INSPIRING A VIBRANT COMMUNITY OF NURSING
I am very pleased to announce that our Nursing Annual Report has grown to include the six hospitals of Tower Health! The Chief Nursing Officers at each of the hospitals agreed that one Nursing Annual Report for all is an important representation of how we have come together. With respect to individual hospitals and the fine work they are doing, we have also created individual Outcome Reports, specific to each hospital, as companion pieces to the consolidated 2018 Tower Health Nursing Annual Report.

We began our collective nursing journey on December 1, 2017, with ninety-one nurse leaders from across the system in an historic convocation. Representatives from Brandywine, Chestnut Hill, Jennersville, Phoenixville, Pottstown, and Reading Hospitals envisioned a vibrant community of nursing practice creating excellence in patient care. This transformational group of leaders created collaborative models to advance a relationship-based culture of compassionate healing. Through the development and advancement of shared governance councils, nurses are working to integrate the highest standards of excellence for nursing clinical practice at all six Tower Health hospitals.

Nurses at each of our hospitals feel a deep personal sense of commitment and responsibility for every patient. In our journey together, we have all risen to make nursing and patient care stronger. As you will find in this report, our nurses have demonstrably created a vibrant community of nursing practice garnering attention for excellent patient outcomes and attracting nurses throughout our communities. It is a privilege and an honor for all the nurses of Tower Health to serve our communities through Advancing Health and Transforming Lives.

Mary Agnew, DNP, RN, NEA-BC
Senior Vice President and Chief Nursing Officer
Tower Health
The second year of Magnet designation hallmarked exemplary outcomes and recognition for Reading Hospital nursing.

The Emergency Department (ED) was one of only 19 hospitals that earned the Emergency Nurses Association’s prestigious Lantern Award for its exceptional and innovative nursing leadership, practice, education, advocacy, and research.

The Medical Intensive Care Unit was bestowed the American Association of Critical Care Nurses’ Beacon Award in recognition of its strong evidence-based practices (EBP), quality improvement, leadership, professional development, and patient-family advocacy and engagement.

Quality of patient care was improved with new approaches to care that include:

- The innovative COACH role designed by critical care nurses to support medical-surgical and IMU nurses and patients and improve care, proactive intervention, and critical thinking.
- SANE (Sexual Assault Nurse Examiner) program redesign, led by ED nurses Eleanor Delewski and Teena Lee, improved intervention timeliness and education of caregivers and community.
- Transitional Subacute Unit nurses led interprofessional practice changes that included a newly created pain scale and non-pharmacologic interventions, which improved patient satisfaction to outperform the national benchmark.
- Psychiatric Emergency Services (PES) is a population specific approach to delivering emergent care to a highly vulnerable patient population.

“We are a vibrant community of nursing practice achieving the highest standards of excellence for our patients and our communities.”

– Mary C. Agnew
Top: TSU nurse Allison Dougherty and occupational therapist Alison Bryant discuss the newly created functional pain scale and plan to increase patient mobility to reduce pain.

Bottom: (left to right) PES nurses Kara Loeper and Carrie Cheston collaboratively plan patient specific care with Rebecca Buckley, PA-C, and DeShonda Rauch, PCA.

Middle left: PACU nurse Shelley Reber, pictured here with colleague Nicole Ledig, RN, led practice environment improvements that resulted in the unit outperforming all seven categories for nursing satisfaction.

Middle right: SANE nurses Eleanor Delewski and Teena Lee provide expert, compassionate care, education, and support for sexual assault victims.

Bottom: COACH nurse Greg Dugan brings his critical care expertise to the bedside to guide T1 nurses Rosalie DiMaggio and Katie Stephens in addressing clinical deterioration.

Top: Code Lavender provided N3S nurse Mary Galantino the support of colleague Tracy Wenrich, RN, after the death of a young patient.

MAGNET EXCELLENCE: 21 of 24 units are MAGNET READY!

The majority of units outperformed Injury Fall, HAPI, CAUTI, and CLABSI NDNQI benchmarks for at least 5 OF 8 QUARTERS.
Commitment to Quality

- Interprofessional patient-tailored fall prevention in Behavioral Health reduced falls to below the national benchmark.
- Nurses collaborated with colleagues on the CDI team to reduce the C. difficile rate by 75%.

Commitment to Nursing Autonomy

- Nurses began the implementation of shared governance, including unit councils and hospital nursing councils, and recruited Amy McVety, MSN, RN, to the newly formed position of Director of Nursing Professional Practice.

Commitment to Community

- ED nurses taught Rainbow Elementary students handwashing and bike safety.
- Nurses manned a jungle-themed booth, complete with animal crackers and lollipops, at the Relay for Life overnight walk.
- Nurses joined 80 colleagues and their community at the 2018 Color Run.
- Partnering with the Coatesville Youth Initiative, nurses hosted students for a day to explore healthcare professions and opportunities.

Commitment to Professional Development

- The education team engaged 800 employees during the Mission Impossible Skills Week and the Escape Room main event. Their creative approach increased attendance to 96%; next year’s goal is 100%!

“They may forget your name, but they will never forget how you made them feel.”

– Maya Angelou
Top: Suby Mathew, RN meets with a student to talk about healthcare professions.

Middle left: Nursing director Val Hoffman meets with (left to right) Jake Stolly, housekeeping manager; and PCU leaders Heather Murphy, RN, charge nurse; Crystal Ousey, RN, clinical manager; and director Joanna Blaker, RN, to evaluate strategies to reduce C-difficile in PCU.

Middle right: ED nurses Andrew Smith, Becky Michnuk, and Madeline Hopkins teach bike safety to a young member of the community.

Bottom: Misty Carter, RN, First Assist; Audry Taylor, RN; and Maren McGinley, RN, review new perioperative equipment for which nurses advocated to improve care.

Top: Kevin Dunn, RN, Behavioral Health clinical manager and nurse practitioner Samantha Huyett review fall risk assessment and care planning.

Middle: Clinical educator Erin Linaberry, RN, and director Megan Fisher, RN, try out the Escape Room during the “Mission Impossible” themed Skills Week.

Bottom: Nurses Shanna Williams and Catherine Book review the bedside shift report tool developed as one of their first shared governance initiatives.
Focus on Quality, Patient Experience, and Professional Practice

Nurses at Chestnut Hill Hospital have begun benchmarking nursing-sensitive indicators, such as falls, pressure injuries, and hospital-acquired infections with the National Database of Nursing Quality Indicators (NDNQI). Focus this year was on reducing falls and improving skin and wound care. Front nurses implemented an early ambulation initiative in collaboration with physical therapy to help reduce falls, while ICU nurses focused on products and practices to prevent skin breakdown. Nurses in the ED collaborated with physician colleagues to implement practice changes to reduce sepsis.

Natasha Mitchell, RN, was the first nurse to participate in the nursing EBP internship offered by Tower Health and examined evidence-based best practices to reduce the ED length of stay.

New positions were added to support patient experience and professional practice, including Katie Senay Davis, BSN, RN, Patient Experience Coordinator, and Carol Patanovich, MSN, RN, Magnet Coordinator/Educator. The work of implementing unit-shared governance councils was begun.

“So never lose an opportunity of urging a practical beginning, however small, for it is wonderful how often in such matters the mustard-seed germinates and roots itself.”

– Florence Nightingale
Top: ICU colleagues Teresa Preston, CNA, and Abigail Benbow, RN, partner to implement best practices and products that are preventing skin breakdown.

Bottom: Nurses Karen Stead, RN, OR; Elizabeth Musselman, RN, ICU; and Edward Bell, RN, ED were recognized by patients for exemplary care with the DAISY Award.

Middle left: EBP Intern Natasha Mitchell, RN, (center) shares with ED nurse colleagues Rachel Maat and Shantele Fletcher the findings of her EBP work to reduce ED length of stay.

Middle Right: Dr. Lee Jablow and nurse practitioner Michael Sweeney are members of the ED Sepsis team that has implemented practice changes for sepsis reduction.

Bottom: Fall Team members Kelly Nitka, RN, and Colleen Keenan, RN, explain the bed alarm as an intervention to prevent falls and keep patients safe.

Focused Quality: 83% of inpatient units outperformed the NDNQI mean benchmark for HAPI in 2018.
Quality: A Top Priority

Fall Prevention
Nursing’s efforts to re-energize fall prevention with an interprofessional team approach and utilize high-reliability organization principles have resulted in zero injury falls in 2018.

ICU Ventilator Management
ICU nurses and respiratory therapists focused on oral care, suctioning, and early extubation, which resulted in decreased length of stay and >18 months without a ventilator-associated event (VAE).

Surgical Services Efficiency
Shared governance, identifying improvement opportunities, ranking priorities, and crafting efficiency processes reduced case turnaround time to 16 minutes and increased first case on-time starts from 36% to 98%.

Consistent Zero CAUTI Rate
Nurses as part of a strong, interprofessional team have achieved zero CAUTI rate since June 2012.

Infusion Center Expanded Services
The surgical services team, pharmacy, and laboratory provide a safe, efficient experience for outpatient infusion center patients who receive intravenous infusions of medications, hydrations, and transfusions of blood products in a relaxed and comfortable environment.

ED Provides Excellent Patient/Community Experience
The Emergency Department patient-centric approach has resulted in scores in the 99th percentile for Nurse Communication in FY18. The department has participated with regional EMS in a county-wide mass casualty awareness drill and exercise that yielded excellent outcomes for the community.

“It’s important to create a culture of quality, innovation, and a believe-you-can mentality.”

– Claire Mooney
Surgical scheduler
Danielle Snyder is part of the dynamic surgical services team that improved first case on time starts to 98%.

(left to right) Dr. Chen, Anesthesia; Keira Uslin, RN; and Christine Louer, Medical Secretary, consult together to improve efficiency and reduce case turnaround time.

ED nurse Lindsay Holt demonstrates the patient focused care that results in Nurse Communication scores in the 99th percentile.

Nurses Angela Stoccardo and Emma Miller collaborate with physical therapist Krista Smucker to mobilize patients and reduce falls.

Sherri Axelsson, RN; pharmacist Regina Waters; and Kris Arnold, RN, assure safe medication administration and efficacy.

Infusion Center nurses Cathy Hallman and Michelle McClay provide highly expert care and a relaxed, comfortable environment for patients.

ICU nurse Bethann Santangelo and respiratory therapist Martha Mason deliver exemplary care to a ventilated patient to assure continued zero VAE rate.

OUTSTANDING SAFETY: Jennersville Hospital has
ZER0 INJURY FALLS
Making Patient Safety a TOP PRIORITY!
Recognized for Excellence
Quality care is confirmed at Phoenixville Hospital through:

- Disease-specific care certification in Advanced Heart Failure Care, Knee and Hip Joint Replacement, and as a Chest Pain Center with PCI
- Regional Inpatient Acute Rehabilitation Center recognition as a Top 10% Rehab Center in the nation
- Primary Stroke Center certification

Patient Safety in the Forefront of Care
Safety huddles, “Good Catch Champions,” and quarterly recognition for “3 Top Catches” are three reasons Phoenixville nurses and their colleagues received the Hospital Association of Pennsylvania “I am Patient Safety” Award.

RN Staff Autonomy
Nurses evolved their shared governance model to strengthen autonomy while aligning council work with goals and outcomes.

Two Phoenixville RNs attended the Evidenced-based Practice Internship offered by Tower Health. Jessica Breidenbach completed a project to decrease ventilator-associated events to zero, and Jesse Sychetrz investigated telemetry alarm fatigue particular to alarms ringing to the nurse’s phone.

Patient Experience
Nurse Communication was 95% or greater for more than a year and discharge information ranked above the 70th percentile when compared to national scores.

The 2018 Patient Choice Award was presented to Emily Lockwood, RN, PCU/Telemetry, for creating the exceptional patient experience.

Recognizing Excellence in Nursing
Six nurses advanced to Clinical Level III and one to Clinical Level IV in recognition of professional excellence. Nurses Kim Johnson, Michelle Lederer, Joshua Olson, Sandy Reese, and Lindsey Hassinger were selected as the 2018 recipients of the Clinical Judgement, Nurse-Patient Relationship, Clinical Leadership, Clinical Scholarship, and the Rising Star awards.

“Unless we are making progress in our nursing every year, every month, every week, take my word for it we are going back.”

– Florence Nightingale
Top: Kathryn Hoopes, RN, trials the new ET tube holder to prevent skin breakdown; the product change was initiated by Wanetta Love, RN, who was the recipient of the Good Catch program and HAP Patient Safety Award.

Middle: ED nurse Leslie Berger, RN, assesses a patient includes using imaging technology and telemedicine.

Bottom: EBP interns Jessica Breidenbach, RN, and Jesse Sychterz, RN, apply learnings from their projects to reduce ventilator associated events and telemetry alarm fatigue.

Top: Emily Lockwood, RN, (right) introduces her patient to colleague Wendy Raser, RN, during bedside shift report, one of the ways in which nurses are creating an exemplary experience.

Bottom: 2018 Phoenixville Nursing Award recipients Kimberly Johnson, RN; Joshua Olson, RN; and Lindsey Hassinger, RN, are recognized for clinical judgement, leadership, and excellence.

EXEMPLARY OUTCOMES: Phoenixville Hospital’s

0 Z E R O

CLABSI

AND CAUTI

FOR

7 CONSECUTIVE QUARTERS
Improving Practice with EBP
2018 EBP interns Colleen Christ, Terri Dillman, and Tina Minner, explored the impact of nurse-physician bedside rounding on communication, length of stay, and patient experience; use of low dose ketamine as a safe and effective opioid alternative; and benefits of Arctic Sun cooling.

Recognition for Quality and Safety
- Innovative CNA Skin Saver and Call Before You Fall programs reduced pressure injuries and falls; in 2018 nursing quality indicators (injury fall, HAPI, and CAUTI and CLABSI rates) outperformed NDNQI benchmarks
- Outstanding Achievement Award received from the American College of Surgeons Commission on Cancer which recognized the Survivorship Care Plan as a best practice
- Heart Failure, Chest Pain, and Stroke certifications

Creating an Excellent Patient Experience
Nurses are engaging patients in care team and leader rounding and using white boards to communicate specific patient needs for diet, activity, and discharge.

Nursing Autonomy and Recognition
Nurses are developing clinical resources and skills to improve care, such as:
- Physician/LIP Dosing Reference Pain Card with an Equianalgesic Dose Reference
- List of Patient Characteristics Indicating a Higher Risk for Oversedation/Respiratory Depression
- De-escalation techniques to reduce restraints

“The very first requirement in a hospital is that it should do the sick no harm.”

– Florence Nightingale
Top: Esther Bang, RN, ambulates her patient on the Orthopedic Unit; mobility is one way in which orthopedic nurses have prevented falls for over two years.

Middle Left: Autumn Detweiler, RN, participates in interprofessional bedside rounds that include providers and the patient and that have improved patient experience.

Middle right: Donna Minich, RN, is one of several recipients of the DAISY Award for Extraordinary Nurses.

Bottom: Alexander Neiman, RN, reviews with his patient the pain brochure that his team designed to improve patient understanding of pain and therapeutic options.

Top: ICU nurses Matthew Crawford and Kate McManus are part of the team that has accomplished ZERO CAUTI and CLABSI rates for Pottstown Hospital’s most critically ill patients.

Bottom: On the Oncology Unit, Beverly Sloan, RN, discusses the Survivorship Care Plan with her patient.