon Abousaleh**, RN, Unit 5

### **Empirical Outcomes Category**

**Heather Waugh**, RN, PACU

### **Rising Star Award**

**Stacey Bowling**, RN, ENDO

### **Everyday Hero Award**

**Peggy McCleese**, RN, ED

### **Leadership with Vision**

**Regina Hembree**, RN, Unit 1

Winners were selected by the hospital's Magnet Champions.





## Community Health

*Improving the physical and economic health of our community*

# Baby Café Provides Support For New Moms

More than 1,000 babies have come into the world at West Chester Hospital since the new Maternity Services department opened in 2015.

But the hospital's services for new mothers don't end with birth: in 2016, it also became the first facility in Ohio to partner with the nonprofit Baby Café USA to provide free support and education to pregnant and breastfeeding mothers.

National studies show high breastfeeding initiation rates among American mothers, but those rates plummet when infants reach six and 12 months old — suggesting that new mothers need more breastfeeding support from family members, employers, healthcare providers and the community. Baby Café provides free help from experts and support from peers in a welcoming environment.

"About 75 percent of new moms plan to breastfeed, but very few moms are able to meet their goals. Mothers often come to us in tears because they want to breastfeed their infants but are struggling with the process," said Heather Evans, the board certified lactation consultant who facilitates the program.

"It is so rewarding to help these mothers and watch as they become empowered to help others over the hurdles that sometimes come with breastfeeding. Mothers come to get help for themselves and then continue to come because they enjoy the fellowship and support of being with other breastfeeding mothers."

Every Wednesday morning, mothers and babies meet in a private spot at the hospital to share their concerns, talk

openly with each other and receive professional advice from experts. The program is free and confidential. Healthy snacks are provided, and mothers and babies may come as often or infrequently as they like.

"Baby Café helped me to exceed my breastfeeding goals with my daughter," said Jennifer Dardzinski, who helped bring the program to West Chester Hospital. "The program has a profound impact on our community, because more nursing moms equals more healthy babies."

Baby Café USA is a nonprofit organization that coordinates a network of licensed drop-in Baby Cafés across the country. All locations follow standards set by the organization, collect statistical data and help reduce health disparities nationwide.





## Ambulatory and Outpatient Care

UC Health provides ambulatory and outpatient care at more than 60 locations across the Greater Cincinnati region, including physician offices, primary care facilities, and diagnostic, rehabilitation and treatment centers.

These include a number of hospital-based and professional-based clinics and centers, including the Women's Center, Weight Loss Center and the region's first Proton Therapy Center, operated in partnership with Cincinnati Children's Hospital Medical Center. University of Cincinnati Physicians, which includes more than 800 physicians and more than 300 advanced practice providers, also provides primary and specialty care across the community.

Outpatient and ambulatory services employ more than 1,000 providers and more than 1,300 staff, and in FY 2016 had more than 870,000 patient visits.

### WEIGHT LOSS JOURNEY INSPIRES NURSE TO HELP OTHERS

Embarking upon the path toward long-term weight loss can be daunting, but one nurse is uniquely equipped to help patients on that journey. Kristina Arnold, RN, BSN, CBN, has been a registered nurse for two decades, but it wasn't until her own gastric band surgery in 2006 that she discovered her true passion: bariatrics.

As a clinical and quality bariatric coordinator at the UC Health Weight Loss Center for more than a decade, Arnold has helped countless patients on their own journeys to a healthy weight. She has also become an ambassador for the center and research coordinator for multiple projects, including the recent Reduction in Re-Admission Quality Improvement Plan that significantly reduced readmissions.

"I am extremely blessed to work in an area of nursing that has touched my life in so many positive and powerful ways. I am so fortunate to see first-hand how the decision to have weight loss surgery literally saves lives, including my own," she said. "I have the unique opportunity to share this experience with my patients and they have expressed such comfort in knowing that I have been in their shoes. I work with an absolutely amazing bariatric team and I am very proud and honored to say that I work for UC Health Weight Loss Center."



*Kristina Arnold, RN, BSN, CBN,  
UC Health Weight Loss Center*



## “A Nurse Like Her”: Sons Follow in Mother’s Footsteps

It took April Murdock more than three decades to achieve her childhood dream of becoming a nurse, pursuing two degrees while her four young children were at school each day. Along the way, however, she inspired not one, but two, of her sons to follow her example.

“I think they witnessed the joy I received from being a nurse,” said Murdock, 59, a nurse at the Center for Women’s Health Hoxworth. “I am very proud of the men and nurses that my sons have become.”

Nick Murdock, now 37 and an Endoscopy nurse at University of Cincinnati Medical Center, enrolled in nursing school at the same time his mother was graduating magna cum laude from Cincinnati State.

“My mother didn’t directly encourage me to take up nursing, but more so by her example,” he said. “Nursing empowered my mother and she is good at it. I wanted to be as passionate about something as her. I wanted to help people like her. So I became a nurse like her.”

Nick Murdock joined UC Health in 2004. His brother Zach also worked at UC Medical Center before returning to school to pursue a degree as a nurse anesthetist.

“I chose to work at UC Health for one main reason: I love our patients,” Nick said. “Our patients are unique and you will not find anything like them in any other institution. It can be a very challenging environment to work in, but when you meet and exceed the challenge, it leads to an even bigger reward. I also enjoy the academic environment, the teaching that takes place. It makes you feel more valued and part of the team than in other community hospitals I’ve worked in.”

April Murdock worked for 15 years as a cardiac nurse, but in 2008 found her “dream job” at UC Health:

“When I turned 50 years old, I decided before I retired I was going to do what my real dream was: caring for moms and babies,” she said. “Working at the Center for Women’s Health Hoxworth has made me feel more involved in caring for women in our community. Hopefully, in some small way I have made a difference for someone.”



*“Hopefully, in some small way I have made a difference for someone.”*

—April Murdock, RN



## Research & Education

*Partnering with the University of Cincinnati to advance research, training and education*

### “Coordinated Care”: Nurse-led Rounding Delivers Results

Can nurse-led interprofessional bedside rounding improve both patient experience scores among hospital patients and teamwork among caregivers? New research underway at University of Cincinnati Medical Center aims to find out.

Academic rounds have traditionally focused on medical education and training. But an interprofessional team of UC Medical Center leaders and UC College of Nursing experts set out to discover what would happen when nurse-led teams of clinicians put the focus back on the patient in an urban academic medical center setting. Their three-year, federally funded research project launched in January 2016.

Using standards established by the Institute of Medicine and the Interprofessional Education Collaborative (IPEC), teams of physicians, nurses, pharmacists, rehabilitation therapists, dietitians and social workers were created on a 24-bed post-operative surgical floor at UC Medical Center.

The teams round at set times in patients’ rooms, once every 24 hours, to discuss developments, listen to patients’ concerns and prepare them for successful discharge.

Team members are trained on IPEC core competencies and provided with scripts to ensure that essential

information is shared. The project also includes implementing Interprofessional Grand Rounds and deploying iPad technology and software to help improve patient care and communication among team members.

Preliminary data shows significant increases in HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) survey scores regarding patient satisfaction, the level of communication with doctors and nurses and patient readiness for discharge.

But UC Medical Center nursing leaders are already seeing some tangible benefits on the unit.

“The 9CCP team has also seen incredible growth among their nurses as leaders and communicators,” said Jane Goetz, nursing director for inpatient surgery. “The nurse-led patient-centered rounding has built a strong patient-centered interprofessional team that provides coordinated care with all professions, patients and families. These rounds provide collaborative, efficient care resulting in overall improved satisfaction of both patients and team members.”







**165 years**  
Serving the community

## Daniel Drake Center for Post-Acute Care

As a member of the region's only academic health system, UC Health, Daniel Drake Center for Post-Acute Care is a long-term acute care hospital with a strong tradition of helping people recover from catastrophic illness and injury. The center has served the community of Greater Cincinnati for more than 165 years.

Daniel Drake Center is a national leader in innovative patient care, as well as a nationally recognized training institution in many areas. The center is held to the same strict standards for quality care and safety as a traditional acute care hospital, and its team of expert clinicians is passionate about helping patients achieve their fullest, most independent lives possible. Daniel Drake Center provides medically complex and pulmonary care, vent weaning, skilled nursing, assisted living and many outpatient programs, including advanced wound care and stroke recovery.

Daniel Drake Center also takes a personal approach to each patient's journey toward recovery, with healthcare teams of physicians, nurses, therapists, pharmacists, dietitians and social workers who collaborate with each patient and his or her family on a customized treatment plan.



### SKILLED NURSING UNIT

As the only hospital-based skilled nursing facility in Greater Cincinnati, Daniel Drake Center's Skilled Nursing Unit specializes in helping patients transition from an acute hospital setting to recovery at home.

Physicians, nurse practitioners and clinical pharmacy staff are available 24 hours a day, seven days per week to assess and respond to changes in a patient's condition. Onsite imaging and procedures are offered, eliminating the need for a patient to be transferred to a hospital. These include diagnostic X-rays, CT scans and lung screenings, vascular ultrasounds, and echocardiograms. Daniel Drake Center also provides onsite respiratory therapists, physical medicine and rehabilitation clinicians, psychiatry and psychology services, specialty wound care and a clinical laboratory.

Daniel Drake Center specializes in orthopaedic surgery recovery, neurologically impaired patients, major fracture treatment and therapy, heart failure treatment, cardiac and vascular surgery, swallowing and speech evaluation and treatment or therapy, and general strengthening and conditioning.



## Bridgeway Pointe

Located on the campus of Daniel Drake Center for Post-Acute Care, Bridgeway Pointe offers assisted living facilities and services in three neighborhoods — the Towers, Optimal, and Harbor — based upon the need for minimal assistance, additional assistance or memory care.

With licensed nurses on site 24 hours a day and physician services available each week, staff and clinicians are able to make timely decisions about residents' medical care and provide access to the clinical expertise of the UC Health system.

Large enough to provide the amenities of an assisted living community, Bridgeway Pointe remains small enough that nurses and staff know each resident on a personal level.

While technical and clinical ability are critically important when defining an exceptional nurse, at Bridgeway Pointe an additional skill set is required. There are no "patients" at Bridgeway Pointe; instead, licensed nurses care for residents who are living independently or with assistance.

With an average length of stay that exceeds 3.5 years, Bridgeway Pointe nurses develop long-term relationships with residents and their families. They provide personalized care, day in and day out, and many become part of a resident's extended family, a distinct honor and a privilege.

In fact, recent surveys show that Bridgeway Pointe residents appreciate this level of personalized service: a statewide family satisfaction survey conducted by the Ohio Department of Aging in 2016 showed that Bridgeway Pointe was rated five points higher than the statewide average among all assisted living communities. And a recent survey of Bridgeway Pointe residents confirmed these results: 100 percent of respondents said they were satisfied with the care, service and amenities provided to them.





## Lindner Center of HOPE

Since 2008, Lindner Center of HOPE has brought the best and most advanced possibilities for mental health care together in a single setting. Just as the human mind and spirit are wonders of complexity and connection, the center offers the latest scientific advancements, world-class diagnostic and clinical skills, and, most importantly, a profound compassion for people suffering from mental illness.

As comprehensive mental health and addictions treatment facility, Lindner Center of HOPE offers 80 private rooms, 48 providing inpatient acute care and 32 providing residential diagnostic assessment and treatment; an outpatient clinic for patients of all ages; and a research institute staffed by internationally recognized scientists. The 116,000 square foot center is located in Mason, Ohio on a 36-acre campus filled with mature trees and walking paths.

In an effort to set a new standard in mental health care, Lindner Center of HOPE was designed as a system of care,

patient- and family-centered, integrated across age, diagnosis and treatment setting, a contributor and rapid adopter of research advances, and a provider of individualized care. Since the center's inception, its focus has been to become the top mental healthcare delivery system in the nation.

The patient and family are at the center of treatment, education and research, with a focus on offering hope. Lindner Center of HOPE is a leading provider of scientifically advanced diagnosis and treatment of mood disorders, eating disorders, anxiety disorders, obsessive compulsive disorder, addictive disorders and co-occurring psychiatric disorders, with a specialization in comprehensive diagnostic assessments conducted in a residential setting. The Research Institute at Lindner Center of HOPE conducts advanced research in genetics, brain imaging, psychopharmacology, psychotherapy and health service delivery.



## Performance and Culture

*Delivering better, safer and smarter care*

# Empowering Nurses to Transform Healthcare

When UC Health nurses gathered for their fourth annual retreat, they heard a powerful message: each person across the system is empowered to transform healthcare, beginning at the patient's bedside and beyond.

"We want to help our nurses to realize the tremendous power they have in impacting patient care outcomes simply by being empathetic: listening to the voice of their patients and families and taking action to ensure that their physical and emotional needs are addressed and met," said Ruby Crawford-Hemphill, assistant chief nursing officer at UC Medical Center.

More than 125 nurses from all UC Health locations joined clinical educators, nursing leadership and community outreach nurses at the UC Health Nursing Retreat, held in October 2016 at the Daniel Drake Center for Post-Acute Care.

*"Promot(ing) professionalism  
and empowerment of the  
nursing practice."*

*—Ruby Crawford-Hemphill*

Topics included the importance of mutual empathy and how it impacts team vitality, led by Dr. Amy Thompson, associate professor of obstetrics and gynecology at the UC College of Medicine; and the need for effective communication within a healthcare team, presented by Charles Collins, MD, professor of clinical psychiatry at the UC College of Medicine.

Kimberly Pickens Baughman, a registered nurse who holds a doctor of nursing practice and is an administrative clinical director at Christ Hospital, led a discussion on how shift length and workplace stress affect mood and fatigue. Bleuzette Marshall, PhD, vice president for equity and inclusion at the University of Cincinnati, also discussed how generational differences among baby boomers, generation X and millennials affect the nursing profession.

"The conference promotes professionalism and empowerment of the nursing practice," Hemphill said. "Our goal is to continue to create an environment that allows our nurses to grow and develop to their full potential and increase their efficiency and effectiveness on our journey to nursing excellence throughout UC Health."

The conference was a collaborative effort by nursing leadership across UC Health, including clinical educators, nursing officers and program coordinators from UC Medical Center, West Chester Hospital, Daniel Drake Center for Post-Acute Care and Lindner Center of HOPE.



*Nurses from across UC Health gather to share their stories, experiences and research at the system's annual retreat.*

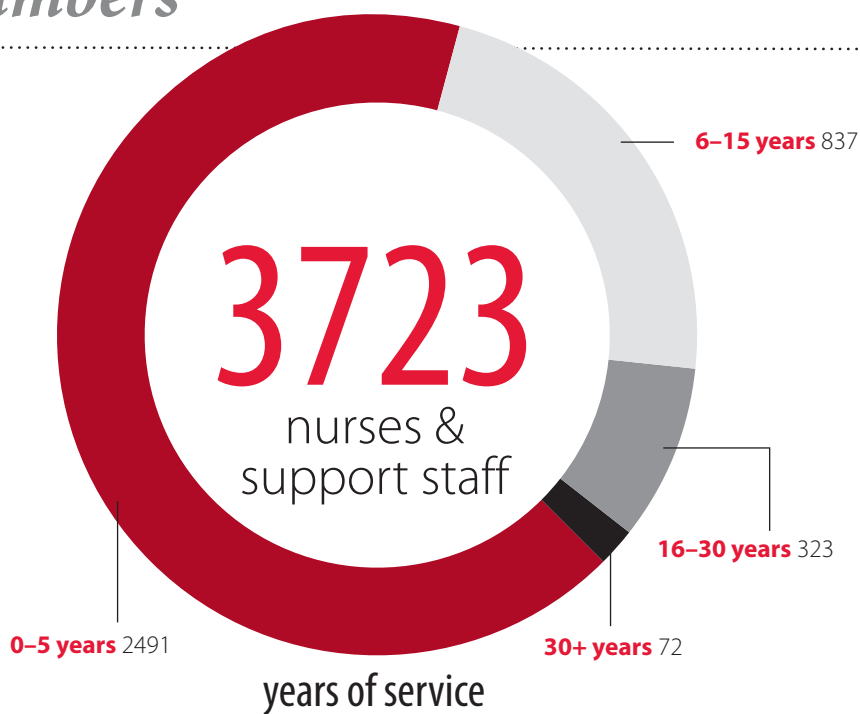


*Ruby Crawford-Hemphill,  
Assistant Chief Nursing  
Officer, UC Medical Center*



# UC Health Nursing

*by the numbers*



UC Health/AACN Nurse Residency  
Program participants



nationally-certified  
nurses



## Daisy Award

UC Health is proud to recognize nurses who go above and beyond, providing outstanding clinical care while also demonstrating extraordinary compassion and kindness.

The DAISY Award for Extraordinary Nurses honors “unsung heroes” across the nursing profession who provide outstanding care and performance. It is named for Patrick Barnes, a two-time cancer survivor who died in 1999 and whose family was touched by the extraordinary care and kindness Patrick’s nurses had shown.

### 2016 DAISY Award recipients

- Angie Brown, RN
- Habtom Duruy, RN
- Diana Fitzgerald, RN
- Tammy Galyon, RN
- Jeanne Gapinski, RN
- Robert Gifford, RN
- Sarah Helton, RN
- Tina Koch, RN
- Chris Muskovin, RN
- Tiffany Overly, RN
- Carole Pierson, RN
- Karen Romero, RN
- Katie Schneidt, RN
- Lisa Seiler, RN
- University of Cincinnati Medical Center MICU
- Joseph Voss, RN

## Good Catch Award

At UC Health, the commitment to providing better, safer and smarter patient-centered care extends beyond the bedside.

We also proudly recognize nurses at UC Medical Center and West Chester Hospital who speak up to prevent harm or potential harm to a patient.

The “Good Catch Award” rewards those who have acted to address a safety concern, or whose quick intervention with a patient resulted in an improved health outcome.

### 2016 Good Catch Award recipients

- Linda Beerman, RN
- Frances Wolfe Bertling, RN
- Kelly Braun, RN
- Stephanie Brown
- Lindsey Callahan, RN
- Kara Denett, RN
- Teresa Knueven, RN
- Barb Kurnick, RN
- Francesca Luppert, RN
- Angela Miracle, RN
- Sam Mitsui, RN
- Heather Mockbee
- Kristen Murphy
- Anna O’Bryan, RN & Kathleen Brinkman, RN
- Donna O’Leary, RN
- Teresa Ruman, RN
- Katie Schuler, RN



# Selected Research & Presentations

## SELECTED PUBLICATIONS

### **"Improving Exclusive Breastfeeding in an Urban Academic Hospital"**

Pediatrics: Official Journal of the American Academy of Pediatrics  
Laura Ward, MD; Susan Williamson, BSN, RN, IBCLC; Stephanie Burke, MS, RD, IBCLC; Ruby Crawford-Hemphill, MSA, BSN, RNC; Amy Thompson, MD

### **"The Triage Interruptions Assessment Tool"**

Advanced Emergency Nursing Journal  
Kimberly Johnson, PhD, RN, CEN; Gordon Gillespie, PhD, DNP, RN, CEN, CNE, PHNS-BC, FAEN; Kimberly Vance, MSN, RN NE-BC

### **"Just a Nurse, or a Bedside Leader?"**

American Journal of Nursing  
Amy Costanzo, PhD, RN-BC

## SELECTED PRESENTATIONS

### **"Chasing the Dragon - A Death Ride Down the Heroin Highway"**

Jeanine Goodin, RN, CNRN; Linda Dempsey, RN, CCRN, CNRN; & Lisa Seiler, BSN, RN, CCRN, CNRN  
American Association of Neuroscience Nurses Annual Education Meeting; Boston, MA

### **"Challenges of Standardizing Prenatal Breastfeeding Education and Rooming in an Academic Medical Center"**

Stephanie Burke  
Ohio Organization of Nurse Executives Fall Conference

### **"Every Second Matters in Saving a Maternal-Child Life"**

Harrieth Mwalupindi, PhD (c), MSN, RNC-OB  
2016 Midwifery and Women's Health Conference – Atlanta, GA.  
Robinson Memorial Hospital's 22nd Annual Nursing Research Day – Ravenna, OH

### **"The Patient Emergency Lab Mission at University of Cincinnati Medical Center"**

David Wilson, BSN, RN; Tillen Perry, BSN, RN, CCRN; Barb Smith, BSN, BSEd, RN; Ann Schlinkert, MSN, RN, NE-BC, FACHE  
ANA Quality & Safety Conference – La Buena Vista, FL. Tri-State Nursing Excellence Symposium

### **"Advancing Transcultural Nursing Through Visiting Scholar and Nurse Leader Programs: Lessons Learned"**

Rosemary Eustace, Harrieth Mwalupindi, PhD (c), MSN, RNC-OB & Ruby Crawford-Hemphill, RNC, BSN, MSA  
42nd Annual Conference of the Transcultural Nursing Society

### **"Cultural Tailoring of an Intervention to Enhance Patient and Family Centered Care on a Hemodialysis and Apheresis Unit"**

Sara Frazee, MSN, RN & David Arps, MSN, RN, AGPCNP-BC  
42nd Annual Conference of the Transcultural Nursing Society

### **"Perinatal Case Management-Changing the Outcome!"**

Julie Bell, MSN, RN  
National AWHONN Convention; Grapevine, TX

### **"Sweet Transitions: Coordinating Diabetes Care Between Hospital and Primary Care Settings"**

Erin Sisson, RN, RD, LD, CDE  
American Diabetes Association 76th Scientific Sessions in New Orleans, Louisiana

### **"Improving Patient Satisfaction Scores in the Transplant Clinic"**

Jenifer Harris, BSN, RN, CCTC; Debra Egbert, BSN, RN; Becky Rehe, BSN, RN; Jericha Sheley, BSN, RN  
Transplant Quality Conference

### **"Immunodominant Donor Specific Antibody Reduction with Proteasome Inhibitor Based Treatment: Clinical Variability and Implications for Long Term Graft Survival"**

Becky Hardy, BSN, RN, CCTC  
American Transplant Congress

### **"Telehealth and Transplant"**

Jenifer Harris, BSN, RN, CCTC  
American Transplant Congress

### **"Periop Acquired Pressure Ulcer"**

Cam Felismino, MSN, RN, RN-BC  
Association of Perioperative Registered Nurses (AORN).

## SELECTED RESEARCH

### **"Including Gender Identity in the Electronic Health Record (EPIC)"**

Nisia Thornton, RN, BSN, CNRN, BA, MEd

### **"Volunteer Patient Feeding vs. Unit Staff Patient Feeding: Will a Difference in PO Intake be Observed?"**

Judith Church, DHA, MSN, NEA-BC, CCRN alum

### **"Is Staff Perception of Safety Positively Affected by Lower Turnover Rates and Higher Incident Reports?"**

Judith Church, DHA, MSN, NEA-BC, CCRN alum

