



2022 NURSING ANNUAL REPORT 2023

REIMAGINING NURSING

 **Atlantic Health System**

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Note: Photos with masks were taken during times when masking precautions were in place.

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NURSES
ARE THE HEART
OF ATLANTIC
HEALTH SYSTEM



2022
NURSING ANNUAL REPORT
2023

REIMAGINING NURSING



Thank you for your interest in the outstanding Atlantic Health System nursing team.

Our extraordinary nurses form the front line of lifesaving care for our communities. Year after year, their commitment and teamwork lead to great endorsement from our patients and national honors for their clinical, quality and safety excellence.

At Atlantic Health System, our nurses approach each patient and family with respect and compassion, understanding the importance of listening and learning from each patient encounter to provide personalized, high-quality care. On every shift and at every location across our extensive network of care, our nurses strengthen connections and perform the essential work that heals our communities.

Inside these pages, you will learn about the high-level innovations, scientific contributions and extraordinary caring delivered by Atlantic Health nurses. Highlights include details on our newest academic programs, all of which prepare registered nurses to take the lead within our nation's increasingly complex health care system and rapidly evolving medical technologies.

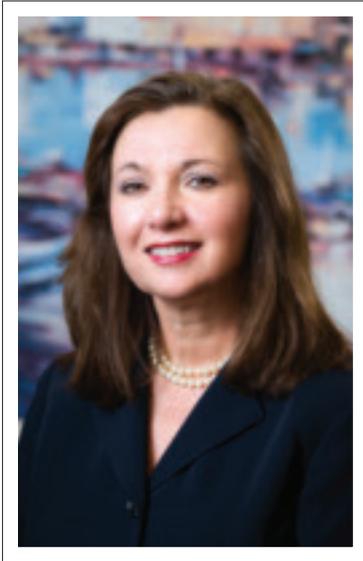
Please enjoy the report and feel free to share it to help us spotlight our amazing nursing team. Whether they are caring for patients, mentoring the next generation of caregivers, or creating ways to preserve nursing's future that inspires us all, our nurses exemplify our noblest values while advancing our mission to build healthier communities.

As always, thank you for entrusting Atlantic Health System with your care.

Brian Gragnolati

President and CEO

Atlantic Health System



It is my pleasure to present to you the 2022 – 2023 *Nursing Annual Report*. Our theme, “Reimagining Nursing” perfectly captures how our nurses are the cornerstone of Atlantic Health System’s mission to design and deliver upon our promise of high-quality, innovative and personalized care. Together, we’ve built healthier communities and improved lives for patients in all of our hospitals, as well as individuals who are consumers of our many health programs and physician practices. Throughout our award-winning health system, nursing team members are second to none, and their leadership is truly pacesetting and inspiring.

Atlantic Health System nurses lead from the

bedside, from patients’ homes and from community practices, where strong connections with their interdisciplinary team members are in place to improve patient care. Their clinical expertise, along with the best available scientific, evidence-based practice guidelines are the cornerstone to our health system’s stellar quality successes, making the patient care experience consistently safer and more reliable, year after year. Our Atlantic Health System nurses truly are the heart of our system — for their commitment to extraordinary caring — for our patients, our communities, and now, more than ever, for each other as well.

Throughout 2022 and 2023, nurses rose above the challenges of increasingly complex patient population, which again brought new variants of COVID-19 along with sporadic RSV and influenza surges to all of our emergency departments. Atlantic Health System leadership focused upon the emotional safety of nursing team members, which continues to be paramount, strongly reinforcing the priority of concern for nursing well-being and self-care. Another ongoing challenge is to continuously assure our community that our

nursing workforce will be an enduring force for generations to come, particularly at a time when national and regional nursing workforce shortages abound. In 2022, our energetic and strategic nursing leaders came together to undertake a comprehensive analysis of *The Future of Nursing 2020 – 2030: Charting a Path to Achieve Health Equity* to best prepare ourselves for the coming years. Relationships with academic partners, nurturing our nursing students in the best way possible, focusing on novice nurses and collaborating in every way possible to guarantee their success as they launch their careers is, in every way, mission critical for all of us. This critical work lay the groundwork for the 2023 Department of Labor \$2.75 million grant, the only health system to be so designated, to fund the establishment of the Pathway to Ensuring Access and Clinical Excellence in Nursing (PEACE), to expand and diversify the pipeline of nursing professionals.

Looking back on 2022 and 2023 makes me so proud to serve as your leader and fills me with a great sense of anticipation of the promising future you are creating with such innovation and power. I encourage you to reflect upon all that our nurses have learned, applied and how generously they have shared their time and knowledge with others. Atlantic Health System nurses disseminated knowledge and innovation, both internally, nationally and worldwide via conferences, publications and presentations. Throughout the daunting challenges we’ve faced this year, we continued to amass accolades, awards, degrees and certifications, demonstrating our nurses’ commitment to the pursuit of excellence. Our achievements truly elevate the entire nursing profession, Atlantic Health System and the communities we strive to serve every single day.

Thank you for all you do.

Trish O’Keefe, PhD, RN

*Chief Nurse Executive and Senior Vice President, Atlantic Health System
President, Morristown Medical Center*



About Us

Atlantic Health System is at the forefront of medicine, setting standards for quality health care in New Jersey, Pennsylvania and the New York metropolitan area. Powered by a workforce of over 20,000 team members and more than 5,440 affiliated physicians dedicated to building healthier communities, Atlantic Health System serves more than half of the state of New Jersey including 14 counties and 7.5 million people. The not-for-profit system offers more than 550 sites of care, including its seven hospitals: Morristown Medical Center in Morristown, NJ, Overlook Medical Center in Summit, NJ, Newton Medical Center in Newton, NJ, Chilton Medical Center in Pompton Plains, NJ, Hackettstown Medical Center in Hackettstown, NJ, Goryeb Children’s Hospital in Morristown, NJ, Atlantic Rehabilitation Institute in Madison, NJ and through its partnership with CentraState Healthcare System in Freehold, NJ.

The system includes Atlantic Medical Group, part of a physician enterprise that makes up one of the largest multispecialty practices in New Jersey with more than 1,600 physicians and advance practice providers. Joined with Atlantic Accountable Care Organization and Optimus Healthcare Partners they form part of Atlantic Alliance, a Clinically Integrated Network of more than 2,500 health care providers throughout northern and central NJ.

Atlantic Health System provides care for the full continuum of health care needs through over 24 urgent care centers, Atlantic Visiting Nurse and Atlantic Anywhere Virtual Visits. Facilitating the connection between these services on both land and air is the transportation fleet of Atlantic Mobile Health.

2022 – 2023 Awards and Recognitions

- Serving 6.2 million people across 12 counties in Northern and Central New Jersey
- 1.7 million outpatient visits annually
- 1.4 million annual visits to our physician enterprise, Atlantic Medical Group
- 1 million+ unique encounters across 470+ sites of care annually
- Integrated health care delivery system with >400 sites of care
- 4,477 nurses
- *Fortune* 100 Best Companies to Work For® list (14 years in a row) 2022; Best Workplaces in Health Care™ 2022 and 2023 and Best Workplaces in New York™ 2022 and 2023
- *Forbes*: America’s Best Employers by State 2022 and 2023, Best Employers for New Grads (2023)
- *Becker’s Hospital Review*: 150 Top Places to Work in Healthcare for 2022 and 2023
- *Newsweek*: America’s Greatest Workplaces for Diversity 2022 and 2023
- *Modern Healthcare*: 2023 Best Places to Work in Healthcare (#2) and Family Friendliest Organizations (#1)
- *NJBIZ*: Best Places to Work in New Jersey 2023; Empowering Women Honoree
- Practice Greenhealth’s System for Change award 2022 and 2023, Greening the OR Recognition (all sites)
- Human Rights Campaign’s LGBTQ+ Healthcare Equality Leader (2022 – 2023)
- CHIME Digital Health Most Wired for 2022 and 2023
- CIO 100 Awards 2023

Reimagining Nursing

Turning the corner from all that COVID-19 brought to bear upon our health system as well as our nation, we invigorated 2022 and 2023 with renewed senses of passion, purpose and commitment. More than merely marking the passage of time, nurses at Atlantic Health System cared for the patients and families of our communities and coped with increasingly high acuity and peaks in the overall censuses at all our sites, while preparing for the “triple-demic,” when influenza, RSV and COVID-19 cases challenged our hospitals’ emergency rooms across the entire region and patients were then discharged to be cared for in their communities by the expert team members of Atlantic Visiting Nurse and Atlantic Medical Group expert team members.

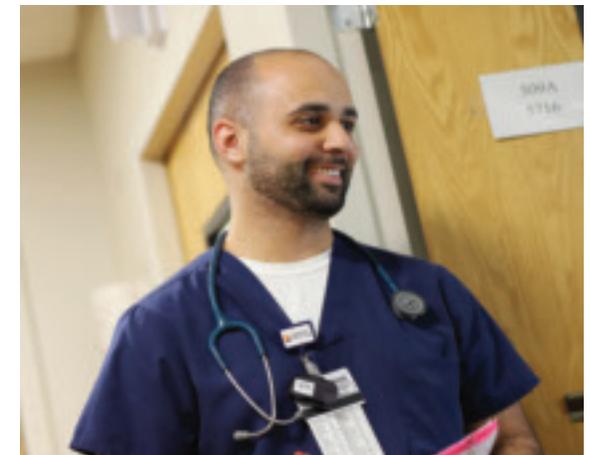
Staffing challenges continued to be addressed through a strategically executed series of Staffing Summits that fully engaged our executive leadership, chief nursing officers, clinical nurses, and every department throughout Atlantic Health System. A multi-faceted plan, its foundational document is the seminal report *Future of Nursing 2020 – 2030: Charting a Path to Achieve Health Equity (2021)*. As a result, our nurses, from front-line caregivers to their managers, administrative leaders, advanced practitioners, educators, quality and safety experts, all collaborated to create new workflows, promote and initiate nurse-led research and quality projects and, very critically, created groundbreaking organizational, academic and community partnerships.

As the Future of Nursing report states, “Nurses live at the intersection of health, education and communities.” At Atlantic Health System, our nurses are also highly skilled at breathing new life into existing programs and, when that isn’t enough, **they are innovators** when they create models to address the growing complexity of patients’ conditions, in a broad variety of continuum of care settings.

Our health care population themselves always serve as the catalyst for advancements in diversity, education, inclusivity and accessibility in all of our communities, including within our own organization. In 2022, we redefined as well as reaffirmed our PRIDE values, to coincide with the 25th

anniversary of Atlantic Health System. Now, with great enthusiasm, our values of P for Purpose, R for Respect, I for Innovation, D for Diversity + Inclusion, and E for Extraordinary Caring inspire all team members to approach each other, each patient and each family within the communities we serve in one united, respectful and inclusive mission. This belief truly does bind us together in a strong culture that is open and accepting of ideas, where everyone belongs and can be their true and authentic selves, because nurses and all of our team members are then empowered to provide the best care that is possible.

Conscientious, nurturing nursing leaders truly see their roles as guides, coaches and mentors at every level, and are skilled at providing the best possible environment where compassionate nursing practice thrives, so **empowering and supporting clinical nurses** is of paramount importance. The formation of staffing and workplace councils, through our systemwide participation in Nursing Workplace Environment and Staffing Councils (NWESC), a national best practice with its roots in New Jersey’s Organization of Nurse Leaders, address critical elements of healthy work environments, as defined by the American Association of Critical Care Nurses (AACN).



These include skilled communication, true collaboration, effective decision-making, appropriate staffing, meaningful recognition, authentic leadership and resilience. Our robust Shared Governance structure amplifies the voice of the nurse, in virtual and in-person meetings, retreats and strategic planning sessions at the unit, site and system levels. Data, tools and knowledge provide the cornerstone for innovation and success at every level. Constantly evolving to meet the ever-changing health care and workforce landscape, this year we added capacity within our Shared Governance model to incorporate the Patient Care Management Council in 2023 at the system level. Finally, a new Shared Governance Chair/Co-Chair Mentorship program was launched to respond to the learning needs of our clinical nurses' chair/co-chairs as leaders and aspiring leaders.

This year, our 2022 – 2023 *Nursing Annual Report's* theme, **Reimagining Nursing**, perfectly captures the lenses of quality, safety and extraordinary care through which our current and future state must be defined. The former ways of connecting to consumers, how we educate and transition nurses to practice at top of their licenses in new roles, simply do not fit any longer. Instead, the spirit of caring, for which we are well known, provides us with evolving opportunities to sharpen our focus upon our patients and their families at all programs. Services at first reopened to the public, and then rapidly expanded their capabilities post-pandemic and during surges. We are proud that nursing knowledge, exceptional compassion, careful attention to quality excellence and the promotion of the highest ideals at the unit, department, site and system levels are second to none. From nursing students' first exposure during clinical rotation, to their onboarding, orientation, nurse residency, mentoring, and succession planning activities — we can truly say “we are with you for life” as we provide career growth and mobility, all within the multifaceted, highly specialized sites that comprise Atlantic Health System.

Finally, recognition of the value that nurses bring to the health care equation is of paramount significance to everyone at Atlantic Health System. Nurses bring incalculable amounts of expertise that truly bring intelligent solutions to health care problems and challenges that are unparalleled. Morristown, Chilton and Overlook medical centers, and our partner CentraState Medical Center, have earned the prestigious ANCC Magnet® Award. Newton and Hackettstown medical centers are Pathway to Excellence®-designated, on separate Magnet journeys. In April of 2023, Newton Medical Center submitted their application for Magnet, which was accepted. Document submission will be June of 2024. Hackettstown Medical Center is also on the Magnet journey and anticipates applying in 2024. The 2023

Department of Labor grant, awarded in May 2023 and part of its Nursing Expansion Grant Program, will be the next chapter in nursing excellence as we work strenuously and innovatively to meet workforce demands through the focused recruitment and education of marginalized and underrepresented populations. Partnerships with community agencies and non-profits, will help offer access to large, previously untapped pools of potential candidates. We are always looking forward, always mobilizing forces to meet the needs of our communities as well as our nursing workforce. Success is not a destination — it is a journey, and we are proud to tell you about our 2022 – 2023 journey within these pages. ■

Atlantic Health System's COVID Recovery Center

In October 2020, Atlantic Health System established the Atlantic COVID Recovery Center (ACRC) in response to the global pandemic and the emerging challenges of long COVID. As the first center of its kind in New Jersey, the ACRC quickly gained national attention.

The ACRC operates as a collaborative effort among medical professionals from various disciplines throughout Atlantic Health System, united by the goal of providing patient-centered, individualized care. Our AMG physicians and nurses, and the collaborative nature of the center allows for ongoing expansion to address the growing needs of patients suffering from long COVID.

Since its inception, the ACRC has shared knowledge and experiences with the medical community. The ACRC organized a groundbreaking virtual COVID-19 recovery symposium in the fall of 2020, attracting participants from 21 states and five countries. The center has received recognition in esteemed media outlets such as the American Medical Association, *Becker's Hospital Review*, and *TIME*, and continues to raise awareness through media coverage.

To date, the ACRC has served approximately 1,600 patients and maintains an ongoing demand from both the local community and beyond. Recognizing the evolving nature of COVID-19 and long COVID, the ACRC remains committed to adapting and evolving to meet the dynamic needs of its patients. ■

Nursing at Atlantic Medical Group

Atlantic Medical Group Vital Statistics 2023

- 1,400+ Physicians
- 347 Advanced Practice Clinicians
- 350 RNs and LPNs
- 850 CMAs
- 233 Practices
- 455 Locations
- \$461 Million Annual Revenue
- >1.5 Million Annual Visits

2022 – 2023 in Review

Atlantic Medical Group (AMG) has had two very busy and productive years. We now have more than 450 practice locations across our six geographic regions in New Jersey and one practice in Pennsylvania. During AMG orientation sessions in 2022, 691 new team members were welcomed, which included 91 nurses (RNs and LPNs) and 208 CMAs. In 2023, we onboarded an average of 20 to 25 new team members each week.

One segment of the Quintuple Aim is “Advancing Health Equity” (IHI, 2022). To that end, AMG participated with the American Medical Association (AMA) on a national initiative “Advancing Health Equity Through Quality and Safety Peer Network.” AMG was one of eight participants and the only medical practice group in the U.S. represented on the panel. Other participants included MD Anderson Cancer Center, Ochsner Health, Children’s Hospital of Philadelphia, Vanderbilt Medical Center, Dana Farber Cancer Institute, University of Iowa Hospitals and Clinics, and University of Wisconsin Hospital and Clinics. The purpose of the initiative is to equip participating U.S. health care delivery systems with the knowledge and tools to advance racial justice and equity for patients, team members and



communities by leveraging high-performance quality and safety practices to systematically eradicate inequities and resolve them as a critically necessary and integral component of high-quality health care practices.

The AMG Quality and Risk teams have developed AMG clinician and team member health equity learning content for 2023 and beyond. This learning will allow team members to acknowledge and overcome barriers affecting patient care, and importantly to have the tools available to help them on this journey. We are inspired by the quote of Lao Tzu, “The journey of a thousand miles begins with a single step” as the inspiration for our continuous equity and excellence journey.

Patient Experience Communication Refresher sessions have been provided to many of our practices and are showing significant results. Our clinical team members have achieved and maintained the highest scores throughout both 2022 and 2023 on our Press Ganey Patient Satisfaction Survey, consistently outperforming regional and national peers.

Population Health at AMG happens at every practice, but especially in primary care. Preventive care declined during

COVID-19, and the year thereafter, and we find that our patients are still catching up. An annual wellness visit is the perfect opportunity for clinicians to partner with patients about how they can prioritize their health journey. To accommodate the backlog of patients needing colorectal screening, for example, the GI department “reimagined” how they could screen and schedule patients. The Direct Access Colonoscopy program was born, allowing RNs to screen and schedule low-risk patients efficiently. Since its inception, this program has screened and scheduled 5,592 patients.

As part of launching an “Access to Care Improvement Initiative,” AMG was recognized by United Healthcare (UHC) as a high performer for patients accessing needed care and interviewed AMG stakeholders for a “High Performer Case Studies” segment that will be leveraged across the UHC network to drive access to care improvements. Thanks in large part to our dedicated RNs, AMG scores remain consistently high in star ratings. This is yet another testament to the extraordinary caring provided by our AMG colleagues. ■



Atlantic Medical Group – Message from the CNO

Atlantic Medical Group (AMG) ambulatory nurses “Reimagine Nursing” every day. Our front-line nurses take care of patients and their families in a way that is conducive to the well-being of the entire family unit. In all caring moments, AMG nurses keep in mind that the clinical context represents a single chapter in that patient’s life and that their safe return to their significant role in the community is what matters most. COVID-19 changed many established workflows and challenged our clinical care teams to think “outside the box.” For example, our AMG clinical teams today are more adept at maximizing available industry intelligence models to evaluate all care situations and they are experts at customizing the patient experience to their unique

needs. No longer does every patient need to travel to an office to be evaluated. Instead, patients can be seen virtually and more quickly by the practitioner who best meets their needs, precisely at the point of care. Now, patients can communicate with their health care team electronically, and are helped to advocate for themselves in new ways. AMG nurses are honing new skills to adapt to new and evolving technology that allows them to connect with patients, all without losing the personal touch that makes AMG so special.

Our patients recognize the extraordinary caring they are receiving by leaving wonderful comments like this in the Press Ganey Survey:

“This practice and these professionals are the BEST practice my family has ever had experience with. From the receptionists, nurses and nurse manager, and doctors themselves. All are AWESOME. They truly go out of their way, listen to your concerns, and are very thorough. They genuinely care about their patients. I cannot thank them enough for all they do for my children.”

Working with a team of such dedicated and talented professionals is truly an honor. As we all struggle with the national supply of qualified staff, our own clinical team members exceed our expectations every day. They go above and beyond to provide our patients with the very best care, as if they were caring for their own families. Thank you hardly seems enough, and from the bottom of my heart I am grateful for every single one of our AMG team members. Thank you.

Inger Donohue, MSN, RN, CPHQ
 Chief Nursing Officer
 Atlantic Medical Group

Nursing at Atlantic Visiting Nurse

In 2022, Atlantic Visiting Nurse had 176 nurses providing services in: home care, hospice, remote patient monitoring, wound specialists, virtual care nurses, referral nurses. In 2023, AVN had 194 nurses providing care across our continuum of care, in the same services.

Our average home care census of 1,476 and hospice census of 157 in 2022 increased to average home care census of 1,650 and a hospice census of 160 in 2023.

In 2022, AVN admitted 18,469 patients into Home Care services and 1,615 patients into Hospice. In 2023, Home Care had 19,011 admissions and admitted 1567 patients into hospice. Additionally, in 2023, AVN received 29,787 calls and 1,347 telehealth patients.

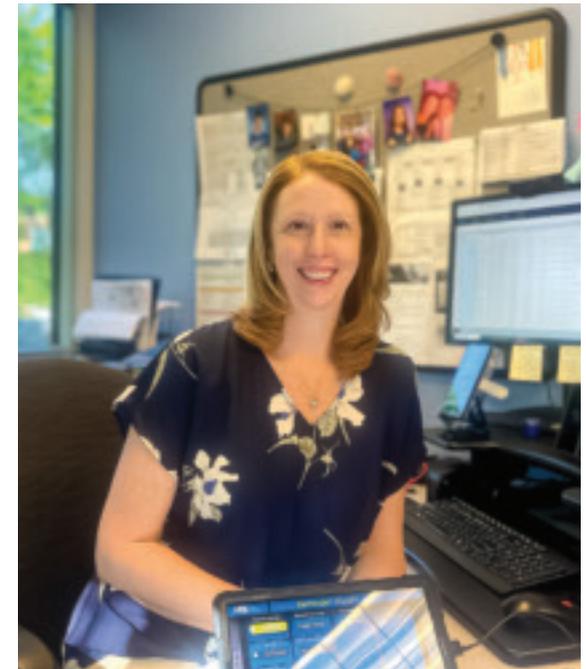
AVN cared for 453 COVID patients through the Advanced Care at Home program, which ended at the end of 2022.

2022 – 2023 in Review

To further advance the Atlantic Health System initiative of patient readmission reduction, Atlantic Visiting Nurse (AVN) developed multiple strategies to keep our patients healthy as they return to the community setting after an inpatient hospitalization. A Virtual Visit RN program was launched in February 2022 to supplement the usual in-person home visits in the high-risk patient population. The new program's focus is on patient assessment, medication reconciliation and education. More than 950 virtual visits have occurred since the program started.

Atlantic Visiting Nurse at a Glance

- 176 nurses providing services: Home Care Nursing; Hospice Services; Remote Patient Monitoring; Wound Specialists (WOCN); Telehealth Nursing; Virtual Care Nurses; Rehabilitation Nurse Specialists; and Community Health Nurses
- In 2022, AVN had an average home care census of 1,476 and a hospice census of 157. In 2022, AVN admitted 18,469 patients into Home Care services and 1,615 patients into Hospice.
- In 2023, AVN admitted 19,011 patients into Home Care services and 1,567 patients into hospice.
- AVN cared for 453 COVID-19 patients through the Advanced Care at Home program.





This program, in addition to positively impacting the success of our remote patient monitoring program, allows a more watchful eye upon the most vulnerable patients. Additionally, AVN partnered with IMFA (Internal Medicine Faculty Associates) to create a visiting nurse practitioner program in Morris County to provide care to homebound patients unable to travel to their physician's office. Leveraging technology, in addition to prioritizing visiting our most at-risk patients upon hospital discharge, resulted in a decrease in unplanned readmissions. Or simply put, unplanned hospitalizations decreased from 16% in 1Q 2022 to 12.9% in 4Q 2023.

Improving the patient experience, always top-of-mind, was a major focus in 2022 and 2023 for AVN. A steering committee was developed that drove educational initiatives for our team. New strategies were developed by team members who represent each department. Examples are an updated medication teaching tool for patients, and an updated calendar so patients know when clinicians will visit. Educational videos were developed for team member education. AVN

revised its office phone queues allowing patients to reach their assigned team quickly and, importantly, minimize the patient's phone call transfers. Managers also share patient experience strategies, success stories and outcomes with team members in each team meeting to ensure all understand the importance of the patient experience goals. AVN's metric, communication with patients, increased from 83% in 2022 to 85% in 2023, earning us a four-star rating by CMS in Home Health Compare.

As with all health care settings, AVN has experienced post-COVID-19 staffing challenges. To meet the needs of patients, our agency has devised some creative solutions. Our physical therapists were provided with additional educa-

tion in wound and medication management, and in cardiovascular and respiratory assessment. The therapy and nursing teams collaborate closely to manage medical patients to assure optimal care. As a result of this initiative, our physical therapists have admitted 44% more patients to AVN in 2023. Additionally, AVN initiated the Hire Learning Nurse Residency Program in 2022 in collaboration with Morristown Medical Center. New graduates are provided with four months of targeted hospital experiences and six months of home care orientation under the guidance of a nurse preceptor to establish broad home care experience. AVN is unique in this collaborative program. Two RNs have graduated from the program and currently there are five Hire Learner RNs who will be placed into new positions.



Atlantic Visiting Nurse initiated a Shared Governance structure, with both a nursing and a therapy intraprofessional component. The two committees have been very active and have worked to develop tools that are valuable to our field team members. Examples are a medication educational tool, patient calendars, and flip card with information frequently needed by our team members. The Nursing Committee

established its first home care-specific nurse preceptor program to better meet the needs of our new team members. The Therapy Committee has collaborated to streamline clinical documentation in Epic.

The post-pandemic period presented challenges to AVN. By “thinking outside of the box,” using technology,

developing new graduate programs and a forming deeper collaborative relationships with our therapists, AVN has been successful in continuing to provide unequalled, quality care to our patients in the community. ■

Atlantic Visiting Nurse – Message from the Executive Director



As we reimagine the role of the nurse to keep pace with the many demographic shifts, the growing, aging population and the ever-evolving health care landscape, we must also anticipate changes in the nursing workforce and how we deliver care and be ever prepared to assist patients to age in place. Atlantic Visiting Nurse (AVN) has, therefore, challenged many of our current processes. We identified that supporting our clinical nurses by providing access to clinical experts in wound management via telehealth was crucial. Accessibility to wound and cardiopulmonary clinical experts empower our clinical nurses to provide the best care possible through frequent consultation, education and intraprofessional collaboration.

AVN has made innovative care delivery a priority, represented through our creation of a virtual case management model and remote patient monitoring (RPM) programs. These programs have offered creative solutions to meeting increasing health demands and reducing rehospitalizations by supplementing in-person visits and creating more collaborative patient touches. As more and more nursing care moves directly into the home environment, AVN has increased its utilization of technology through RPM and virtual care programs. We continue to transform and explore innovative models of care, utilizing technology to create previously unheard-of solutions.

The role of the visiting nurse has expanded to care for increasingly complex patients. Therefore, we have reimaged our nursing orientation and collaboration. We initiated a Shared Governance model at the end of 2021, which not only offers our nurses and therapists an opportunity for professional development but also provides AVN with valuable input on care transformation. This year, our Shared Governance approach has expanded with LPNs and hospice RN team members joining the Nursing Council. One outcome has been the initiation of the RN Hire Learning Nurse Residency Program, that challenges the traditional orientation process. RN Hire Learners embark upon acute and post-acute experiences that will increase their exposure to the patient experience and diversity of nursing skills along the Atlantic Health System continuum of care.

We have been able to reimagine nursing due to our remarkable nursing team who continue to be open to change, flexible and resilient while surpassing all benchmarks that define extraordinary care. Thank you to the AVN nurses for your continued dedication in taking care of our patients. Your outstanding collaborative approach and commitment to your patients is remarkable and awe inspiring. I am grateful to be part of such an extraordinary team.

Mary Pradilla, MSN, RN

Executive Director

Atlantic Visiting Nurse

Nursing at Chilton Medical Center

2022 – 2023 in Review

The years of 2022 and 2023 marked a period of growth, development and the promotion of wellness among our 400+ nurses at Chilton Medical Center. Much of the focus has evolved around creating a healthy work environment and prioritizing team member well-being. The increasing challenges in our post-pandemic industry served as the catalyst for us to strengthen the Nursing Workplace Environment and Staffing Council (NWESC) program.



This CNO and clinical nurse-led council focused on the workforce environment, critical to nursing well-being, satisfaction, and retention. The council provided a safe platform for nurses to voice concerns with leaders and educators to collaborate and problem solve. This allowed for decision-making with leader and front line perspectives. Proactive problem solving allowed for continuous feedback, assessment, improvement of the environment and support structures. This council has achieved tremendous accomplishments. Some achievements include adding two night RN educators who perform clinical development rounds for the novice nurses, facilitating preceptor recognition, implementing strategies to support the novice nurse, charge nurse class, leadership development initiatives, and creating unit recognition boards and implementing “pebble boxes” on each unit as a strategy for identifying, addressing and tracking unit-based issues. The pebble boxes are used as a way for nurses to share ‘pebbles’ (frustrations) that they work to address.

In 2022, Chilton created the Assistant Nurse Manager (ANM) position and hired eight team members into the new role. Four additional positions were added in 2023, two of which were for the night shift. An initiative that arose from NWESC was the creation of the Assistant Nurse Manager (ANM) Support Group, to serve as a forum for these newly-hired/promoted and emerging leaders to collaborate, learn, support each other as they grow professionally.

Chilton Medical Center Vital Statistics 2023

- 1,378 Team Members
- 791 Physicians/Providers
- 260 Licensed Beds
- 7,908 Admissions
- 665 Births
- 1,182 Inpatient Surgeries
- 4,447 Same Day Surgeries
- 46,266 Emergency Visits
- 196,074 Outpatient Visits

Recognizing the need for nurses to focus on self-care, Chilton’s celebrations of Nurses Week in 2022 and 2023 included wellness and self-care activities. Our nurses were given the opportunity to attend meditation and yoga sessions and received a variety of healthy snacks and a visit by representatives from the wellness center awarding points for our well-being program. Chilton Medical Center continues to promote professional development through the PACT program. The number of nurses submitting a successful PACT portfolio increased from 109 in 2022 to 132 in 2023. Of particular interest was the launch of the electronic PACT program. This fully automated program allows nurses to upload and then save all of the great work they do through-

out the year. An impressive 76% of nurses who submitted a portfolio did so electronically in 2022, which increased to 96% in 2023! Our ancillary staff were not left out for 2022. A Partner Care PACT was launched, and 19 incredible team members completed a portfolio showcasing the tremendous work they do each day, which, in 2023, increased to 21 members. This highly engaged workforce was nationally recognized as Tier 1 organization by Press Ganey for employee engagement and culture of safety survey.

Bright lights have been shining upon our nursing units. Our Emergency Department was awarded the Emergency Nurses Association's Lantern Award for excellence in emergency nursing. In addition, the Intensive Care Unit (2022) and 3 West (2023) were awarded the American Association of Critical Care (AACN) Nurses' Beacon Award for excellence in critical care nursing.

Chilton Medical Center continued its support of the Allied Health Program, as we welcomed more than 80 high school juniors and seniors for clinical experiences. In 2022, a systemwide contract was established to allow senior students to choose the Atlantic Health System site they would like to attend. This opportunity broadens choices and experiences for the next generation of health care team members. ■



Chilton Medical Center – Message from the CNO



In 2022, I had the privilege of joining Chilton Medical Center as Chief Nursing Officer. I would like to especially thank the outstanding leadership of my predecessor, Maureen Schneider, PhD, MBA, RN, NEA-BC, CPHQ, FACHE, who served as Chief Nurse and Operations Officer before she was appointed hospital president in May 2022. Under her tenure, Chilton achieved recognition for many clinical care and quality improvements. I am so honored to have this opportunity to work with Maureen, along with the passionate team of leaders and care providers she assembled over the years.

Over the course of 2022 and 2023, I led the nursing team, in collaboration with our dedicated intraprofessional team members, as we embarked upon various initiatives to enhance the overall quality of patient care and the nurse practice environment. Several key accomplishments included implementing a smoke-free surgical experience, which was acknowledged by the AORN's Go Clear Award, expanding Emergency

Department services, and collaborating with the Chilton Medical Center Foundation, which supported our very first Evidence-Based Practice Scholar program. We grew our nurse residency program and added two night-shift nurse educators to provide more support for our novice nurses. We strengthened our Shared Governance model by creating a Patient Care Management Council.

As the CNO, I do not take for granted the legacy we are delivering for generations to come and how our workplace fosters so many caring touchpoints that involve patients and caregivers. It is truly rewarding in so many ways and restores joy to all who enter our medical center.

I am grateful for the opportunity to lead nursing at Chilton and to shine a spotlight on the amazing contributions here that demonstrate that nursing is both a science and an art. I am looking forward to all that the future brings and to be part of the transformation of health care with such a tremendous team.

Ginell Walker-Way, MAS, MBA, BSN, RN, NE-BC

Chief Nursing Officer

Chilton Medical Center

Nursing at Morristown Medical Center

2022 – 2023 in Review

This year, we focused many of our efforts on recruitment and retention, collaborating with our Human Resource partners to seek out and hire the most outstanding nurses in the surrounding geographic area. Just as important as hiring new talent, is retaining the very skilled nurses who practice alongside us, and we are gratified to see a decrease in our overall turnover. This is a very positive sign that we are moving in the right direction.

Our Hire Learning (entry to practice) Nurse Residency Program continues to grow in specialty areas and, in 2022, we expanded to perinatal services and critical care. We achieved our second ANCC Practice Transition Accreditation Program® (PTAP) with Distinction as we maintain the quality and effectiveness of that program.

We have also expanded our Critical Care APN Fellowship and hired a dedicated program manager. In fact, we celebrated our first group of graduates from the program in October of 2022 and now have APN Fellows in all our Intensive Care and Step-Down Units. Programs such as this will be critical for APN recruitment and retention in the future.

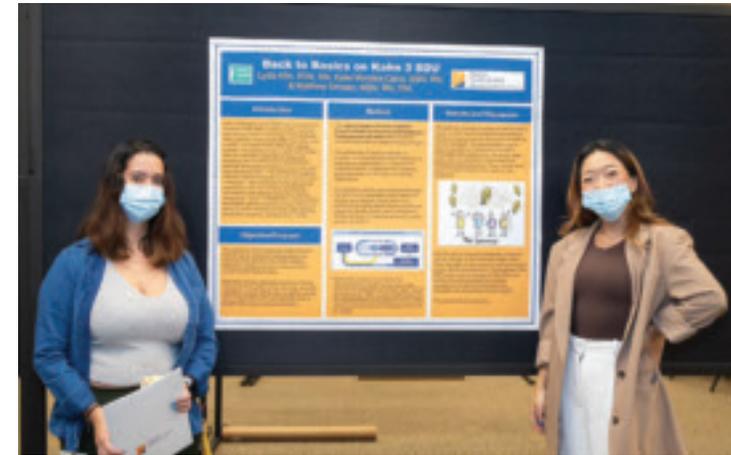
With the high demand for care compounded with the high volumes at Morristown, we continued to work on improving patient flow, and hired a new manager to take on the challenges of the day-to-day work of this critical operational

function. We have seen a great deal of progress and are proud of all the disciplines who were involved in improving this process — exemplifying caring from admission to discharge.

Innovation has always been one of our core strengths, and we continued with our Innovation Series, imparting new knowledge to nurses about the process to generate new ideas. One of the outstanding projects in 2023 was expanding

Morristown Medical Center Vital Statistics 2023

- 6,973 Team Members
- 2,050 Physicians/Providers
- 735 Licensed Beds
- 38,926 Admissions
- 5,347 Births
- 11,744 Inpatient Surgeries
- 14,668 Same Day Surgeries
- 107,002 Emergency Visits
- 860,302 Outpatient Visits



medication education using information cards, adding QR codes, and translating materials into Spanish. These combined efforts made a huge improvement in how we communicate with our diverse patient populations.

Over the past two years, we also added and expanded many clinical services including caring for our first ECMO patient in CCU, a lifesaving treatment for patients with advanced cardiovascular disease. Leaning into our deep experience with the COVID-19 pandemic, we also collaborated in innovative ways with our pediatric team members as we dealt with the seasonal surges of pediatric respiratory illness. We provided staffing and support, education and resources. In 2023, we opened the Beckman Advanced Cellular Therapy Unit, equipped with state-of-the-art hemodynamic monitoring technology and staffed with highly trained nurses to deliver the safest possible treatment for patients with blood cancers.

Although we were still experiencing some elements of the aftermath and subsequent surges of the pandemic, we learned and accomplished a great deal, and are very proud of our team as they continue to provide high-quality care to our patients and families.

Morristown Medical Center was well-represented at the 2022 (Philadelphia) and 2023 (Chicago) National Magnet and Pathway to Excellence® Conferences. These are exhilarating experiences, to join over 11,000 nurses to celebrate Magnet and Pathway, and to expand our clinical knowledge through our attendance at the numerous educational sessions.

Morristown Medical Center and Cork University Hospital (Cork, Ireland) were recognized for their partnership as part

of the Magnet 4 Europe Project. Brandee Fetherman and Ann Marie Galvin proudly accepted on behalf of our organizations, at an awards ceremony during the conference. In November 2023, we completed our site survey for our sixth Magnet designation. As we await the results, we continue to collaborate within our organization and internationally, to foster nursing excellence. ■

Goryeb Children's Hospital Vital Statistics 2023

- 266 Team Members
- 94 Licensed Beds
- 4,848 Admissions (Excluding Births)
- 959 NICU Admissions
- 3,328 Same Day Surgeries
- 36,702 Emergency Visits
- 95,276 Outpatient Visits

Morristown Medical Center – Message from the CNO

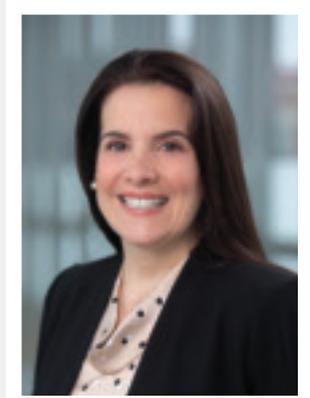
As Chief Nursing Officer at Morristown Medical Center, our phenomenal nursing teams continue to inspire me as they find new and innovative ways to demonstrate their exceptional skills. We slowly emerged from the all-consuming pandemic environment, and our focus has shifted to reimagining our nursing practice by pursuing improvements in an evolving landscape.

In 2023, Morristown Medical Center was the only hospital in New Jersey named one of America's '50 Best Hospitals' for eight consecutive years by Healthgrades and one of the World's Best Hospitals (the 46th best hospital in the United States and number one in NJ) by *Newsweek*. We were also ranked the top hospital with more than 350 beds in New Jersey by Castle Connolly and Leapfrog recognized us with an 'A' hospital safety grade — its highest — 15 consecutive times.

Patient experience continues to be a top priority for our hospital and the system. We reached our goal and successfully improved our performance for the nurse leader rounding bundle and introduced purposeful interval rounding in October 2023. In December 2023, our likelihood to recommend HCAHPS score was in the 92nd percentile.

Some of our other top initiatives both this year and last, included new and creative ways to improve patient flow in order to manage significant increased volume. Our high reliability organization (HRO) journey continued by implementing training, safety coaches, and 'good catch' stories at huddle meetings. We consistently recognize and celebrate behaviors that demonstrate safe care.

I am so grateful to be part of leading our nursing professionals on this positive journey and look forward to sustaining everything that we learned from such an extraordinary time in the history of health care. Thankfully, we live in an age — and practice in such a supportive environment — where anything is truly possible. Our Shared Governance structure and the comprehensive work done by our Shared Governance councils will continue to be essential in advancing our nursing practice and achieving superior patient outcomes. Looking to the future, with all the resources afforded to us, we have excellent opportunities to continue to make significant and impactful changes for our patients and our communities.



Brandee Fetherman, MSN, RN, CENP, CCRN
Chief Nursing Officer
Morristown Medical Center

Nursing at Overlook Medical Center

2022 – 2023 in Review

Overlook Medical Center had a very productive year in 2022 and saw a number of exciting innovations. Via the Organization of Nurse Leaders of New Jersey (ONL-NJ), we established Overlook Medical Center’s first-ever Nursing Workplace Environment and Staffing Council (NWESC), in alignment with other Atlantic Health System sites and organizations throughout our state. NWESC empowers clinical nurses to make recommendations and decisions to drive policy that impact a positive workplace culture, at the organizational level and potentially across the entire health care continuum.

Overlook Medical Center Vital Statistics 2023

- 3,687 Team Members
- 1,744 Physicians/Providers
- 513 Licensed Beds
- 19,867 Admissions
- 2,275 Births
- 4,247 Inpatient Surgeries
- 11,656 Same Day Surgeries
- 103,816 Emergency Visits
- 449,477 Outpatient Visits

The table of organization was restructured to add clarity and definition to the Director of Nursing role and to rebalance the number of areas that directors and managers oversee. This resulted in the creation of some trailblazing roles at Overlook Medical Center, such as the first-ever clinical director of nursing in Women and Children’s Health, the first-ever practice manager in OB/Pediatrics Healthstart clinic, the first-ever inpatient lead nurse practitioner (in Neuro ICU), and now another “first” — the recently posted director of nursing for ambulatory services (pre-admission testing, endoscopy, pain management, and bariatrics). Additionally, new front-line roles were created, and for several existing roles, positions were added to various units.

Daily leadership huddles were restructured to a first-ever tiered model: Tier 1 (managers), Tier 2 (first tier and directors), and Tier 3 (first and second tiers and senior leaders). This refinement streamlined and strengthened our chain of communication, empowered peers across departments to

resolve issues before escalation, and engaged leaders outside of nursing in facilitating the Tier 3 huddle.

From Nurse Practice to Professional Development to Nursing Quality Improvement to Patient Care Management to Research and Innovation, Overlook experienced many achievements in every area of our Shared Governance structure. We revived Shared Governance Day with refinements to programming and a stronger emphasis on front-line-driven, leader-fostered innovations. We reimagined staffing and care delivery models to improve safety and satisfaction for team members as well as our patients and their families. Examples include: The “Flex Nurse” pilot program on 9 CD to address RN staffing issues, and later instituted on Labor & Delivery (L&D); the integration of LPNs into our care model, starting with a successful pilot in the Emergency Department that has since expanded to 10 CD; and the pilot of a unique model on L&D where an RN solely focuses on monitoring, interpreting and documenting fetal heart tracing.



Enthusiasm was high and we engaged in Atlantic Health System Nursing's first-ever Patient Care Partner (PCP) PACT program. Of our PCPs who initiated application, 59% completed their application packets. This year marked 20 years of RN PACT at Overlook and, compared to 2021, we achieved a 16% increase in RN participation. As the largest component of the hospital's team members, the Nursing department greatly contributed to our hospital leading all sites in the health system's overall Employee Engagement Survey participation, with significant progress in several key domains.

Throughout 2023, we were in full swing with preparations for our Magnet® redesignation submission, to take place in 2024. We are excited to welcome our new Magnet Program Manager, Deanna Paxos, MSN, RN, MEDSURG-BC, CNL, NE-BC, to partner with our incredibly engaged group of Magnet Champions. We initiated our first-ever lead Advanced Practice Provider (APP) in the Neuro ICU. The APP has developed a collaborative partnership with our neurointensivist and has since recruited additional APPs to develop a team that offers coverage in the Neuro ICU 24 hours a day/seven days a week. The team has partnered with our nurses, led educational activities, and implemented a daily update with our patients and family members.

We celebrated a significant increase in participation for both of our Nursing Clinical Ladder Programs. The RN PACT program saw an 18% increase in RN participation, and the Partner PACT program, a 56% increase. The engagement, networking and collaboration of our team members through participation is the true reward we receive from PACT.

Our energy, empathy, engagement, and extraordinary caring have again yielded an incredible year. Our varied expertise and shared commitment to collaboration across disciplines, departments, and Atlantic Health System sites are cornerstones to our strong foundation. ■



Overlook Medical Center – Message from the CNO

The post-pandemic era in health care continues to push and challenge nursing in unique ways. Everything has changed ... our workforce, the care delivery system, and a deeper sense of pride in nursing. While the world waits for the pandemic to be over, we know our health care environment has been impacted in so many ways. Everything has changed and now we are adapting to a new environment, a new world. The years 2022 and 2023 were a rebuilding time for us — rebuilding our souls, our teams, our confidence, and our focus. At Overlook Medical Center and throughout Atlantic Health System, we show our relentless passion and effort to achieve long-term goals, coupled with optimism, to lead the way and inspire us to keep calm and carry on.

As the new chief nursing officer for Overlook Medical Center, I continue to be impressed and inspired by the foundation that has successfully moved our workforce forward. I see that “grit” every day in the care of our patients and the projects that test theory, apply the best available evidence and analyze data so we may improve the care we provide to our communities. These past few years have been busy ones at Overlook, with the recruitment of many new graduate nurses and the rollout of unit-based educators to support the front-line professionals. We opened our first dedicated education unit (DEU), which required planning, preparation and commitment. This creative model allows our own nurses to shape the practice of their future peers and share the experience and skills they have learned. We have re-energized and improved the Patient Care Management Council (PCMC). This collaborative governing body partners with the CNO and nursing leadership to ensure thoughtful decisions are made, influencing policies and practices in nursing, patient care, and the overall work environment. Additionally, it serves as a platform for exploring innovative ideas to reshape the nursing landscape at Overlook. I am eager to contribute to these discussions as I acclimate in my new role.

Nurses are survivors, clearly rally together, and put our patients first. We did that intensely for the last few years. It was a choice we made to stay and provide world-class interventions and care. Now it is time to refocus that energy on our own well-being and profession — to learn from the past and use it for our own futures. We will rebuild our community of professional nurses and re-engage in research, implement new evidence-based practices, and above all, heal. It has never been more important than now to come together, push out positive energy and support each other at all levels. We've got this!

Heather A. Veltre, DNP, MS, RN, NEA-BC

*Chief Nursing Officer
Overlook Medical Center*

Nursing at Western Region – Newton Medical Center and Hackettstown Medical Center

2022 – 2023 in Review

Congratulations to Chief Nursing Officer Donna Watridge on receiving the 2022 Nurse Executive Award from the Organization of Nurse Leaders of New Jersey (ONL-NJ). Brittany Jackson, BSN, RN, with a background in surgical oncology and inpatient nursing, was named the first oncology nurse navigator for the Western Region, to contribute to a seamless cancer journey for our patients, from diagnosis through treatment at the Joan Knechel Cancer Center, Hackettstown Medical Center Infusion Center, and Sparta Infusion Center.

Hackettstown Medical Center celebrated its 50th anniversary in 2023. Both Newton and Hackettstown medical centers are among New Jersey's best as reported by Castle Connolly in *Jersey's Best* magazine, among many other awards and accolades received.

A strong proponent of nursing education and recruitment, Atlantic Health System has partnered with Centenary University in Hackettstown to introduce a new academic program that creates a pathway for registered nurses to earn a Bachelor of Science in Nursing (BSN). We're creating even stronger relationships with our academic partners, as we move forward to reimagine nursing careers.

In February 2023, both Hackettstown and Newton medical centers achieved Pathway to Excellence® Recognition Status. The Western Region was awarded this national recognition for the high-quality patient care we provide to our communities. This designation will also help recruit the best talent to join our team.



Aiming to give nursing students a more realistic clinical experience that will help prepare them for careers in hospital environments, Newton Medical Center completed its second Dedicated Education Unit (DEU) with Felician University in

Newton Medical Center Vital Statistics 2023

- 1,237 Team Members
- 586 Physicians/Providers
- 161 Licensed Beds
- 7,414 Admissions
- 498 Births
- 749 Inpatient Surgeries
- 2,298 Same Day Surgeries
- 37,014 Emergency Visits
- 143,836 Outpatient Visits

December 2023. The DEU is a model for experiential learning, making the most of the expertise of staff nurses as clinical teachers. Data from the pilot program is being analyzed to help understand the measurable impact of the DEU experience upon the experience of students, faculty, staff as well as the entire organization.

In April of 2023, Newton submitted their application for Magnet, which was accepted. Document submission will be June of 2024. Hackettstown Medical Center is also on the Magnet journey, and we anticipate applying in 2024.

Renovations and new technology continue to expand the services we can provide to our community. At Newton Medical Center, the installation in October 2022 of our newest MRI allows cardiac and breast imaging at shorter scan times with increased image quality and, early in 2023, we opened the renovated Behavioral Health space in the Newton Emergency Department featuring six treatment rooms, a new nursing station designed for team member safety and more dedicated,

private and safe space for our behavioral health community. We also received our first da Vinci Surgical Robot in December of 2023 and look forward to launching the Robotics program for the West in early 2024! Renovations at Hackettstown Medical Center included the creation of 13 new private patient rooms on 4 South, building and outfitting a state-of-the-art hybrid operating room, expansion of the Outpatient Infusion Center with a dedicated mixing pharmacy and renovations in the Emergency Department. All of these improvements will help us serve our communities in the immediate and long-term future. ■

Hackettstown Medical Center Vital Statistics 2023

- 684 Team Members
- 473 Physicians/Providers
- 111 Licensed Beds
- 3,763 Admissions
- 565 Inpatient Surgeries
- 1,164 Same Day Surgeries
- 22,919 Emergency Visits
- 102,110 Outpatient Visits

Newton and Hackettstown Medical Centers – Message from the CNO



Thank you — and your families — for the countless hours you have dedicated in support of the Mission, Vision, and PRIDE values that truly make a difference in our patients’ experience. You exceeded quality standards while earning accolades along the way! Through 2022, with another year of masking and social distancing, you helped prioritize patient safety with patience and fortitude. Even with this unwelcomed public health infectious challenge, we fully transitioned to managing COVID-19 and its impact on our communities.

In addition to this work, Newton and Hackettstown medical centers were each presented with the Pathway to Excellence® designation by the American Nurses Credentialing Center (ANCC). The ANCC recognizes our health care organization’s commitment to creating a positive practice environment that empowers and engages our staff. It was certainly a career “high” to walk across the stage and receive accolades of over 12,000 participants at the ANCC Magnet/Pathway Conference in Chicago in October 2023.

I was proud to represent all the talented and innovative nursing team members at Newton and Hackettstown medical centers.

As you reflect upon the peaks and valleys of 2022 and 2023, I encourage you to take the time to appreciate the impact you have had on patient care. Your courage, dedication, commitment, joy and collaboration has made every caring moment a transformative one. Even when called upon to serve as experts in direct patient care and in hospital administration by the New Jersey Department of Health, we served as a beacon of hope to the Woodlands Behavioral Health project and collaborated with state leaders to close that facility with extraordinary care.

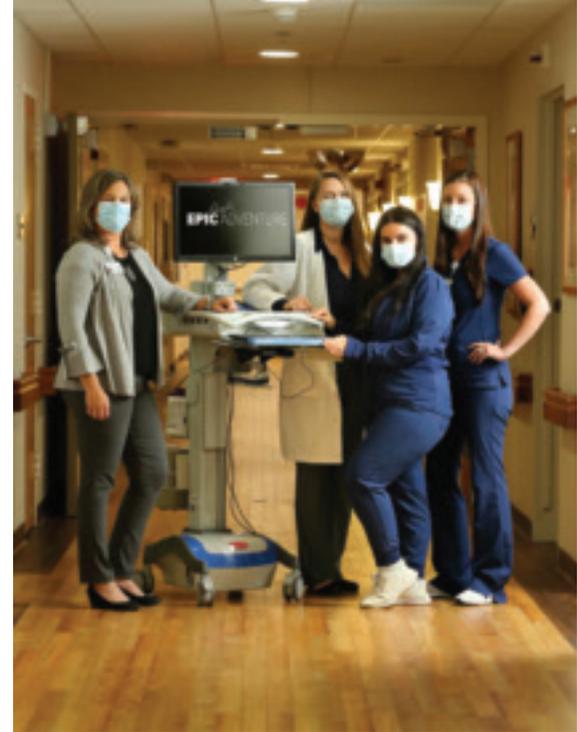
We have an incredible team within the Western Region. Together, we have achieved and will positively impact the provision of our communities’ health in innumerable ways. Thank you!

Donna Marie Watridge, BSN, MBA, RN, CCRN-K
Chief Nursing Officer
Newton and Hackettstown Medical Centers

Nursing at CentraState Medical Center

2022 – 2023 in Review

The Department of Nursing at CentraState Medical Center enjoyed an exciting and innovative 2022 and 2023. We became an official partner of Atlantic Health System in December 2021 and with that new partnership, we began the year with several key collaborations.



CentraState Medical Center Vital Statistics 2023

- 2,572 Team Members
- 284 Licensed Beds
- 752 Births
- 5,048 Observation Cases
- 9,861 Surgeries
- 15,501 Freehold Family Health Center*
- 15,886 Discharges†
- 46,753 Emergency Department Patients‡
- 66,701 Patient Days‡

* Partnership with VNA † Including same-day surgeries ‡ Gross

After a year of preparatory work from CentraState’s nursing team, their hard work paid off with a successful go-live of Epic, the hospital’s new electronic health record in April 2022. Many clinical nurses answered the call and received additional training to be “super users,” which enabled them to provide support to their co-workers during and after the Go-live. Several nurses working in CentraState’s Information Technology department facilitated communication between the clinical staff, the super users, and the technical staff throughout the implementation process. CentraState created a new role of Informatics Nurse Specialist, reporting to the Nursing Department, after recognizing the value of this role to further empower nursing in the technical decision-making process and improve communication.

We collaborated with Atlantic Health System by restructuring our Shared Governance model to align with the practice across all sites. We joined the systemwide councils and participated as members of the structure. This re-imagining of our Shared Governance model paved the way for a redesign to our

Professional Practice model. The model demonstrates how nurses provide the highest quality care for our patients, families and communities.

Nursing workforce challenges continued throughout 2022. To meet them, CentraState created the role of the nursing workforce coordinator to focus on recruitment, retention, and staff growth within the nursing department. This position developed a cohesive plan achieving workforce planning, education, practice, innovation, well-being, diversity and leadership while driving down agency usage. With the successful collaboration between the nursing department and Human Resources, 2023 saw a reduction in RN turnover by 6.47% along with a 64% decrease in agency staff.

Academics and accreditation were addressed by the CentraState Department of Nursing with the designation of an official dedicated RN residency coordinator role to lead the way to an academic partnership with Monmouth University, and the formation of the first RN Residency Advisory

Committee. CentraState embarked on the Commission on Collegiate Nursing Education (CCNE) accreditation program to gain recognition for its nurse residency program. We hosted a site visit from CCNE in November 2023 and we look forward to receiving our accreditation status in 2024. Further, our Emergency Department was awarded the Emergency Nurses Association Lantern Award for 2023 – 2026.

Service line growth was an evident strategic imperative in both 2022 and 2023 and nursing has been on the front-line leading changes. CentraState performed its first Hyperthermic Intraperitoneal Chemotherapy (HIPEC) surgery with a chemotherapy-certified nurse present for the entirety of the case. Our new Cardiovascular Interventional Suite opened for care on February 14, 2022, and we received approval from the New Jersey Department of Health (NJDOH) to perform emergency angioplasty, also known as emergency percutaneous coronary intervention (PCI). Leveraging the success of our STEMI program, the director of Cardiovascular Services and the medical director of the Cardiac Catheterization Laboratory sent the final narrative to the NJDOH for elective PCI licensure. On July 25, 2023, the units went live with the elective PCI program and the collaboration and communication between the teams was flawless. Our Wound Care Center was awarded disease-specific accreditation for the fourth time by The Joint Commission. Our oncology service line received the CEO Round Table Gold Accreditation and the National Accreditation Program for Breast Centers received accreditation for three years.

We ended the year by outperforming in the nurse satisfaction survey. Our Great Place to Work Nursing Engagement average was 79% positive in 2023, compared to 74% in 2022. We achieved a 71% reduction in hospital-acquired pressure injuries (HAPI). Looking forward to 2024, we developed goals to enhance our workforce, improve professional growth and development, and boost services and opportunities for the surrounding community. ■

CentraState Medical Center – Message from the Vice President, Patient Services

The nurses at CentraState are the backbone of our organization – they are strong leaders, compassionate healers, and mentors who care for our patients and community. The past two years have showcased our resilience, innovation, and leadership to excel in patient care.

In 2022, our team began to move out of the surge phases of the COVID-19 pandemic that had challenged us professionally and personally for two years and refocus our sights on our goals for the future. We increased the use of innovative technologies, including the Telesitter program, enhances our patient safety culture by providing for remote viewing of patients at risk of falling. We launched the Epic electronic health record, bringing a new level of care coordination to our organization. We also conducted research in the areas of customized care plans for breast cancer, prostate cancer, and multiple sclerosis to improve the lives of patients, broadening the range of advanced treatment options.

2023 was a notable year of accomplishment for nursing at CentraState, evidenced by transformative care for our patients, exemplary performance, and a strong workforce, yielding positive outcomes and unprecedented national recognition. As a result of major nursing-led best practices, we continued to do well with key quality and safety indicators, including hospital-acquired pressure injuries (0.0 national Medicare PSI 3 rate in 2023), patient experience, and remarkable service line achievements such as door-to-balloon times for STEMI cardiac patients that far outpace the median standard.

Now more than ever – amid a highly competitive labor market – nursing workforce retention and recruitment, as well as the ongoing professional development of our nursing staff are top priorities. From our first cohorts of RN residents to passport (global nurses from Passport USA), virtual, and alumni nurses, as well as agency nurses who became full-time team members, our workforce is indeed formidable.

The impressive talents and strength of CentraState nurses are illustrated by the numerous awards, accreditations, and accolades, received on the national front. Among our many honors, CentraState earned Magnet® designation for nursing excellence four times. Further, CentraState Medical Center’s emergency department received the Emergency Nurses Association’s (ENA) 2023 – 2026 Lantern Award – one of only six emergency departments in New Jersey and among 53 award recipients nationally.

I am incredibly proud of CentraState’s nursing achievements and the positive impact our extraordinary team has in serving our patients. I thank each team member for their dedication to quality patient care.

Cathleen Janzekovich, PhD, MA, FHELA, MEDSURG-BC, NEA-BC

Vice President, Patient Services

CentraState Medical Center



Spotlight on a Novice Nurse

Why did you become a nurse? And, why now? Everyone who becomes a nurse pursues a different journey to their goal. But most seem to have the same reason — they have a deep-seated desire to help others and make a difference. Though the novice nurses profiled here, coming up through their education or change of specialty, in the middle of an unprecedented pandemic, may have gone through a different training route than traditional classroom and in-hospital education, they are all now actively pursuing their dream, caring for patients with Atlantic Health System. Let's hear from a few of them.

Atlantic Medical Group



Sreedevi Madappalli, BSN, RN

Sree transferred from Sunrise Detox Center in Stirling to AMG Metabolic Medicine. AMG does not hire newly graduated nurses but allows experienced ones to transfer into new specialties. Sree said: "As nurses, we always say that one of the most beautiful things about our profession is that we have the freedom to explore so many different avenues and specialties. That is exactly what I was thinking when I started in ambulatory endocrinology, metabolic medicine and nephrology after practicing in inpatient detox. I originally thought that I would miss the mental health component, but I am seeing it in our patients from a completely different angle than I ever had an opportunity to see before. I thought another challenge would be learning three new specialties, but everyone on the team has been a gracious teacher to me."

Atlantic Visiting Nurse



Tara "Ty" Clancy, BSN, RN

Ty was a renowned author, storyteller and radio host on National Public Radio. But she decided to make a mid-life career change and take on a new role as a home care registered nurse. For 15 years prior, she volunteered with SAGE, an organization serving and advocating for LGBTQ+ elders. That's where she got a taste of what homecare and hospice nursing felt like. Ty said: "I wanted the second half of my life to be a little more outwardly focused," she said. This realization prompted her to enroll in nursing school. After graduating from NYU Rory Meyers College of Nursing, where her clinical experiences were uninterrupted by the pandemic at NYU Langone Medical Center, Ty learned about Atlantic Health System's Hire Learning Nurse Residency Program. "I just thought these people really care about what they do if they have taken the time to conceive of this program. There's nothing like it."

Chilton Medical Center

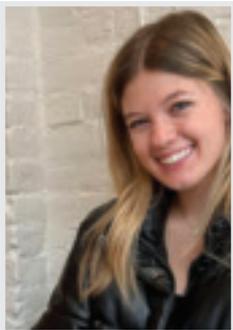


Li Li, BSN

Li began her nursing education at County College of Morris (CCM), graduating in May 2021 and obtained a BSN from St. Elizabeth University in January 2023. She enrolled at Rutgers University as a DNP student in Fall 2022 and attended both schools, St. Elizabeth and Rutgers, because she had to finish a required nutrition class. Chilton is her first RN role and at the end of her first year in nursing, she had completed all her Hire Learning Nurse Residency Program classes and was awarded

Atlantic Health's PRIDE in Action award in her first year for saving a patient from the effects of a possible stroke. Li says: "The pandemic affected my nursing education. While at CCM, our clinic practices in the hospitals were cut short because the restrictions in the hospitals. As a bedside nurse, I want to care for my patients by using evidence-based practice to achieve patients' better outcomes." She is an active member of the Nurse Practice Council representing her home unit.

Morristown Medical Center



Carly Borrelli, BSN, RN

Carly spent the summer of 2021 as a nurse extern in a one-on-one precepted experience in an inpatient minimally invasive surgical unit. This gave her "a clearer understanding of what the role of the nurse in an inpatient setting meant," and helped her feel confident she "would be able to fill those shoes in just a few months' time," she said as she also received her education during the pandemic. During her externship, Carly's skills were recognized, and she was offered a position as a nursing assistant on an inpatient

surgical unit. Upon graduation, she was hired as a new graduate nurse there. Carly said: "the Hire Learning Nurse Residency Program gave me the time to sit down and reflect on my progress as a new graduate RN." She was selected to take the preceptor

course and begin precepting new staff. Carly said: "I have grown to really get to know my co-workers, and I know that I can find support in everyone I work with."

Overlook Medical Center



Ivana P. Mejia, BSN, RN

Ivana credits the Hire Learning Nurse Residency Program with helping her to learn the necessary skills she did not receive in her virtual classwork, like blood draws, IV insertions and actual patient interactions. She said: "Honestly, it is difficult for me to imagine entering the nursing profession prior to the pandemic. COVID-19 truly shaped my experiences as a nursing student and new nurse. The pandemic struck towards the end of my sophomore year in nursing school. As a result, my clinical and class experience

was greatly impacted, with a large portion of it being virtual. Picking up the necessary nursing skills would have been a lot more difficult for me without the Perinatal Nurse Residency program. The residency program helped me transition into my new role as a Labor and Delivery nurse because it provided me with classroom time solely focused on obstetric nursing and a preceptor to guide me through my clinical experiences."

Western Region – Hackettstown Medical Center



Maria Starace, BSN, RN

Maria started in April 2022 as part of the Critical Care Residency Program in Atlantic Health's very first cohort. At her first day of orientation, she was determined to make the most out of the program, since it was a second career for her. Maria credits her grandfather, who was an OB/GYN physician who often gave free care to all patients in need. She says that at the onset of the pandemic, in 2020, Maria had just started her first semester



of university and, if anything, the demands and challenges inspired her to help others even more, saying, “This (nursing) is where I am meant to be.” During her orientation period, Maria was always asking why, challenging herself, and took advantage of every learning experience that came her way. She completed all necessary certification and even started a master’s degree program in 2023. She is a strong patient advocate and says it’s important to her to always educate her patients and families.

This past year, Maria assisted in shaping the Hire Learning Nurse Residency Program, so that those who attended the program after her had the very best experience. She works closely with new hires and new residents who come on board, reaching out to them and making them feel welcomed as she was.

Western Region – Newton Medical Center



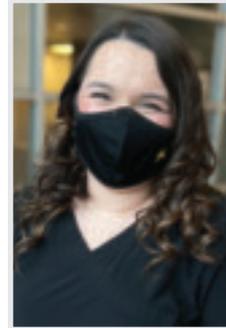
Kurt Soergel, RN

Kurt began his nursing career as a nursing assistant in the ICU. As a nursing student, Kurt had no clinical experiences during his first two semesters, and for the second two, had an eight-hour clinical only once every other week, yet had his experiences as a nursing assistant to build upon. As a Hire Learner, he worked on the second floor and then returned to the ICU to continue his critical care journey. He says he’s “always willing to lend a hand in the physical care of a patient, and colleagues can rely on him to be there

if an emergency arises.” Despite the high demands of the ICU, Kurt “begins each day with an eagerness to learn, an attentiveness to the whole patient and the complexities of critical illness.” He treats his interactions with patients, families, supervisors, and

physicians with the same respect. According to his teammates, Kurt displays confidence under pressure, his calm demeanor inspires trust and gratitude in his patients. “They are lucky to have him taking excellent care of them and we are lucky to have him expanding his career and horizons in the Intensive Care Unit.”

CentraState Medical Center



Krystle Henriques, RN, BSN

Krystle graduated from Fairleigh Dickinson University in 2022 with a BSN and a minor in psychology. While at FDU, she received the Excellence in Nursing Award at her pinning ceremony. Krystle started her journey at CentraState as a volunteer in high school and then returned to be a patient care technician while she was in nursing school. She transitioned from a PCT to an RN resident in August of 2022. Part of her motivation to become a nurse was her drive to give back to others and

her commitment to giving back extends far beyond the reaches of CentraState. While in college, she organized campus blood drives. Recently, Krystle has founded her own nonprofit called “Steps to Success,” focused on community service opportunities for underprivileged youth. She is actively involved with the Girl Scouts of the Jersey Shore and created a program called “Special Artists,” which provides art therapy to children with special needs. Krystle started her career as a PCT on 5 North when the pandemic was in full swing and feels that the impact upon her nursing career was profound, as “it really showed me humanity in such a raw form.” To supplement her learning, Krystle’s university included online “live” modules to supplement her learning. ■

2022–2023 Selected Awards and Recognitions

Chilton Medical Center

2022

- Achieved ANCC Magnet® Recognition Status since 2020
- Exemplar Status for Nurses Improving Care for Healthsystem Elders (NICHE) Program
- Emergency Nurses Association Lantern Award for exemplary emergency care (2022-2025)
- American Association of Critical Care Nurses Beacon Award Gold Status: ICU
- Awarded the Bronze Standard – Level 3 Geriatric Emergency Department Accreditation (GEDA) accreditation by The American College of Emergency Physicians (ACEP)
- *U.S. News & World Report*: High performing in COPD, heart failure, kidney failure, stroke, and maternity care
- Healthgrades:
 - ▶ America's 100 Best Hospitals for Critical Care
 - ▶ Critical Care Excellence Award and Patient Safety Excellence Award™, which recognizes Chilton among the top 5% in the nation for critical care and patient safety
 - ▶ Five-star ratings for bariatric surgery, prostate removal surgery, sepsis, vaginal delivery

- Named a Top Hospital and recognized with an “A” hospital safety grade by the Leapfrog Group
- Castle Connolly/*Jersey's Best*: #1 Hospital in NJ (fewer than 350 beds) and top performer for breast cancer, congestive heart failure, high risk pregnancy and birth, hip and knee replacement, neurological disorders, pain management, prostate cancer, and stroke
- Recipient of the American Heart Association/ American Stroke Association's 2022 Get with the Guidelines® – Stroke GOLD PLUS with Target: Stroke Honor Roll Elite Plus and Target: Type 2 Diabetes Honor Roll
- Practice Greenhealth's Environmental Excellence Award 2022

2023

- Healthgrades:
 - ▶ America's 250 Best Hospitals
 - ▶ 100 Best Hospitals for Critical Care
 - ▶ Critical Care Excellence Award and Patient Safety Excellence Award™, which recognizes Chilton among the top 5% in the nation for critical care and patient safety and Bariatric Surgery Excellence Award

- ▶ Five-star ratings for treatment of heart failure, chronic obstructive pulmonary disease, sepsis, bariatric surgery, and diabetic emergencies
- *Newsweek*: America's Best Maternity Hospitals
- *U.S. News & World Report*: High performing in orthopedics, stroke and maternity care
- American Association of Critical Care Nurses Beacon Award Gold Status: 3 West
- Association of periOperative Nurses (AORN): Go Clear Award
- Recognized with an “A” hospital safety grade by the Leapfrog Group since Fall 2018
- *Becker's Hospital Review*: Great Community Hospitals List 2023
- Castle Connolly/*Jersey's Best*: #1 Hospital (fewer than 350 beds), #2 breast cancer, #1 congestive heart failure, #3 coronary artery bypass surgery, #2 high-risk pregnancy and birth, #3 hip and knee replacement, #3 neurological disorders, #3 pain management, #3 prostate cancer, #2 stroke
- Recipient of the American Heart Association/ American Stroke Association's 2023 Get with the Guidelines® – Stroke GOLD PLUS with Target: Stroke Elite Plus Honor Roll and Target: Type 2 Diabetes Honor Roll
- Practice Greenhealth's Emerald Award

Hackettstown Medical Center

2022

- Progressive Care Unit awarded the NICHE-ABIM Choosing Wisely® Trailblazer award for 2022 – one of just 14 institutions across the country to receive this honor from the Nurses Improving Care for Healthsystem Elders and ABIM is the American Board of Internal Medicine

- *U.S. News & World Report*: High quality care for kidney failure and stroke
- *Castle Connolly/Jersey's Best*: Top Hospitals list in New Jersey (fewer than 350 beds) and ranked a top performer for breast cancer, congestive heart failure, coronary artery bypass surgery, high-risk pregnancy and birth, hip and knee replacement, neurological disorders, pain management, prostate cancer, and stroke
- Recipient of the American Heart Association/ American Stroke Association's 2022 Get with the Guidelines® – Stroke GOLD PLUS with Target: Stroke Honor Roll Elite Plus and Target: Type 2 Diabetes Honor Roll
- Healthgrades: Five-star recipient for the treatment of heart attack, heart failure, sepsis and stroke
- Awarded the Bronze Standard – Level 3 Geriatric Emergency Department Accreditation (GEDA) accreditation by The American College of Emergency Physicians (ACEP)
- Geriatric Care received the Member status for the NICHE (Nurses Improving Care for Healthsystem Elders) program
- Practice Greenhealth's Environmental Excellence Award 2022

2023

- ANCC Pathway to Excellence® Recognition
- Healthgrades: Five-star recipient for the treatment of heart attack, heart failure, sepsis, and stroke
- *U.S. News & World Report*: Nationally recognized as high performing in kidney failure
- *Becker's Hospital Review*: Great Community Hospitals List 2023
- Practice Greenhealth's Emerald Award

- *Castle Connolly/Jersey's Best*: #13 Hospital in NJ (fewer than 350 beds), #11 breast cancer, #12 congestive heart failure, #12 coronary artery bypass surgery, #12 high-risk pregnancy and birth, #13 hip and knee replacement, #12 neurological disorders, #13 pain management, #9 prostate cancer, #10 stroke
- Recipient of the American Heart Association/ American Stroke Association's 2023 Get with the Guidelines® - Stroke GOLD PLUS with Target: Stroke Elite Plus Honor Roll and Target: Type 2 Diabetes Honor Roll

Morristown Medical Center

2022

- Exemplar Status for Nurses Improving Care for Healthsystem Elders (NICHE) Program
- American Association of Critical Care Nurses Beacon Award: ICU, Cardiac Access Unit, and Kahn 5 Neuromedical – Gold Status (2022-2025), and Kahn 3 Step Down Unit – Silver Status (2022-2025); the Cardiac Access Unit is only the second direct observation unit in the U.S. to receive the Beacon Award – and the only gold winner
- Hire Learning Nurse Residency Program at Morristown Medical Center was awarded Accreditation with Distinction, the highest recognition awarded by the American Nurses Credentialing Center's Accreditation Program (2022-2026)
- *NurseJournal*: Best Hospitals to Work as a Nurse (#3 in the U.S. for the second year in a row)
- Highest rating in its five-star system, from the Centers for Medicare and Medicaid Services

- *U.S. News & World Report*: #1 hospital in NJ and among the best 50 hospitals in the nation for orthopedics (top 25), obstetrics and gynecology, and cardiology and heart surgery (top 50), and rated high performing in 22 specialties
- *Newsweek*: One of the World's Best Hospitals and Best Hospitals for Infection Prevention and America's Best Maternity Hospitals
- Healthgrades:
 - ▶ America's 50 Best Hospitals (2016-2022), making it among top 1% of hospitals in the nation, 50 Best Hospitals for Vascular Surgery, 100 Best Hospitals for Critical Care
 - ▶ Critical Care Excellence Award (2016-2022) denoting Morristown among the top 5% in the nation for critical care and Excellence Awards in bariatric surgery (2017-2022), gastrointestinal care, stroke care, gynecologic surgery, labor and delivery, obstetrics and gynecology, and vascular surgery
 - ▶ Five-star ratings for treatment of heart failure (2012-2022), stroke (2011-2022), chronic obstructive pulmonary disease, sepsis (2011-2022), total knee replacement (2014-2022), carotid procedures, GI bleed, respiratory failure, vaginal delivery, C-section delivery, hysterectomy, and bariatric surgery (2017-2022)
- *Castle Connolly/Jersey's Best*: #1 Hospital in New Jersey (350+ beds) and #1 for breast cancer, congestive heart failure, coronary artery bypass surgery, high risk pregnancy and birth, hip and knee replacement, neurological disorders, pain management, prostate cancer, stroke, and pediatric cancer treatment
- Recognized with an "A" hospital safety grade by the Leapfrog Group Spring 2022 and Fall 2022
- Recipient of the American Heart Association/ American Stroke Association's 2022 Get with the Guidelines® – Stroke GOLD PLUS with Target: Stroke, Stroke Honor Roll Elite Plus and Target: Type 2 Diabetes Honor Roll

- National Research Council Health 2022 Consumer Loyalty Award Top 10 (#6) and Best in Class Consumer Loyalty Award
- Awarded the Level 1 Geriatric Emergency Department Accreditation (GEDA) accreditation by The American College of Emergency Physicians (ACEP)
- *NurseJournal*: Best Hospitals to Work as a Nurse 2022
- Practice Greenhealth's Environmental Excellence Award 2022

2023

- Achieved sixth consecutive ANCC Magnet® Recognition Status, an honor held by only 2% of U.S. hospitals
- Awarded multiple ANCC Magnet® Exemplars in Nursing Education, Delivering Culturally and Socially Sensitive Care, Cardiac Rehabilitation and Nursing Innovation
- Exemplar Status for Nurses Improving Care for Healthsystem Elders (NICHE) Program
- Emergency Nurses Association Lantern Award: Sameth Emergency Department (2023-2026)
- American Association of Critical Care Nurses Beacon Award Gold Status: Medical and Surgical ICU, CPACU, and Kahn 5 Neuromedical (2022-2025), and Silver Status: Cardiac Care Unit and Kahn 3 Step Down Unit (2022-2025)
- Association of periOperative Nurses (AORN): Go Clear Award™
- Hire Learning Nurse Residency Program at Morristown Medical Center was awarded Accreditation with Distinction, the highest recognition awarded by the American Nurses Credentialing Center's Accreditation Program (2022-2026)
- *NurseJournal*: Best Hospitals to Work as a Nurse 2023 (#3 in the U.S. for the second year in a row)

- *U.S. News & World Report*: Ranked within top 4 hospitals in NJ and among the best 50 hospitals in the nation for orthopedics, obstetrics and gynecology, and cardiology, heart and vascular surgery, pulmonology and lung surgery, geriatrics and ear, nose and throat; #9 in the New York Metro Area; and rated high performing in 18 common adult procedures and conditions
- *Newsweek*: One of the World's Best Hospitals and Best Hospitals for Infection Prevention, America's Best Maternity Hospitals, America's Best Cancer Hospitals
- Healthgrades:
 - ▶ America's 50 Best Hospitals, 8 years in a row, recognized as top 1% of hospitals in the nation, 50 Best Hospitals for Vascular Surgery, 100 Best Hospitals for Critical Care
 - ▶ Critical Care Excellence Award (2016-2023) denoting Morristown among the top 5% in the nation for critical care and Excellence Awards in bariatric surgery gastrointestinal care and gastrointestinal surgery, joint replacement, stroke care, and vascular surgery
 - ▶ Five-star ratings for treatment of heart failure (2012-2023), stroke (2011-2023), chronic obstructive pulmonary disease, sepsis (2011-2023), total knee replacement (2014-2023), carotid procedures, GI bleed, repair of abdominal aorta, respiratory failure, colorectal surgeries, gallbladder removal surgery, and bariatric surgery (2017-2023)
- *Castle Connolly/Jersey's Best*: #1 Hospital in New Jersey (350+ beds) by for 2023 and #1 for breast cancer, congestive heart failure, coronary artery bypass surgery, #2 for high-risk pregnancy and birth, hip and knee replacement, neurological disorders, pain management, prostate cancer, pediatric cancer, and #3 for stroke

- Recognized with an "A" hospital safety grade by the Leapfrog Group for 15 consecutive years, and as a Top Teaching Hospital for the third year in a row.
- American Heart Association/American Stroke Association: 2023 Get with the Guidelines® – Stroke Gold Plus, Target: Stroke Elite Plus Honor Roll, and Target: Type 2 Diabetes Honor Roll
- Awarded the Level 1 Geriatric Emergency Department Accreditation (GEDA) accreditation by The American College of Emergency Physicians (ACEP)
- *Becker's Hospital Review*: Great Hospitals in America List 2023, Hospitals and Health Systems with Great Oncology Programs 2023
- Practice Greenhealth's Emerald Award
- Baby-Friendly Facility (2020-2025)
- Highest rating in its five-star system, from the Centers for Medicare and Medicaid Services

Newton Medical Center

2022

- Healthgrades:
 - ▶ Patient Safety Excellence, Critical Care and Pulmonary Care Excellence Award
 - ▶ Five-star ratings for treatment of heart failure, and treatment of bowel obstruction, COPD, pneumonia, respiratory failure, total knee replacement and sepsis
- *U.S. News & World Report*: Recognized nationally for high quality care in COPD, heart failure, kidney failure, maternity care, and stroke
- *Newsweek*: 2022 America's Best Maternity Hospitals list

- Recipient of the American Heart Association/ American Stroke Association's 2022 Get with the Guidelines® – Stroke GOLD PLUS with Target: Stroke, Honor Roll Elite Award and Target: Type 2 Diabetes Honor Roll
- Awarded the Bronze Standard – Level 3 Geriatric Emergency Department Accreditation (GEDA) accreditation by The American College of Emergency Physicians (ACEP)
- Practice Greenhealth's Environmental Excellence Award
- Geriatric Care received the Member status for the NICHE (Nurses Improving Care for Healthsystem Elders) program
- Recognized by The Leapfrog Group with an "A" hospital safety grade for Spring 2022 and Fall 2022
- Highest rating in its five-star system, from the Centers for Medicare and Medicaid Services

2023

- ANCC Pathway to Excellence® Recognition
- Healthgrades:
 - ▶ Pulmonary Care Excellence Award and Patient Safety Excellence Award (2021-2023) denoting Newton among the top 5% in the nation for pulmonary care and top 10% for patient safety
 - ▶ Five-star ratings for treatment of heart failure (2014-2023), and treatment of bowel obstruction, COPD, GI bleed, pneumonia, respiratory failure (2015-2023), total knee replacement, sepsis (2011-2023), upper gastrointestinal surgeries, vaginal and C-section delivery
- *U.S. News & World Report*: Recognized as high performing in diabetes, maternity care, and stroke
- *Newsweek*: America's Best Maternity Hospitals 2023

- Recipient of the American Heart Association/ American Stroke Association's 2023 Get with the Guidelines® – Stroke GOLD PLUS with Target: Stroke, Elite Plus Honor Roll and Target: Type 2 Diabetes Honor Roll
- *Becker's Hospital Review*: Great Community Hospitals List 2023
- Practice Greenhealth's Partner for Change Award
- Recognized by The Leapfrog Group with an "A" hospital safety grade for Spring 2023
- Lown Institute: Hospital Index A ranking for social responsibility

Overlook Medical Center

2022

- ANCC Magnet® Recognition Status
- NICHE designation (Nurses Improving Care for Health System Elders) with five exemplars
- Association of periOperative Registered Nurses (AORN): Center of OR Excellence (CORE) Award
- Emergency Nurses Association Lantern Award – Bouras Emergency Department (2021-2024)
- *U.S. News & World Report*: Best Regional Hospital, #5 in New Jersey, recognized as high performing in colon cancer surgery, COPD, diabetes, heart attack, heart failure, kidney failure, maternity care, neurology and neurosurgery, orthopedics and stroke
- *Newsweek*: One of the World's Best Hospitals and Best Hospitals for Infection Prevention in 2022
- Healthgrades:
 - ▶ America's 50 Best Hospitals (2020-2022), top 1% of hospitals in the nation

- ▶ America's 100 Best Hospitals for Stroke Care, Spine Surgery, Critical Care, Gastrointestinal Surgery, and Gastrointestinal Care
- ▶ Patient Safety Excellence Award denoting Overlook among the top 10% in the nation for patient safety and Excellence Awards in bariatric surgery (2017-2022), cranial neurosurgery (2018-2022), critical care (2016-2022), neurosciences (2015-2022), pulmonary care (2018-2022), labor and delivery, spine surgery, stroke care (2010-2022), gastrointestinal care (2017-2022), gastrointestinal surgery (2017-2022), obstetrics and gynecology
- ▶ Five-star ratings for treatment of heart failure (2014-2022), bariatric surgery (2017-2022), colorectal surgeries (2014-2022), COPD, cranial neurosurgery (2018-2022), diabetic emergencies, gastrointestinal bleed, hysterectomy, pneumonia (2018-2022), sepsis (2012-2022), spinal fusion surgery, stroke (2008-2022), upper gastrointestinal surgeries, vaginal delivery
- *Castle Connolly/Jersey's Best*: #11 hospital in the state (350+ beds) and a top hospital for breast cancer, congestive heart failure, coronary artery bypass surgery, high risk pregnancy and birth, hip and knee replacement, neurological disorders, pain management, pediatric cancer, prostate cancer, and stroke
- Recognized with an "A" hospital safety grade by the Leapfrog Group Spring 2022 and Fall 2022
- Practice Greenhealth's Environmental Excellence Award
- Highest rating in its five-star system, from the Centers for Medicare and Medicaid Services
- Recipient of the American Heart Association/ American Stroke Association's 2022 Get with the Guidelines® - Stroke GOLD PLUS with Target: Stroke Honor Roll Elite Plus, Advanced Therapy and Target: Type 2 Diabetes Honor Roll

2023

- ANCC Magnet® Recognition Status
- Emergency Nurses Association Lantern Award: Emergency Services, Union Campus (2023-2026)
- *U.S. News & World Report* 2023-2024 Awards: Best Regional Hospital, #4 in New Jersey and 18th in the New York Metro area, recognized as high performing in gastroenterology and GI surgery, geriatrics, neurology and neurosurgery, and orthopedics and rated high performing in 11 common adult procedures and conditions
- *Newsweek*: One of the World's Best Hospitals and Best Hospitals for Infection Prevention 2023, America's Best Maternity Hospitals 2023, Best In-State Hospitals List 2024 (#3)
- Healthgrades:
 - ▶ Recognized as one of America's 50 Best Hospitals for four years in a row, top 1% of hospitals in the nation
 - ▶ America's 100 Best Hospitals for stroke care (2014-2023), critical care (2016-2023), spine surgery (2022-2023), gastrointestinal (GI) surgery (2017-2023), and GI care (2020-2023)
 - ▶ Top 5% in the nation for treatment of stroke (11 years in a row), neuroscience (9 years), critical care (8 years), bariatric surgery (7 years), gastrointestinal surgery (7 years), cranial neurosurgery (5 years), GI services (4 years), GI medical treatment (4 years), and pulmonary services (3 years) and Top 10% in the nation for cardiology services, and spine surgery
 - ▶ Excellence Awards in bariatric surgery (2017-2023), cranial neurosurgery (2018-2023), critical care (2016-2023), neurosciences (2015-2023), pulmonary care (2018-2023), spine surgery, stroke care (2010-2023), gastrointestinal care (2017-2023), and gastrointestinal surgery (2017-2023)

- ▶ Five-star ratings for treatment of heart failure (2014-2023), heart attack, bariatric surgery (2017-2023), colorectal surgeries (2014-2023), COPD, cranial neurosurgery (2018-2023), diabetic emergencies, gastrointestinal bleed, pneumonia (2018-2023), respiratory failure, sepsis (2012-2023), spinal fusion surgery, stroke (2008-2023), and upper gastrointestinal surgeries
- *Castle Connolly/Jersey's Best*: #7 hospital in the state (350+ beds) and #4 hospital for breast cancer and pain management, #5 for stroke, neurological disorders, prostate cancer, and coronary artery bypass surgery, #6 for congestive heart failure, and hip and knee replacement, #7 for high risk pregnancy and birth, and #8 for pediatric cancer
- *Becker's Hospital Review*: Great Hospitals in America List 2023, Hospitals and Health Systems with Great Oncology Programs 2023
- Recognized with an "A" hospital safety grade by the Leapfrog Group since Spring 2021
- Practice Greenhealth's Emerald Award, Leadership Circle of Excellence Award
- Lown Institute: Hospital Index A ranking for social responsibility

CentraState Medical Center

2022

- ANCC Magnet® Recognition Status
- Wellness Council of America (WELCOA) has recognized CentraState as a Platinum Well Workplace
- Great Place to Work Certification™
- 2022 CHIME Digital Health Most Wired recognition

- 2022 American Heart Association's Get With The Guidelines® Gold Plus Stroke Elite and Gold Plus Heart Failure Honor Roll and Target: Type 2 Diabetes Honor Roll
- The Joint Commission's Gold Seal of Approval® for Wound Care Certification
- U.S. Health Resources and Services Administration: 2022 Workplace Partnership for Life Platinum Award for efforts to raise organ and tissue donation awareness

2023

- ANCC Magnet® Recognition Status
- Emergency Nurses Association Lantern Award: CentraState Medical Center Emergency Department (2023-2026)
- *Castle Connolly/Jersey's Best*: #4 Hospital in New Jersey (350+ beds) and #3 for breast cancer, congestive heart failure, coronary artery bypass surgery, high-risk pregnancy and birth, #4 for hip and knee replacement, prostate cancer, #5 for pain management, , #6 for neurological disorders, pediatric cancer, and stroke
- CEO Gold Standard & Recognition – Oncology
- Recipient of the American Heart Association/ American Stroke Association's 2023 Get with the Guidelines Heart Failure Gold Plus Award, Heart Failure Honor Roll Type 2 Diabetes
- *U.S. News & World Report*: Recognized as high-performing in stroke Association of periOperative Nurses (AORN): Go Clear Award ■

2022-2023 Daisy Award Winners



The DAISY Award

Launched in 1999, the DAISY Foundation (Diseases Attacking the Immune SYstem) Award is an international recognition program that recognizes nurses whose clinical skills, compassionate care, exemplary service, and continued commitment to excellence exemplify the high standards of the profession. Nurses are nominated by anyone in the organization — patients, family members, other nurses, physicians, other clinicians and staff — anyone who experiences or observes extraordinary compassionate care being provided by a nurse.

2022

Chilton Medical Center

Giselle M. Gartland, BSN, RN
Intensive Care Unit

Edie Lippner, RN
4 West

Beata Sadowska, RN
4 East

Rachele Santos, RN
Labor and Delivery

Kathleen Szilezy, BSN, RN
Cardiac Progressive Care Unit

Hackettstown Medical Center

Antonia Badai, BSN, RN
Progressive Care Unit

Alyssa Handelman, BSN, RN
Emergency Department

Intensive Care Unit (Team Honoree)

Diane Koster, BSN, RN,
ASPAN, AORN
Post Anesthesia Care

Ashley Mickel, BSN, RN, OCN
Intensive Care Unit

Christine Reyes, BSN, RN
Intensive Care Unit

Lauren Shannon, BSN, RN, PCCN
Same-Day Surgery

Morristown Medical Center

Janine Altner, RN
Cardiac Care

Kimberlee Besemer, RN, BSN, CEN
Emergency Department and Trauma

Jacquelyn M. Borgia, RN
Mother-Baby

Juan Diaz, BSN, RN, ENPC
Pediatric Emergency Department

Maria Alcina Fonseca, DNP, MBA,
RN, CCRN, NE-BC
CVICU/CPACU

Amanda Furia, BSN, RN-BC
Medical-Surgical

Alexandra Germani, RN, ANM
Emergency Department

Megan Lucas, BSN, RN
Pediatric Intensive Care Unit

Alexandra Marino, BSN, RN
Pediatrics

Rebekah “Katie” Marthaler, BSN,
RN, CCRN
Cardiac Intensive Care

Jacklyn Miuccio, RN, BSN, CWCN
Wound Care Center

Sandra Ruela, BSN, RN-C
Neonatal Intensive Care Unit

Katilin Rush, RN
Wound Care

Rebecca Ward-Wiley, RN
Kahn 3

Christine Wendt, MSN, RN,
CEN, TCRN
Emergency Department

Dorothy F. Zarillo, MSN, RN,
NEA-BC
Wound Care

Newton Medical Center

Mary Bailey-Repsher, RN
Post Anesthesia Care Unit

Donna Cribb, RN
Intensive Care Unit

Briana D’Angelo, BSN, RN, TNCC
Emergency Department

Brendan Dillon, BSN, RN
Emergency Department

Jacqueline Dupree, BSN, RN, RN-BC
Medical-Surgical

Sandra Eitel, RN
Telemetry

Emergency Department
(Team Honoree)

Marc-Elie Georges, BSN, RN
Emergency Department

Analiza Jacinto, BSN, RN, CPAN
Post Acute Care Unit

Nicolle Lake, RN
Maternity

Jennifer Mattera, BSN, RN, CMSRN
Medical-Surgical

Kelly Mckenna, BSN, RN
Intensive Care Unit

Adele Sweeten, RN
Step Down

Overlook Medical Center

Jennifer Aquino, RN
Medical-Surgical

John Bogojovski, BSN, RN
Post Anesthesia Care

Samantha Butter, BSN, RN
Orthopedic

Mallory Del Mauro, BSN, RN
Intensive Care Unit

David Fenty, RN-BC
Psychiatric Unit

Mayra Giz-Marin, BSN, RN, OCN
Outpatient Infusion

Tara Goldin, RN
Labor and Delivery

Doris Muriithi, BSN, RN, WWC
Respiratory

Zoe Wasserman, RN, CLC
Labor and Delivery

Toia Whitaker, MSN, RN,
WCC, ACHRN
Wound Center

CentraState Medical Center

Cynthia Cannizzaro, BSN, RN,
HN-BC
Labor and Delivery

Maya Washington, BSN, RN
Critical Care Unit

2023

Chilton Medical Center

Susan Becker, BSN, RN, WOCN,
ACHRN, REMT, CDP
Lifetime Achievement Award 2023
Wound Care

Colleen Dente, BSN, RN
Wound Healing Center

Diane Friswell, MSN, RN, NE-BC
Nurse Leader 2023: 2 East

Bryan Guzman, ASN
5 West

Edie Lippner, BSN, RN, BC
4 West

Tak Man Yan, PhD, RN, NP-CCRRN
ICU

Catherina Sawoszczyk, ASN, RN
Infusion - IV Therapy

5 West (Team Honoree)

Hackettstown Medical Center

Tori Corcoran, BSN, RN-BC
Same Day Surgery

Patricia Hannam, RN
Intensive Care Unit

Patricia Hibler, BSN, RN,
CPAN, CAPA
Same Day Surgery

Maria Nawrocki, RN
Intensive Care Unit

Guerdie Nonez, RN
3 North

Pamela Santamarina RN, OCN
Infusion Center

Minor Procedures (Team Honoree)

Morristown Medical Center

Kim Belton, MSN, APN, FNP-C,
CCRN, CHPN
SICU/MICU, SDU, Simon 3
(Nurse Leader Nominee)

Joshua Bucur, RN
Kahn 5

Sofia Coveleski, BSN, RN, OCN
Rockaway Infusion Center

Lauren Ferguson, BSN, RN
Gagnon A

Vickie Gaffey, RN, PCCN
Surgical Access

Lindsey Grant, RN
Kahn 1

Nicolette Krommes, RN
Labor and Delivery

Audrey Leslie, BSN, RN
Labor and Delivery

Whitney Molina, BSN, RN, CCRN
SICU

Jillian Persuad, BSN, RN
Pediatrics ED

Katherine Robertson, BSN, RN
Kahn 3 SDU

Brittany "Rae" Schwartz, BSN, RN
Pediatrics

Holly Scuralli, MSN, RN
Nurse Manager - Outpatient
Medical Oncology
(Nurse Leader Nominee)

Tyler Shaw, BSN, RN, APHON-C
Pediatrics

Newton Medical Center

Linda Connors, BSN, RN, CCRN
Intensive Care Unit

Blair Ebner, BSN, RN
Emergency Department

Tatiana Hamarcak, BSN, RN
1 South

Amelia Intriери, BSN
Maternity

Theresa Kampka, RN
1 Hussey

Nicolle Lake, RN
Maternity

Barbara Moore, BSN
1 Hussey

Amy Pierce, BSN, RN
Emergency Department

Adele Sweeten, BSN
1 South

Afton Werner, RN
Minor Procedures

Diane Wolff, BSN
Minor Procedures

Xenia Yap, BSN, RN
1 Hussey

Advanced Care Unit (Team Honoree)

Overlook Medical Center

9 CD (Team Honoree)

Daniele Campbell, BSN, RNC-MNN
Mother Baby

Gina DeFuria, RN
Infusion Center

Barbara Herrmann, BSN, RN, CNOR
OR

Heather Martell, BSN, RN
Neuro ICU

Tamiko Martinez, RN
10 CD

Maureen McGrady, RN
Pre-Op

Joshua Molino, RN
CCU

Neuro ICU (Team Honoree)

Eileen Prendergast, MSN, RN, CCRN
ICU

CentraState Medical Center

Kerrie Konior, RN
Oncology

Karen Aquino Lopez, RN
Oncology

Megan Lukens, BSN, RN, OCN
Oncology

Labor, Delivery, Recovery, and
Postpartum Unit (Team Honoree) ■

Shared Governance



Shared Governance Membership

Commitment to our robust Nursing Shared Governance model has been woven into the professional culture at Atlantic Health System for decades and is the voice for clinical decision-making at the unit, site and system levels. Nurses participate in five major councils that cascade to the individual sites and include the Professional Development Council, the Nursing Quality Improvement Council, Research and Innovation Council, Nurse Practice Council and the Patient Care Management Council – Atlantic Health System nurses are recognized for their clinical expertise and for guiding the way in so many innovations that directly lead to improvements that benefit the patient and family, the entire interdisciplinary care team, and nurses themselves.

In 2022, Atlantic Medical Group and Atlantic Visiting Nurse continued to make significant strides in Shared Governance, as they have established vibrant councils at each of their sites, with representation from both nursing and clinical team members. The welcome addition of CentraState Medical Center to our council structure has added depth, experience, and the perspective of their nursing team members. Our Atlantic Health System Shared Governance Bylaws were reviewed and revised in 2022, and two new additional councils were formalized in our organizational structure; our goal is to execute membership and formalize goals and scope of the Advance Practice Nurse Council as well as the Nursing Management Council in 2023.

Finally, the Shared Governance Chair/Co-Chair Mentoring Program was launched, which included six virtual educational sessions, provision of one-to-one mentors and a high focus upon individual participants' leadership and professional career goals.

Outcomes of the Professional Development Council, the Nursing Research + Innovation Council, Nursing Research

Council, and the Nurse Practice Council were reviewed at the end of 2022 at the Atlantic Health System Annual Nursing Retreat with leadership from each council, our system CNOs, Trish O’Keefe, President of Morristown Medical Center and Chief Nursing Executive, and all nursing leaders from across the continuum.

Common themes that were heard throughout the reports from each council included the positive impact of systematizing nursing activities throughout the system, ways to enhancing and recognize the voice of the professional nurse, the positive

impact of team building, and the impact of transformational leadership that results in professional relationships, positive patient outcomes, and enhanced synergies among the wide variety of practice venues in which Atlantic Health System nurses practice.

Shared Governance Council Chairs

The Atlantic Health System Shared Governance Council Chairs are so proud of all our nursing team has accomplished

throughout the year. The goals of our Shared Governance Councils are to ensure that quality of care and patient safety standards are maintained through evidence-based practice guidelines, research, and policy and procedures, and to identify opportunities for innovation in nursing practice that enhances excellence in patient care. Your dedication and devotion to Extraordinary Caring is evident in all you do, and we are here to support your **resiliency**, encourage your **innovation**, and together, **transform care** throughout Atlantic Health System. ■

Atlantic Health System Nursing Shared Governance Membership



Atlantic Health System Nursing Degrees

2022	Atlantic Medical Group	Atlantic Visiting Nurse	Chilton Medical Center	Hackettstown Medical Center	Morristown Medical Center	Newton Medical Center	Overlook Medical Center	CentraState Medical Center
LPN		3%						
Diploma	10%	0%	2.1%	9.7%	2%	5%	4.1%	5%
Associate Degree	12%	25.4%	16.7%	27.7%	19%	30.5%	15%	17.4%
Baccalaureate Degree (BSN)	47%	62.7%	64.3%	45.2%	75%	51.8%	69.4%	66.4%
Master's Degree	28%	6.9%	15.8%	9.2%	5%	11.8%	10.4%	9.4%
PhD / DNP	3%	0%	1.2%	0.5%	0%	1.3%	0.7%	1.8%
RN Certification Rate	37%	22.5%	56.6%	33.5%	59%	36.3%	55.3%	39.4%
2023	Atlantic Medical Group	Atlantic Visiting Nurse	Chilton Medical Center	Hackettstown Medical Center	Morristown Medical Center	Newton Medical Center	Overlook Medical Center	CentraState Medical Center
LPN		2.8%						
Diploma	1%	0%	2.3%	8.5%	1.5%	4.2%	3.75%	5%
Associate Degree	13%	24.1%	17.75%	31%	17.4%	31.8%	16.59%	17.4%
Baccalaureate Degree (BSN)	50%	58.3%	63.67%	45.5%	71.2%	57.4%	72.65%	76.7%
Master's Degree	24%	4.6%	14.61%	11%	9.5%	12.4%	18.85%	14.8%
PhD / DNP	5%	0%	1.88%	0.5%	1.1%	1.6%	0.64%	1.8%
RN Certification Rate	38%	19.4%	55.6%	33.5%	43.1%	34.5%	43.19%	41.6%

Transformational Leadership

Global health care challenges served as the call to action for Atlantic Health System's well-informed, knowledgeable nursing leaders to conduct a thorough analysis of the National Academy of Medicine Committee's (2021) *The Future of Nursing 2020 – 2030: Charting a Path to Achieve Health Equity*. Through the strategic design process, Atlantic Health System nursing leadership engaged other organizational thought leaders as well as front-line clinical team members to create our own *Future of Nursing* blueprint, a multi-phase approach that represents the most significant investment in our professional environment to date. National and organizational subject matter experts representing academic, operational and human resources partnered with us so that positive change and enduring systems will guarantee our patients and families of a talented, robust pipeline of nursing staff they have every right to expect.

Transformational leaders establish and support an environment where clinical nurses are empowered at the unit, site and system levels to influence decision making, in numerous specialties across the health care continuum. We firmly believe that world-class nursing, patient quality and safety excellence will, in fact, be our legacy, because of the structure, processes and outcome our leaders have established. This is the linchpin to our success and is the cornerstone of the American Nurses Credentialing Center (ANCC) Magnet® Recognition and Pathway to Excellence® programs.

Atlantic Medical Group

Transformational leadership in nursing is a leadership style focused on empowering nursing staff to exceed expectations and develop new skills and techniques to improve their capacity for innovation and continuous improvement. AMG Ambulatory care is unique because our nursing workforce encompasses six geographic regions, and it is not always easy to gather clinical team members together for leadership development. Our various Shared Governance councils definitely empower our nurses and our medical assistants to contribute to organizational and system goals, they feel part of a larger group, and importantly, a sense of team spirit and “belonging” is fostered. Being part of a council offers leadership opportunities to our clinical team members that might not ordinarily be available to them. Chairing a committee, preparing agendas, running a meeting, and taking minutes are important components of leadership skills. Empowering



our clinical teams to take ownership of smaller yet impactful meetings/events, gives them the skills and confidence they need to tackle bigger projects and expand the voice of our team members.

To help our team members develop new skills and techniques to improve their performance levels, we are developing an AMG Ambulatory Mentoring program, where front-line clinical team members shadow AMG leaders in other (non-clinical) ambulatory roles, with the goal of engaging team members in the breadth and depth of all facets of ambulatory care. This will inspire and develop new leaders by giving them growth opportunities and leadership experiences, increase morale, increase “joy of work” and retention. A win-win for all!

Atlantic Visiting Nurse

2022 and 2023 were years focused on innovation, enhancing nursing capabilities and optimizing quality care. Due to the ongoing national and regional nursing workforce challenges, AVN has developed and enhanced programs to maximize the capabilities of our nursing staff.

A virtual visit (VV) program was implemented February 2022 to supplement field nursing visits, adding additional touch points and improving the patient experience. The visits would focus on medication reconciliation, disease management education, wound assessment, total parenteral nutrition (TPN) instruction, ostomy education and assessment, collaboration with practitioners, and more. The VV program has provided 954 virtual visits to date. Additionally, the patients in the VV program consistently have lower re-hospitalization rates than overall agency.

The remote patient monitoring (RPM) program continues to grow and expand. The average daily census is approxi-



mately 140 patients, which is a 40% growth from 2021. The program’s overall goal is to reduce re-hospitalizations, improve quality care, and improve the patient experience. Additional plans are in the works for continued expansion. In 2023, a pilot program was developed at Morristown Medical Center to provide upstream movement of timely initiation, implementation, and patient education. In 2024, AVN plans to use an AI platform, Medical Brain®, in conjunction with RPM, to provide 24/7 monitoring of our patients, triage at-risk patients, and implement actions plans in real time to prevent re-hospitalizations and improve quality outcomes.

Chilton Medical Center

Transformational leaders inspire growth, promote teamwork, and instill confidence in those they lead. In 2022, Chilton Medical Center welcomed Ginell Walker-Way as Chief Nursing Officer. She brought with her a long-standing history within Atlantic Health System and a transformational leadership style that has greatly enhanced the organization’s ability to meet current and anticipated needs.



One of her first major accomplishments was to launch the Patient Care Management Council (PCMC) at both the system and local level. This Council applies the vision of the Atlantic Health System strategic plan and serves as the structure to empower interprofessional leaders to collaborate and ensure health care excellence across the system.

Ginell’s leadership led Chilton through another census surge in 2023, which required the rapid opening of a “swing” unit. As a result of strong leadership, Chilton maintained the highest quality of care as evidenced by high patient experience and quality outcomes. The interprofessional team that was established to make this happen was recognized with a TULIP (Teams Uplifting the Lives of Patients) Award.

Our employee engagement survey results are a testament to Ginell’s leadership and the culture she has cultivated. In 2022, all nursing areas outperformed the national benchmark in all categories and in 2023, 33 departments achieved a team member engagement Tier One status in the Press Ganey ranking measure of 15 national drivers of engagement, called “Power Items.”

Morristown Medical Center

Patient flow is the movement of patients through the health care enterprise facility and involves collaboration between all stakeholders involved in patient care, resource utilization, and capacity management systems that are needed to guide our patients safely and effectively from the point of admission to the point of discharge, while maintaining high-quality care



“all who enter our system will receive the highest quality care, delivered at the right time, at the right place, and at the right cost.”

and maximizing the patient experience. Using artificial intelligence (Epic tools and dashboards), allow us to standardize situational awareness and communication in order to create and execute action plans with the goal to facilitate and optimize ready, functional capacity at all times.

In January, Brandee Fetherman, CNO, pointed to Atlantic Health System’s 2022 Strategic Plan as a navigational map when she undertook patient flow enhancements at Morristown Medical Center. The Strategic Plan outlined goals including improving by expanding points of access, to grow by enhancing key clinical programs across the system, and by optimizing platforms to generate actionable data. It was important to improve patient flow, to position the hospital to meet its goals to grow, expand points of access, and enhance high-quality clinical programs that are associated with meaningful outcomes. This also demonstrates alignment with Atlantic Health System’s Strategic Plan’s promise that, “all who enter our system will receive the highest quality care, delivered at the right time, at the right place, and at the right cost.”



Overlook Medical Center

Consistent with all Atlantic Health System hospitals, the Nurse Workplace Environment and Staffing Council (NWESC) was chartered at Overlook Medical Center to influence innovation in resource planning and utilization and strengthen civility and mutual support across the health care team. NWESC champions inclusive and equitable recognition throughout our diverse hospital community and elevates our culture of physical and psychological safety. Utilizing the Employee Engagement Survey to identify needs, the Council put forth several initiatives throughout the year. The Council encouraged all unit-based councils to create a Team Code of Honor to set standards of unit culture. In addition, NWESC hosted its first annual Mental Health Day, facilitating conversations about the impacts of the

COVID-19 pandemic upon nurses and a yoga retreat to engage team members in their own physical and mental health.

To address concerns about self-care, a flex program was created. Nurses with assigned patients were able to utilize flex nurses to cover them for breaks and expand the care team beyond the core staff, to delegate selected patient-oriented tasks such as dressing changes. NWESC implemented a roving coffee cart to provide refreshments for the nurses on break and promote the need for self-care activities, which in turn, energizes them to better care for their patients and for each other. These events and initiatives are examples of NWESC's adherence to the mission of improving the nurse workplace environment and overall staffing practices.

In 2023, Overlook continued to strategize on ways to implement creative staffing at our medical center. We have been busy this year working on new initiatives for innovative and flexible options. One of the initiatives is using the program "Trusted Works," which is a demand staffing platform for our Emergency Department (ED) that is focused on the right person, at the right time, and for the right price in partnership with other Atlantic Health System EDs. Overlook has embarked upon this initiative, with the goal of matching tailored shifts with supply and demand variables while coordinating with the current API schedule. The kick-off implementation will start in January 2024.

The implementation of the Weekend Premium Program (WPP) and the Peak Activity Nurse program are other initiatives to support the staffing needs in other areas of our medical center. The Peak Activity Nurse program is an innovative, flexible solution for our Medical/Surgical areas that prompts notifications to RN team members to notify of open shift availability through API to support colleagues during peak activity.

Western Region

After conducting an on-site survey in January of Woodland Behavioral and Nursing Center, Andover, NJ, the New Jersey Department of Health (NJDOH), recognizing Atlantic Health System's health care expertise, requested that we coordinate an interdisciplinary leadership team and serve as the 90-day on-site monitor as part of the corrective action plan for that facility. Their request was based upon Newton Medical Center's proximity, knowledge and experience with the residents, and respected standing as a prominent leader in the surrounding communities.

Deborah Granata, MSN, RN, CDONA/LTC, post-acute care coordinator for Atlantic Health System's Western Region, was selected as the lead nursing representative for the team, given her vast knowledge of long-term care and her wealth of experience in managing transitions of care for



“I continue to follow those residents who were placed in local facilities. I am happy to report they are doing well.”

– Deborah Granata

Woodland residents. Her team met frequently with Woodland leadership and NJDOH representatives, including New Jersey Health Commissioner Judith Persichilli, RN, BSN, MA, who is also a former health care executive, to better understand the unique needs of the residents and the ongoing challenges to Woodland Behavioral and Nursing Center.

Deborah was subsequently named director of nursing at Woodland and worked diligently to improve the health and safety of its residents, supported those staff who were facing job transitions, and identified facilities to safely transfer the residents. Deb’s strong leadership, holding daily meetings on all shifts with the nursing team and facilitating town forum-style meetings with all team members, quickly earned her the respect of the Woodland Behavioral and Nursing Center community, through leading by example, direct and transparent communication, along with prompt resolution of all identified issues. In 2023, she reports: “I continue to follow those residents who were placed in local facilities. I am happy to report they are doing well. Many of the staff continue to seek my advice and mentoring to this day. I see many of them in the sister facility at Limecrest.” Most of all, Deborah’s passion for nursing improved the care of Woodland residents and truly demonstrated Atlantic Health System’s mission and values.

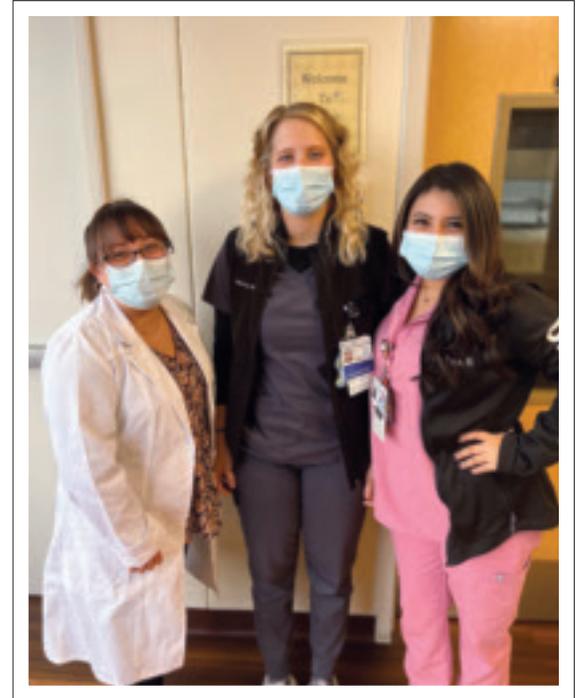
CentraState Medical Center

CentraState Medical Center began preparing its fifth Magnet Recognition Program® document, giving us the opportunity to reflect upon the many contributions of our outstanding clinical nurses. Nursing Leadership has taken many proactive steps, including team member raises, retention bonuses, increased certification pay and enhanced preceptor pay, to recruit and retain a skilled and valuable workforce.

Margaret Kurczeski, MSN, RN, CEN, nursing workforce coordinator, led Initiatives to make CentraState the best place to work for nursing staff including the Nursing Professional Growth Fair, Lunch with the CNO program, a newly invigorated nurse mentorship program and the creation of the Nursing Succession Planning Fellowship. These efforts proved successful and CentraState outperformed their Nurse Satisfaction Survey scores (NDNQI) and their nurse engagement average (Great Places to Work Survey) in both 2022 and 2023.

Margaret Kurczeski, along with Ashley Mackiel, MSN, RN, professional development executive director, and Cathleen Janzeczovich, PhD, MA, FHELA, MEDSURG-BC, NEA-BC, V.P., Patient Services, were selected to showcase their podium presentation, “Improved Nurse Wellbeing Through Workforce Coordination,” at the 2023 ANCC Magnet/ Pathway Conference in Chicago, IL. CentraState looks forward to submitting their Magnet document in early 2024 and eagerly anticipates the site visit to occur soon after.

Diane Yacono, APN-C, CWS, nurse manager/nurse practitioner, led the Central Jersey Wound and Edema Treatment Center to receive their fourth Joint Commission disease-specific accreditation. Michelle Mena, BSN, RN, MEDSURG-BC, nurse manager, oncology, led her team to



organize a butterfly release fundraiser where more than 100 butterflies were purchased and released to raise funds for the Leukemia and Lymphoma Society.

Through her leadership, Donna Keeler, BSN, RN, CEN, nurse manager, Emergency Department, and Laurie Gambardella, MSN, RN, executive director, Specialty Services, led the ED team to receive the 2023 – 2026 Emergency Nurses Association Lantern Award. This prestigious award exemplifies outstanding and exemplary performance in the core areas of leadership, practice, education, advocacy, and research. ■

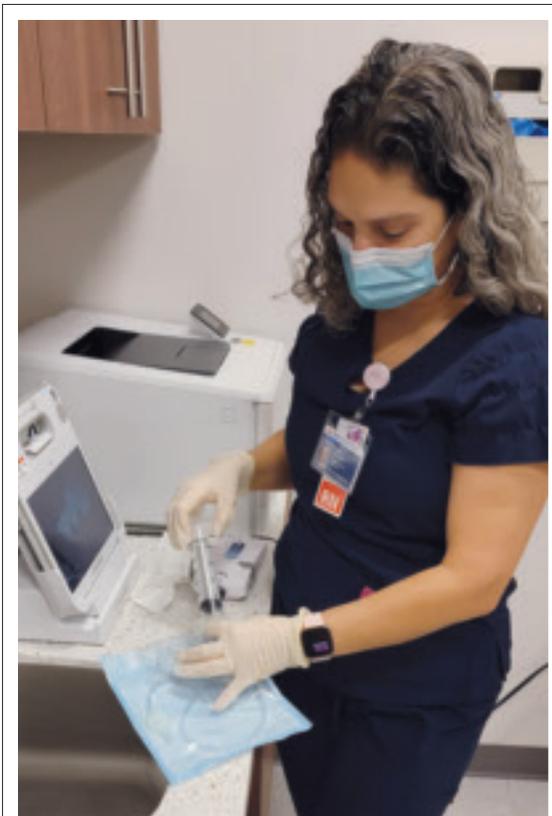
Exemplary Professional Practice

Every site's professional practice model (PPM) and care delivery systems help provide definition and meaning to our outstanding environment of care, where outstanding nursing practice is supported and thrives. These elements serve as the framework for nurses, nursing care and their collaborative, interdisciplinary approach to patient care. Atlantic Health System nurses align their practice with the Mission, Vision, Shared Values and philosophy that nursing and Atlantic Health System has adopted and continuously refines as our patient population and their needs challenge traditional boundaries. We are grounded in continuous quality improvement in our journey toward high reliability organization (HRO) status and are never satisfied as we view perfection not as a final destination, but as our path to successful outcomes. Innovation, based upon evidence-based care decisions, impact the patients and families we strive to serve — and focus the lenses by which we view the provision of health care upon excellence, safety and scientific best practices. In so doing, our nursing culture is a beacon of light within the communities we serve.

Atlantic Medical Group

The Atlantic Medical Group (AMG) mission “To deliver exceptional care, recognizing the unique needs of all those we serve,” places our patients at the center of everything we do. There is no question that ambulatory nursing care has had to change dramatically since COVID-19. AMG nurses look for ways to develop and implement new workflows and processes that benefit our patients.

One department that has embraced change is Atlantic Digestive Health Institute (ADHI). A new procedure, anorectal manometry (ARM), was introduced and ADHI is the only GI practice in Atlantic Health System that offers this procedure. This is an RN-led procedure and can be quite anxiety-provoking for the patient. Ginny Pugliese, BSN, RN, acknowledges the patients’ vulnerability and eases the fear and embarrassment the patient may experience by



explaining the procedure before starting, taking time throughout the procedure to explain each step before it happens, and allowing time for questions. She empowers patients to make decisions for their own care by giving them the education and support they need. Understanding the rationale behind the evidence-based practice guidelines help patients feel more comfortable in taking the needed steps for their own best care.

Ambulatory nursing is constantly evolving, and “Reimagining Nursing” happens across all of our practices. Nurses at the Respiratory Center for Children have exemplified this by becoming the primary line of defense for their patients. In the fall and winter of 2022, as respiratory viral infections became overwhelming in the school environment, patient care was directly impacted. Pediatric pulmonary nurses stepped up to the plate, triaging and following up with concerned parents, collaborating with physicians and advanced practitioners to maximize efficiency, and to meet the increased demand. The RNs currently round on patients who are hospitalized and offer support and education to parents, which is especially appreciated when the physician and advanced practitioners unable to see the patient as quickly as they would like. This is a lifeline for anxious parents and improves the overall quality of care that is provided for this patient population.

Atlantic Visiting Nurse

Post-pandemic nursing staffing shortfalls served as the catalyst for Atlantic Visiting Nurse (AVN) to consider new models of recruiting and training new RNs. The provision of expert home care is unique, and our nurses practice in an independent fashion. It is imperative the AVN Leadership Team has confidence in the autonomous practicing nurse entering the homes of patients identified as high-risk.

Gathering real-time experiences and learning how to become a competent RN in a fast-paced setting, one who is truly the “eyes and ears” of the physician and advanced practitioner, is essential.

AVN, collaborating with Morristown Medical Center, developed a Hire Learning Nurse Residency Program for new RN graduates. The nurse spends vital time at Morristown Medical Center, gathering hands-on experience and learns to incorporate these skills into the home care setting. This is crucial to the program’s success. In 2022, two out of three Hire



Learners completed the one-year program, a 67% graduation rate for this program’s first year. Orienting a new RN requires countless hours from preceptors, assistant managers, and the Education and Quality departments. Our goal is to immerse the new graduate in the home care culture by educating, supporting and guiding them through each phase. We are determined to make this program a success and look forward to the development of future AVN Hire Learners!

In 2023, we continue to have successful recruitment and retention of our AVN Hire Learners. Four Hire Learners

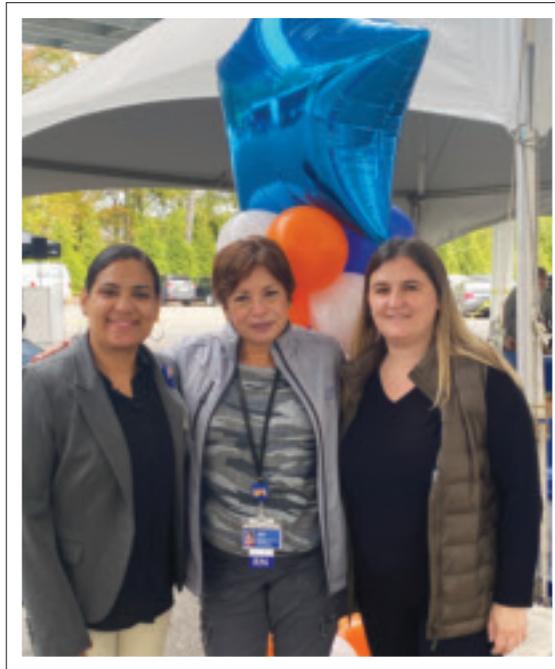
were hired, and 100% remain in the program and progressing. Completion of the program will range from July through September of 2024. This program is rapidly advancing within the organization and with the experience of success as our inspiration, AVN and the Morristown Medical Center Education Department have had an opportunity to restructure and optimize the Hire Learning orientation experience. Several additions included weekly video education ranging from assessment to nursing tasks, an outpatient Diabetes rotation; and the development of preceptor program to help develop and collaborate with preceptors involved in the Hire Learning Nurse Residency Program.

We specifically recognized AVN RN preceptors with an appreciation ceremony and celebrate points — we could not have been so successful without their support!

Chilton Medical Center

Patient safety is a top priority at Chilton Medical Center. For example, many patients need a safety sitter at the bedside. Assigning team members to provide this higher level of observation can create a financial and staffing burden for health care organizations. In 2022, Diane Perez, BSN, RN, Nurse Manager of the Nursing Resource Center (NRC) took an innovative approach to grow the Chilton sitter program by collaborating with the NRC staff and the Nursing Education Department to develop a Patient Safety Technician cross-training program. This program allows for team members in roles such as sterile processing technician, unit associate, and surgical technician to cross-train for the role of safety sitter. which has improved the patient experience, patient safety and team member satisfaction.

Safety coaches also play a vital role in creating a culture of safety and ensuring a harm-free environment. These team



members help to bring awareness and promote the use of our high-reliability safety tools and the reporting of near misses within the medical center. By speaking up for safety, using a questioning attitude, effectively communicating, and having each other's back, Chilton Medical Center team members have been able to identify near misses and implement process changes to prevent errors.

In 2023, Chilton Medical Center reported 7.61 near misses per 1,000 patient days. These reported near misses have resulted in how the Emergency Department checks insulin, the process by which the Surgery Center brings patients to the holding area, the implementation of a two-person sign-off for tissue specimens in the Breast Center, and system changes such as administration of acetaminophen.

Morristown Medical Center

Exemplary professional practice focuses on the application of interprofessional collaboration, quality, safety, and best practices to provide extraordinary caring to the patients that we serve. Throughout 2022 and 2023, the Gagnon Institute of Bioskills Training and Innovation at Morristown Medical Center organized plans for growth and development, expanding upon the educational offerings provided at Morristown Medical Center developing interprofessional team training sessions. The institute has been able to organize realistic patient scenarios using the “Sim Man” — a manikin that can blink, breathe, talk and more. Scenarios were developed aligning with patient care situations that the teams may see in clinical practice. Using the simulation software, the manikin's vital signs, lung sounds, and assessment findings are manipulated in accordance with the team's treatment decisions.



The interprofessional in situ/in-hospital simulation sessions have taken place in various areas of the hospital including the: ICU, Emergency Department Trauma Bays, Step

Down, Medical-Surgical Areas, and Hemodialysis and have allowed teams of health care providers to train together. The teams have included: nursing staff, patient care technicians, respiratory therapists, surgical residents, emergency medicine residents, internal medicine residents, pharmacists, informatics, and rapid response teams. Following the scenarios, the teams debrief together reviewing what went well, what could be improved upon, and what the team wants to see in future simulation activities. The multidisciplinary teams at Morristown Medical Center exemplify excellent teamwork and critical thinking during the simulation sessions. The response to these sessions has been overwhelmingly positive, and the staff looks forward to more in situ/in-hospital simulations.

Reimagining nursing professional development and health care education with simulation team training has allowed for interprofessional delivery of educational opportunities, giving staff more realistic experiences, and building their confidence so our teams are ready for real patient experiences.

Overlook Medical Center

Beginning with a literature review in 2022, Pam Hughes, MSN, MBA, RN, CWOCN, CNL, found a recent study (Rivera et al., Implementing a Pressure Injury Prevention Bundle to Decrease Hospital-Acquired Pressure Injuries in an Adult Critical Care Unit: An Evidence-Based, Pilot Initiative. *Wound Management & Prevention*. 2020 Oct;66(10):20-28. PMID: 33048828.) where an ICU team reduced HAPI by 94% with daily prevention rounding and bundle placement. In addition, the state-wide NJ Pressure Injury Collaborative project, which began in 2005, demonstrated that prevention bundles could reduce HAPI rates 70%. Combining these initiatives into “Get the Bundle on the Patient,” a project designed to prevent hospital-

acquired pressure injuries (HAPI), Pam wondered if high HAPI rates in Overlook Medical Center’s ICUs were driven by missing bundle elements. To test this theory, Pam reached out to ICU Nurse Manager Chuck Ruggiero, BSN, RN, who endorsed the project.

Pam and the team of wound, ostomy, and continence (WOC) nurses at Overlook then rounded for three months on ICU patients with Braden score 18 or less Monday through Friday, recorded and replaced missing bundle elements, and educated the nurses. More than 300 rounds were completed, missing bundle elements data was analyzed for trends, and the HAPI rate plummeted to zero. The success of this project served as the catalyst to kick off a similar study two months later on a Medical-Surgical unit with the same results: HAPI = zero.



Exhibiting her passion for the HAPI reduction project, Pam rounded in the ICU daily to ensure high-risk patients had the prevention bundle in place and collected data on missing bundle items and HAPI rates. This approach, along with a highly trained team of WOC nurses, greatly contributed to Overlook’s goal of HAPI reduction by 10% in 2022.

Through education, data analysis and daily rounding by Pam and her wound care colleagues, the rate of ICU HAPI went from 8.3/1,000 patient days to 0/1,000 patient days.

In 2023, HAPI rates in the ICU continue to decline with an 18% decrease in HAPI/1,000 patient days from 2022. Pam continued her passion to reduce HAPI outside of the ICU by leading two new projects with the inclusion of new LPN staff on a medical surgical unit and in the ED to round on high-risk patients. To date, the rate of HAPI/1,000 patient days on the medical surgical unit has declined from 2.6/1,000 to 0.27/1,000, and no avoidable HAPI have occurred in the ED. In addition, in 2023, Pam formed an interdisciplinary team to focus on reduction of HAPI that occurs under the tracheostomy bumper. A change in nursing practice for trach care was approved for this project by the Overlook Medical Center Nurse Practice Council and the project went live in August. To date, there have been no HAPI under tracheostomy since the project’s rollout.

Western Region

The senior leadership team, including hospital president Bob Adams and CNO Donna Watridge, recognized the community need to provide testing for COVID-19 during the second wave of the pandemic, as the capacity of the Emergency Department was challenged due to the influx of patients with potential symptoms of coronavirus. Senior leadership sprang into action, pulling all resources to develop a drive-through COVID-19 swab clinic that provided testing in addition to other treatments, all the while reducing the burden upon the ED.

The COVID-19 Swab Team, composed of interdisciplinary team members including security, lab, cardiology, nursing, and informatics (multiple Epic teams), was dispatched within



48 hours of the ask. Multiple departments and team members collaborated to open the drive-through testing effort within 48 hours, during frigid weather and the holiday week. Only later would we realize that Newton Medical Center was the only site in the immediate tri-state area (NJ, NY, PA) that was open to the public for testing. All other facilities had not reopened since the first wave of COVID-19 had subsided.

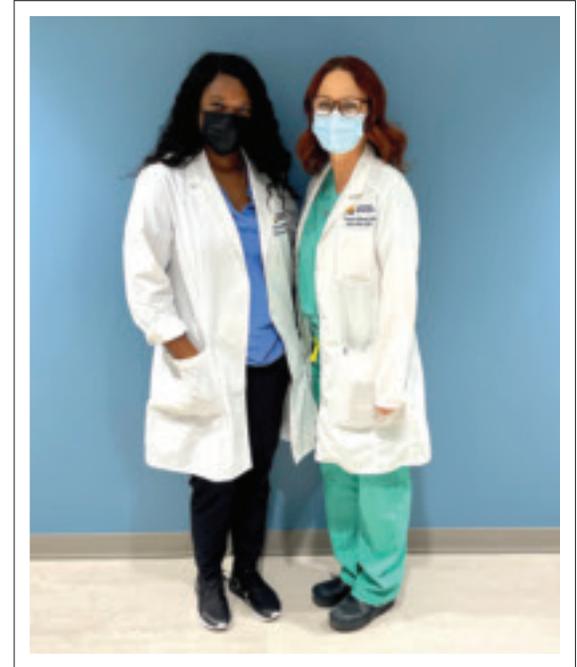
The testing center launched in January 2022. As a result of this team effort, more than 1,400 community members received testing in the first three days. Thousands more were tested in the following months. Without the continual commitment from our senior leadership team, multiple support systems, and the feet-on-the-ground team members, this would not have been possible.

It has been said that “teamwork makes the dream work,” and this project was a huge success for our community. The team responsible for the launch of this project were recognized in October 2022 at the Western Region Clinical Awards dinner.

CentraState Medical Center

When the Emergency Department “Top Box” scores for early 2022 for “Nurses Overall” fell to 34%, Tracey Deaner, MSN, RN, NEA-BC, CPXP, director, Patient/Resident Experience, partnered with Emergency Department (ED) leadership to implement nurse leader rounding in the ED. Charge nurses, clinical leaders and nurse manager Donna Keeler, BSN, RN, CEN, TNCC, participated in the rounds daily. Post-implementation scores improved to 86% by October 2022. Fast forward to October 2023, and the ED “Nurses Overall” scores have continued to improve quarter over quarter for the last seven quarters. In addition, the ED “Likelihood to Recommend” reached 81.3%, above our target goal, through the end of 2023.

Other innovators, Laurie Jaffe, BSN, BS, RN, CCRN, nurse manager, PACU, and Tracy Lee, BSN, PCCN, RN-BC, clinical leader, 4 East Observation, implemented a Civility Task Force to focus on improving coworker



relations. They implemented civility messaging, kindness day, telephone etiquette, and partnered with our security team to improve staff safety within the organization. In September 2023, the Civility Task Force hosted a “Civility Day,” which included an ice cream social attended by our leadership and clinical staff members to recognize the importance of respect and civility in our workplace.

Technological improvements were manifested in August 2022, when the Labor and Delivery, Recovery, and Postpartum units implemented Philips IntelliSpace, a fetal monitoring system that interfaces with Epic. Each patient’s room now has a new Philips Avalon fetal monitor, new dual computer screens, and fetal monitoring cart. The staff completed training with super-users receiving additional auxiliary training on the management of the fetal monitoring system. ■

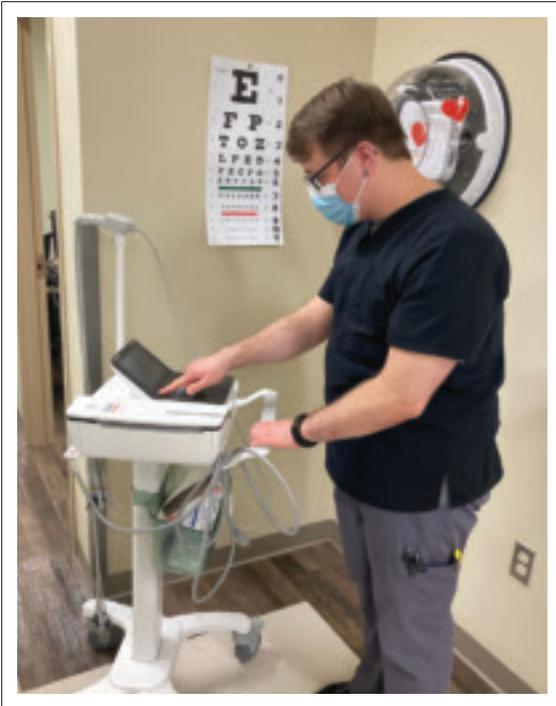
Structural Empowerment

Standards of practice, professional development, commitment to the community and investment in an exceptionally positive image of nursing are all key elements of an affirming and supportive culture. All nurses thrive when decision-making by those at the front-line level of care is strongly encouraged, empowered and enhanced to reach maximum impact. This is accomplished through continuous investment in shared governance councils, and participants' access to advanced knowledge, technology, information on how to tap into organizational experts, and importantly, coaching and mentoring in order to maximize Atlantic Health System's countless opportunities for personal and professional growth.

We believe that empowered nurses are best equipped to advocate for their patients and their families in terms of access to care, equity, resources of every kind and, in other words, to leave a lasting imprint upon the patient experience. Our nurses are visible within the system and also regionally, nationally and even globally as they invest in exceptional professional health care communities that, in turn, reinvest and reenergize our own environment as well.

Atlantic Medical Group

The recruitment of high-quality clinical staff remains a challenge for the entire health care industry. AMG continues to expand its services and the need for even more qualified ambulatory RNs prompted us to innovate and develop a solid orientation and onboarding process to ensure the well-being and retention of our new nurses. To facilitate the transition of new nurses, and to ease the stress that often comes with change, the AMG RN Preceptor program was launched in 4 Q 2022. Enthusiastic and interested RNs were invited to apply for the preceptor role and, after a successful interviewing process, 12 RN preceptors were identified. We work with our Clinical Administrators to identify the new RNs that need support and individually tailored approaches are designed for them.



This program connects all new RNs with an experienced RN preceptor for up to four weeks. A comprehensive clinical orientation along with an RN competency assessment is conducted, and each orientee is fully supported as they transition to ambulatory nursing and to AMG. Multiple forms of resources and education are provided along the way: webinars, “on-the-spot training,” and shadowing nurses at other practices, are several of our best practice initiatives. In 4 Q 2022, we precepted 12 new RNs, and in 2023, 26 new RNs have been precepted through this initiative. The feedback from both preceptor and preceptee has been very favorable.

Atlantic Visiting Nurse

In 2022, Atlantic Visiting Nurse celebrated the completion of our inaugural year of Shared Governance. The members of our Nursing Quality Council, with operational support from the Coordinating Council, were empowered to identify, develop, and assess the impact of two projects which directly improved our patients’ quality of care and experience: They created an interactive medication reconciliation tool that is utilized during every visit. It provides written medication teaching and visual aids, with an emphasis on high-risk medications. This has helped to assure collaboration between our patients, their physician, and Atlantic Visiting Nurse to reduce adverse medication events and help to achieve patient stated-health goals.

The council also identified that there was a need for patient education and clarification related to the role of the home health aide. Thus, the council formulated an insert for the admission folder outlining the aide’s role and responsibilities (aides are unlicensed and, therefore, do not have a scope of practice per se) and expected length of service for each patient, helping to improve communication through



delineation of clear expectations. Both projects have resulted in a positive impact on our patient’s experience as demonstrated by improved patient engagement scores.

In 2023, the focus of the council has been to create a home care-specific preceptor training program to standardize the education and orientation that all new nurses receive. The goal is to provide a comprehensive program to set up our new team members for success, as well as to increase retention.

Chilton Medical Center

At Chilton Medical Center, there is a strong Shared Governance structure in place that supports clinical nurses in shared decision-making and empowers them to improve patient outcomes and advance the health of our communities.

In 2022, the nurses in the ambulatory Pediatric Clinic Unit-Based Council (UBC) identified an increase in tooth decay in their young pediatric patient population. When investigating further, they discovered that lack of access to dental providers and lack of early oral health care were contributing factors.

The nurses collaborated with the interprofessional team, including physicians, nursing leadership, and the office staff, to implement an evidence-based practice project that would address the unique needs of this population. After reviewing the literature, the team implemented an evidence-based oral health risk assessment tool and a protocol for administering fluoride varnish within the Pediatric Clinic. Through Chilton's Shared Governance structure, this unit-based council expanded access to preventative care for an underserved vulnerable population and successfully increased the percentage of patients being screened, educated and provided with preventative services.



In 2023, the Chilton Medical Center Operating Room (OR) UBC sought out a strategy to improve the patients' experience. The team wanted to be able to elicit immediate feedback for timely identification of improvement opportunities and decided to implement post-operative patient rounding by OR nurses. Within the first few months, the Surgery Center's patient experience scores improved, with the "overall assessment" and "staff work together for your care", both increasing from the 77th percentile rank to the 99th, and the question asking "staff ensured you were comfortable" increased from the 32nd percentile rank to the 99th percentile rank. This project demonstrated that through collaborative problem-solving, the RNs in the OR unit-based council were able to support the patient experience beyond the operating room.

Morristown Medical Center

The Shared Governance structure in nursing is an important component that facilitates transformational leadership. But often, the accountability, equity, and decision-making power, encouraged by Shared Governance, does not reach the night shift nurses. Thus, a Night Council was created and is sustained, to empower nurses to be engaging leaders in their own practice, foster collaboration among different nursing units and interprofessional partners, and support innovative clinical practice. The members of the night council include a multidisciplinary team and RNs from various workplace settings, who meet monthly during nighttime hours. Improving provider communication at night was one of the chief goals for 2022. The stakeholders recommended creating a communication plan and reinforcement of appropriate use of communication channels to enhance patient care at night. Implementing the communication plan has led to improved collaboration with the off-shift providers.



The Night Council initiated and trained a peripheral intravenous (PIV) resource team to facilitate difficult PIV insertions. In 2022, the PIV resource team facilitated more than 500 difficult PIV insertions and, as of this writing, were well on the way for placing more than 500 in 2023. We hope that this may lead to increased resources for night staff since the need is there. The Vascular Access Department has created an evening job position to help assist with access during the off shift hours, improving patient care and satisfaction.

Projects for 2023 included hard spinal boards to be placed in centrally located units to ensure quick stabilization of patient who might have injuries after falls. We also have combined the work of the Quiet at Night Committee to assist in initiatives to increase the satisfaction of patients and well as improved HCAHPS scores. The biggest project in 2023 was the introduction of the Sleep Menu, which allows patients to pick therapeutic comfort items, when appropriate, to assist in their care on the night shift.

The Night Council also has a quarterly Journal Club, in which members are encouraged to present journal articles pertaining in some way to night shift. Night PACT opportunities are always being added as well, including assisting with Well-Being Night Coffee rounding.

Creating and successfully sustaining the Night Council has been a tremendous journey in 2023. The Council will continue its work to empower and engage the off-shift team as the organization makes its way into the future. The membership has grown over the last few years, and we welcome input and collaboration from staff nurses throughout the hospital (all care settings), nursing administration, APNs, pharmacists and respiratory therapists. These disciplines work well together at the bedside and are empowered to bring up issues to the Night Council and then discuss strategies for improving the care of patients on night shift.

Overlook Medical Center

With the direction and guidance from Vicki Kostis, director of nursing at Overlook Medical Center, and with support from The Overlook Foundation, three additional educator positions have been created. These resources are being utilized on 10 CD, a 54-bed medical-surgical unit whose staff care for patients requiring ventilatory support and/or peritoneal dialysis. This unit was selected to facilitate new graduate nurses' transition to practice.



A gap analysis demonstrated the need for additional clinical support during the novice nurses' pivotal first year — the time they are most vulnerable in their nursing career. A follow-up stakeholder analysis of the published knowledge about nurse retention provided information that new graduate nurses seek upward career growth in less time than traditionally seen in nursing. The goals of the program include promotion of excellence in patient care as well as improvement in overall team member engagement and retention. Having the clinical educators as at-the-elbow support provides new graduate nurses a dedicated nurse expert to nurture and guide critical thinking, clinical agility and skills development at almost every shift.

To respond to the novice nurses' desire for career focus, a three-year pathway was created that demonstrates investment by the organization in their long-term job engagement. The pathway begins with a 16-week clinical orientation, a component of the one-year Hire Learning Nurse Residency program, and further interfaces with our RN PACT Clinical Ladder program. This three-year program is designed to maximize career growth opportunities. Since the implementation of the additional in-unit educators, there has been an increase in anecdotal evidence of new graduate nurses having more directed opportunities for learning, an increase in interdepartmental collaboration to improve patient outcomes, and an increase in team member satisfaction. An added bonus is that other nurses on the unit who act as preceptors have found support from the diverse experiences and strengths that the in-unit educators bring to 10 CD.

Western Region

Over the last four years, the oncology service line has experienced exponential growth in the Western Region. During this time, Hackettstown Medical Center's Infusion Center



completed their physical space expansion and grew from seven to 12 treatment bays. With this growth, additional nursing team members who helped to elevate the oncology care provided in the Western Region. Hackettstown Medical Center and Sparta Infusion Center work as a comprehensive team; nurses have volunteered to be cross-trained at both sites to accommodate volume and share their clinical knowledge and expertise with all members of the oncology team. The nurses collaborated in a study group, in order to prepare for the oncology certified nurse (OCN) credential, currently all eligible RNs are now OCN-certified.

The nurses are actively engaged in our systemwide Oncology Committee to lead and advance evidence-based practice changes and quality improvements across the organization.

“I have been a nurse leader for more than 10 years and I have never worked with such a great group of nurses. They respect and take care of each other as colleagues, and I believe those relationships lead to a safer patient care environment.”

– Joanie O’Leary, MSN, RN, APN, OCN, CRNI

The nursing team has enthusiastically taken on new challenges over the last year to improve the care of oncology patients in the Western Region. For example, in 2022, Hackettstown Medical Center and Sparta Infusion Center focused on improvements related to the healing environment for patients in the Infusion Center. Through key interventions, such as aromatherapy, music, art, puzzles, snacks, there was a 46% reduction in self-reported anxiety in patients receiving chemotherapy.

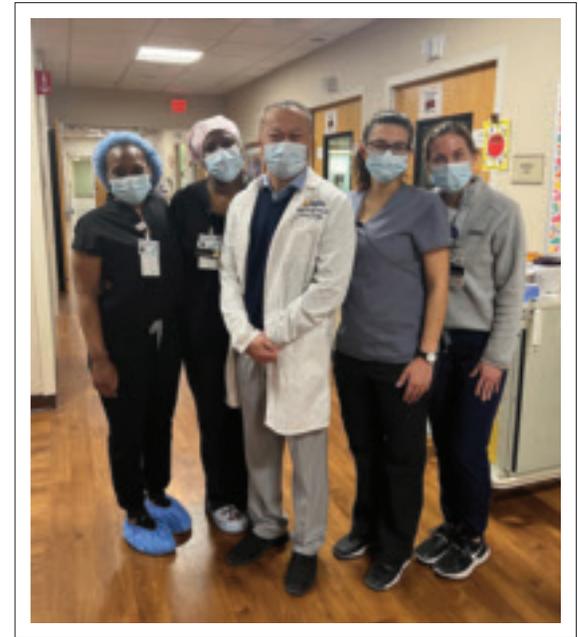
Throughout 2021, both sites also participated in an Oncology Service Line Institutional Review Board (IRB)-approved research study to determine if cryotherapy reduces neuropathy in patients receiving the chemotherapeutic agent, Paclitaxel (brand name Taxol®). All team members were required to obtain Collaborative Institutional Training Initiative (CITI) training and then, educated and mentored about their critical roles to support the implemen-

tation of the research protocol. In 2022, we completed this study which was accepted and presented at the Oncology Nursing Society (ONS) Congress in April 2023 in San Antonio, TX.

Joanie O’Leary, MSN, RN, APN, OCN, CRNI, nurse manager of the Newton, Hackettstown and Rockaway Infusion Centers, said: “I have been a nurse leader for more than 10 years and I have never worked with such a great group of nurses. They respect and take care of each other as colleagues, and I believe those relationships lead to a safer patient care environment.”

CentraState Medical Center

The DAISY Team Award is designed to honor collaboration by two or more people, led by a nurse who exemplifies caring as they identify and meet patient needs. Led by their nurse manager Hazen Yu, MBA, BSN, RN, the CentraState 3 North team includes registered nurses, patient care technicians, health unit coordinators, and clinical leaders. At the start of the pandemic in March of 2020, this team was the first nursing unit to be dedicated to caring for only COVID-19 patients, and two years later, they are steadfast in their care and devotion for this patient population. Bound together by the pandemic and continuing to persevere in a challenging time, they emerged a unified and stronger team. Despite the pandemic challenges, this team continues to have high patient satisfaction scores and quality outcomes. In 2022, the designation of a dedicated RN Resident Coordinator role was initiated, with the appointment of RN educator Rosanne Wike, MSN, RN, MEDSURG-BC.



Now established as a 12-month RN Residency Program, CentraState has completed and submitted the application for Commission on Collegiate Nursing Education (CCNE) accreditation. This accreditation establishes a standard of excellence among the program’s delivery, institutional resources, curriculum, and assessment and achievement of program outcomes. The team hosted a seamless site visit from the CCNE surveyors in November 2023 and are eagerly awaiting accreditation status in 2024. ■

New Knowledge, Innovations & Improvements

System-Wide Collaborative Projects

Atlantic Health System Nursing Quality Awards

Cristen Mackwell, DNP, RN CMSRN, EBP-C, NPD-BC, clinical nurse specialist for research and innovation and NICHE coordinator at Hackettstown and Newton Medical Centers, presented the idea of an annual Atlantic Health System Nursing Quality Award to the Nursing Quality Improvement Council. This award recognized the notable contributions to quality improvement at the health system. Members of the project were responsible for developing criteria and selecting award winners. During the inaugural year, there were eight awardees and one honorable mention. Team member who worked on the award are listed below.

TEAM MEMBERS:

Cristen Mackwell, DNP, RN, CMSRN, EBP-C, NPD-BC
 Brooke Roth, BSN, RN, CMSRN
 Catherina Sawoszyk, AAS, RN
 Laura Reilly, MSN, RN, CCRN-K, CNRN
 Olivia Petzoldt, BSN, RN-BC, CPHQ
 Kanisha Boyd-Basden, MSN, MHA, RN, NE-BC
 Ashley Mackiel, MSN, RN
 Deborah Toresco, BSN, RN, NE-BC

Coordination of Pediatric Collaborative

During the unexpected surge of severe pediatric respiratory illness in fall 2022, Atlantic Health System hospitals worked diligently in order to ensure that all sites had the proper tools to treat severely ill children. CentraState Medical Center was invited to join the Atlantic Health System Pediatric Collaborative. Through this committee, data was shared throughout Atlantic Health System and CentraState related to specific cases, volume and acuity level of respiratory illness. CentraState shared equipment with sites throughout the system who were experiencing higher volumes of cases. The Goryeb Children's Hospital provided education to ensure that CentraState could provide the appropriate care for its pediatric patients through the seasonal peak of pediatric respiratory illnesses. During Fall 2022, pediatric transfers increased by 25% and patients admitted for Observation and Acute Admission status also increased by 25%. The outcome was that the pediatric severe respiratory emergencies education provided by the Atlantic Health System Pediatric Collaborative was incorporated in our Pediatric RN orientation and policies.

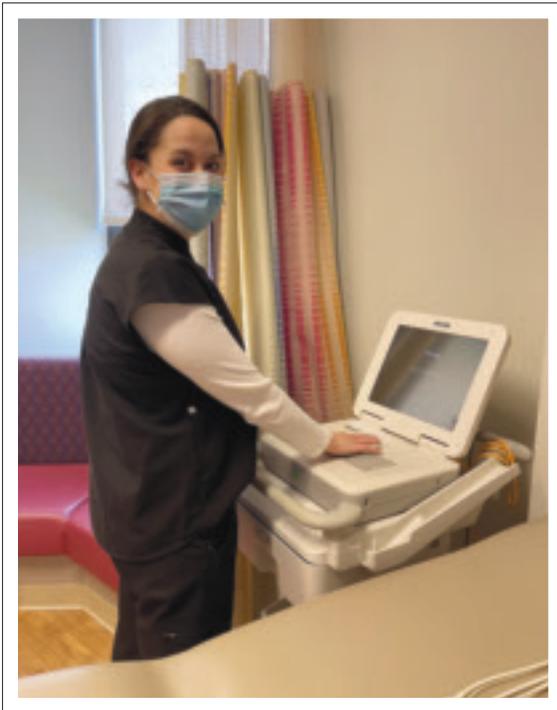
TEAM MEMBERS:

Laurie Gambardella, MSN, RN, Executive Director, Pediatrics, CentraState Medical Center
 Brandee Fetherman, MSN, RN, CCRN-K, CNO, Morristown Medical Center
 Danielle Marcello, MSN, RN, PED-BC, Nurse Manager, Goryeb Children's Hospital
 Donna Keeler, BSN, RN, CEN, Nurse Manager of ED, CentraState Medical Center
 Kerri Lyman, PhD, RN, CPEN, Clinical Nurse Specialist, Goryeb Children's Hospital

Atlantic Medical Group

Barcode medication administration (BCMA) is a standard workflow used in the acute care setting, but rarely used in the ambulatory care environment. Linking medication management to include BCMA provides an additional layer of patient safety and is an important component of Epic’s capabilities. BCMA ensures that the five rights of medication administration are met consistently.

After months of planning and securing financing, we were finally able to launch a BCMA pilot in January 2023. The goal of this project was to decrease medication errors and provide a safe workflow for medication administration, utilizing and aligning with our High Reliability Organization (HRO) safety principles.



We selected five practices based on medication volumes and specialty: three family medicine practices (Morristown Family Medicine, Overlook Family Medicine, Medical Institute of NJ); one internal medicine (Internal Medicine Faculty Associates) and one pediatrics practice (Florham Park Pediatrics). We collaborated with our Epic colleagues to put together a solid learning plan. We also had an on-site BCMA project team to help facilitate the transition. We created a BCMA Power BI dashboard to monitor compliance, and we used Origami, our event reporting system to measure decrease in errors.

We set a goal of 95% compliance, which aligns with the Atlantic Health System hospital benchmark. In May 2023, compliance was 88.4%. YTD December, we are at 96.4%, which surpasses our original goal.

Special thanks to Patricia Baxter, DMH, MSN, RN, CIC, CPHQ and Marina Palladino, MSN, RN, for spearheading this initiative, which is now ready to be expanded across additional AMG practices.

Chilton Medical Center

In May 2022, a research study concluded related to nurses’ knowledge, attitude, and practices related to evidence-based practice. The data from this study was disseminated with poster and podium presentations at Morristown Medical Center’s Nursing Research Day. The Electronic Journal Club started at Chilton Medical Center in January 2022. It is a virtual journal club open to all Chilton nurses who can participate at any time. It is intended to be inclusive to nurses representing all shifts. In October 2022, Chilton began and inaugural Evidence-Based Practice (EBP) Scholar Program. Three scholars concluded their EBP project and disseminated their findings in a Nursing Grand Rounds.



In March 2023, we had an innovative idea of using the computer training room to host 11 nurses to earn their required CITI certificates. During Nurse’s Week in May 2023, the Nursing Research and Innovation Council had our own poster fair in the Chilton Medical Center Board Room. Mary Ann Donohue-Ryan, PhD, RN, APN, PMHCNS-BC, NEA-BC, CPHQ, FACHE, manager, Nursing Administration at Chilton presented a poster, “Nurses’ Role in Ensuring Equitable Allocation of Scarce Resources During the COVID-19 Pandemic,” at the International Council of Nurses (ICN) Congress in Montreal, Canada in July 2023. Rosemarie Jones, MSN, RN, and Kim Rosales, DNP, RN, CNML, had a poster at the ANCC Magnet Conference in October 2023, held in Chicago. The poster was “RNs Implement a New Program to Reduce Workplace Violence” and it won second place at the conference.

Evidence-Based Practice (EBP) Scholars Program

Chilton Medical Center is committed to advancing clinical excellence by supporting nurses' pursuit of clinical inquiry. In 2022, Chilton launched its first Evidence-Based Practice (EBP) Scholars Program. This unique 12-month program was developed to empower and support the clinical nurse through education, mentoring and dedicated time away from the bedside to implement EBP. During the program, EBP scholars identify a clinical problem and are mentored through the process of translating evidence into practice to improve quality outcomes. This program helped to develop and sustain an evidence-based infrastructure that will, ultimately, improve patient care as well as the practice environment.



in overall understanding, willingness to share ideas, and prototyping. Findings indicated knowledge of innovative skills improved through the duration of the program.

Overlook Medical Center

Overlook Medical Center's Nursing Research and Innovation Council is an enthusiastic group focused on education and engagement of clinical nurses in research, quality improvement and innovation. Council members attend educational sessions, and review proposals of clinical nurses, including student research/projects.

One important initiative focusing on care of geriatric adults was highlighted by Susan O'Kane MSN, PCCN, RN-BC, NICHE coordinator. Susan presented a poster on October 6,



Morristown Medical Center

In 2022, Pamela Mellin, DNP, RN, APN, clinical nurse specialist for Maternity at Morristown Medical Center, shared information at the hospital's annual Nursing Research Council about the effectiveness of a transabdominal plane (TAP) block to manage post-operative Cesarean section pain. A total of 254 patient records were examined, comparing those with TAP and those with usual care. Pain scores from 13 to 24 hours post-operative timeframe demonstrated that pain was experienced less for those who had TAP. Neither length of stay, nor opioid use differed between the groups.

At the 2022 and the 2023 conferences, Morristown Medical Center clinical nurses who participated in the newly created Design Thinking and Innovation Workshop education program (known as Designing Nurses) shared successes of their projects. Innovations are intended to directly impact and improve patient outcomes. The current program is eight-months and provides lecture and didactic education about design thinking, innovation, prototype development and gathering feedback to guide iterations of novel ideas. A survey of knowledge and attitudes indicated growth

The Inaugural 2022–2023 EBP Scholar Program Consisted of the Following:

Jo Ann Coar, MSN, RN-BC, A-GNP-C, CWOCN, Wound Care RN; Project: Reducing Hospital-Acquired Pressure Injuries Through Standardization of Bed Linen and Staff-Directed Coaching Interventions

Meghan Keaveney, BSN, RN, Cardiac Progressive Care Unit RN; Project: Decreasing Delirium Through Standardization of Non-Pharmaceutical Interventions

Nichole Raia, BSN, RN, Intermediate Medical Care Unit RN; Project: Increasing Novice Nurse Confidence During Rapid Response Team Interventions Through Mock Code Training

Dawn Siek, BSN, RN, CV-BC, Cardiac Rehabilitation RN; Project: Decreasing Depression and improving Quality of Life through Virtual Meditation Techniques

2022 at the Atlantic Health System Research Symposium. Overlook is an age-friendly organization, focusing on mobility, mentation, medication, and what matters (goal setting). These topics collectively are referred to as 4Ms by the Institute for Healthcare Improvement (2022, IHI.org), a systemwide initiative. Providing available relevant resources was addressed by Susan and her colleagues. Geriatric Resource Nurses (GRNs), along with NICHE nurses who specialize in the care of the older adult, are available as resources. The number of GRNs available at Overlook Medical Center has doubled since inception of this role, thus supporting best practices for the comprehensive care of older adults.

The Nursing Research and Innovation Council continues to support nurses interested in conducting research. Innovative ideas and processes are also shared at meetings. The group continues to explore ways to improve patient experiences by tackling complicated processes such as efficient transfers from the emergency department.

In 2023, the GRNs continue to support our 4Ms care approach for geriatrics in weekly bedside geriatric rounds. They continue to educate their staff regarding the 4Ms at monthly staff meetings and daily unit huddles. They will begin to audit the 4Ms utilization in 2024 via Huon Rounding on units.”

Western Region

The Western Region’s Nursing Research and Innovation Council has had an exciting year as we were able to increase disseminations from the West by 38%. We are excited for the potential disseminations that will come out of a recently completed Institutional Review Board-approved study on



oncology. Atlantic Health System oncology nurses are at the forefront of implementing interventions to prevent side effects of chemotherapy. Joanie O’Leary, MSN, RN, APN, OCN, CRNI, nurse manager for Hackettstown, Newton, and Rockaway Infusion Centers partnered with Kerstin Schepers, DNP, RN-BC, OCN, to ascertain the impact of cryotherapy on chemotherapy-induced peripheral neuropathy (CIPN). CIPN is a serious side effect of taxane chemotherapy that may result in numbness, tingling, and burning in the hands and feet, adversely affecting patients’ quality of life. Patients in the intervention group received frozen gloves and socks to wear throughout treatment. The intervention group self-reported CIPN scores that were clinically and statistically significantly lower.

Innovation is the process of creating a new method, idea, or product. The Western Region is focused on harnessing the great ideas of our nurse to streamline processes. The Western Region has been successful with decreasing unnecessary readmissions from skilled nursing facilities by using a nurse-to-nurse report and with the role of the post-acute care coordinator (Deborah Granata, MSN, RN CDONA). Corinne Engelhardt, BSN, RN, CMSRN, saw an opportunity to improve the discharge workflow by having nurse-to-nurse hand-off to the skilled nursing facilities added to the flow sheet rows in Epic. This process not only makes it easier to document but allows for a more efficient way to track compliance with the process. ■

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Donohue-Ryan, M.A., Fochesto, D., Peleg, N., & Kowalski, M.O. (2023, July/August). An organization's documentation burden reduction initiative: A quality improvement project. *Nursing Economic\$,* 41(4), 164-175.

Sabatini, R., Horan, K., McKnight, A., Thomas, J.V., Stroh, L., & Silverstein, W. (2023). Learning to fly in the time of Covid-19: Nurse resident experiences during the first surge. *Journal for Nurses in Professional Development*. <https://doi.org/10.1097/NND.0000000000000967>

CENTRASTATE MEDICAL CENTER

Nogueira, C. (2023). Loss and Grief: In their own Words. In D.A. Gaffney, & N.C. Foster (Eds.), *Courageous well-being for nurses: Strategies for renewal*. (pp. 270-272). Johns Hopkins University Press.

Podcast

CHILTON MEDICAL CENTER

Donohue-Ryan, M.A. (Host). (June 20, 2023). The value of nurse leadership: Interview with Dr. Maureen Schneider. (No. 20). [Audio podcast episode]. In *Nursing Economic\$ Podcast Series*. Nursing Economic\$.

Poster Presentations 2022

CHILTON MEDICAL CENTER

Colletta, S., Keaveney, M., & Laudien, B. (2022, September 19). *Research and EBP knowledge, attitude, and practice among clinical nurses* [Poster presentation]. Morristown Medical Center Nursing Research Day, The Spirit of Inquiry: Driving Nurses and Outcomes, Morristown, NJ, United States.

Colletta, S., Keaveney, M., & Laudien, B. (2022, November 4). *EBP knowledge, attitude and practice with online journal club project* [Poster presentation]. 17th Annual Nursing Research Conference: Moving Forward: Sustaining a Spirit of Inquiry, Delaware Valley, DE, United States.

Griffin, I., Donohue-Ryan, M., Vieira, Y., Paris, G., Moriarty, D., Peleg, N., & Chen, S. (2022, April 28-29). *Development of an electronic medical record tool to facilitate allocation of limited resources in times of crisis* [Poster presentation]. 2022 Annual Meeting and Conference Organization of Nurse Leaders of New Jersey (ONL-NJ), Princeton, NJ, United States.

Deluca, A. & Donohue-Ryan, M. (2022, April 28-29). *The family in touch program* [Poster presentation]. 2022 Annual Meeting and Conference Organization of Nurse Leaders of New Jersey (ONL-NJ), Princeton, NJ, United States.

MORRISTOWN MEDICAL CENTER

Millspaugh, J., Errico, C., Mortimer, S., & Kowalski, M.O. (2022, March 18). *Jin Shin Jyutsu® (JSJ) Self-help on social media* [Poster presentation]. 2022 Reinkemyer Research Conference. Seton Hall University, South Orange, NJ, United States.

Sabatini, R., Silverstein, W., McKnight, A., Stroh, L., Thomas, J.V., & Horan, K. (2022, March 18). *Novice nurses' experiences caring for COVID-19 patients in the first surge* [Poster presentation]. 2022 Reinkemyer Research Conference. Seton Hall University, South Orange, NJ, United States.

Cohen, M. & deGrandpre, K. (2022, April 28-29). *Nursing hypoglycemia compliance* [Poster presentation]. 2022 Annual Meeting and Conference Organization of Nurse Leaders of New Jersey (ONL-NJ), Princeton, NJ, United States.

Dimogerodakis, H. & Kokotajlo, S. (2022, April 28-29). *No Room for Error: An Innovative Pediatric Paralytic Administration Kit* [Poster presentation]. 2022 Annual Meeting and Conference, Organization of Nurse Leaders of New Jersey (ONL-NJ), Princeton, NJ, United States.

Giaquinto, J. & Disant, C. (2022, April 28-29). *Electronic code documentation doesn't need to be stressful!* [Poster presentation]. 2022 Annual Meeting and Conference, Organization of Nurse Leaders of New Jersey (ONL-NJ), Princeton, NJ, United States.

Hinic, K. & Kowalski, M.O. (2022, April 28-29). *Supporting scholarly nursing practice during the pandemic* [Poster presentation]. 2022 Annual Meeting and Conference, Organization of Nurse Leaders of New Jersey (ONL-NJ), Princeton, NJ, United States.

Millspaugh, J., Errico, C., Mortimer, S., & Kowalski, M.O. (2022, April 28-29). *Using social media to teach Jin Shin Jyutsu® Self-Help* [Poster presentation]. 2022 Annual Meeting and Conference, Organization of Nurse Leaders of New Jersey (ONL-NJ), Princeton, NJ, United States.

Ponessa, R. (2022, April 28-29). *Post-intensive care syndrome: Implementation of a risk factor assessment tool to support early identification and intervention in the medical ICU population* [Poster presentation]. 2022 Annual Meeting and Conference, Organization of Nurse Leaders of New Jersey (ONL-NJ), Princeton, NJ, United States.

Marrero, M. & Carpenter, C. (2022, June 5-8). *Foot care education retention among diabetic ulcer patients in the outpatient setting* [Poster presentation]. Wound Ostomy and Continence Nursing Society, Fort Worth, TX and virtual, United States.

Amiro, L., Larkin, L., & Skerker, R. (2022, June 5-8). *Pilonidal cyst: wound hygiene protocol*. [Poster presentation]. Wound Ostomy and Continence Nursing Society, Fort Worth, TX and virtual, United States.

Cooper, L., Fetherman, B., Daley, B., Fitzpatrick, K., Masi, K., Kowalski, M.O., Jones, C., Martins, M., & Sharma, K. (2022, July 21-25). *A global action community to improve healthcare outcomes for older hospitalized adults* [Poster presentation]. Sigma Theta Tau 33rd International Research Congress, Sigma Theta Tau. Edinburgh, Scotland.

Connors, C., Casallo, G., & Legg, S. (2022, September 19). *Cardiac post-anesthesia care unit nurses agree for necessity of standardized post-operative handoff report* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Daley, B., Esposito, T., Florendo, E., Garrabrant, E., Csakvary, M., Seufert, C., Iroudaiyassamy, E., Marain, D., & Millspaugh, J. (2022, September 19). *Music and massage therapy interventions to improve patient and staff satisfaction and reduce anxiety* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Davis, J. (2022, September 19). *Implementing colored intravenous tubing in the intensive care setting: A safety initiative* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Dowd, J. (2022, September 19). *Racial disparities and implicit bias: the perception of pregnant women in labor regarding pain management* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Kim, L., Morales, K., & Smolen, M. (2022, September 19). *Back to basics in Kahn 3 Step Down* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Martins, K. (2022, September 19). *Systemize this: standardizing practices across a mid-sized integrated health care system* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Mellin, P. (2022, September 19). *The effect of post-caesarean pain management using transabdominal plane (TAP) block* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Scott, A. (2022, September 19). *Bubble trouble: Decreasing “air-in-line” alarms on infusion pumps in the chemotherapy setting and beyond* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Stinson, K. & Hinic, K. (2022, September 19). *Preparing minority BSN Generation Z students for a PhD in nursing through the development of a faculty-student mentorship program* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Stroh, L., Giaquinto, J., & Disant, C. (2022, September 19). *Code documentation doesn't need to be stressful* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Tilstra, K., Tilstra, A., Fetherman, B., & Kowalski, M.O. (2022, September 19). *Design thinking applied to clinical and workplace challenges* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Daley, B., Esposito, T., Florendo, E., Garrabrant, E., Csakvary, M., Seufert, C., Iroudassamy, E., Marain, D., & Millspaugh, J. (2022, October 6). *Music and massage therapy interventions to improve patient and staff satisfaction and reduce anxiety* [Poster presentation]. 2022 Atlantic Health System Research Symposium. Atlantic Center for Research. Morristown, NJ, United States.

Leaton, M.B., Filippelli, D., Petzoldt, O., Davis, J.S., & Punay, M.Y. (2022, October 6). *It takes a village to prevent pressure injuries in critically ill patients* [Poster presentation]. 2022 Atlantic Health System Research Symposium. Atlantic Center for Research. Morristown, NJ, United States.

Robayo, M. (2022, October 6). *Flash cards for humanity: Increasing distribution and utilization of an interactive medication flash card* [Poster presentation]. 2022 Atlantic Health System Research Symposium. Atlantic Center for Research. Morristown, NJ, United States.

Carey, K. (2022, October 6). *Critical care nursing outreach service is a win for all* [Poster presentation]. 2022 Atlantic Health System Research Symposium. Atlantic Center for Research. Morristown, NJ, United States.

OVERLOOK MEDICAL CENTER

Lark, J., Ewing, M., Mayorga, K., & Booth, D. (2022, March 15–18). *A nurse-driven process and empowerment to activate code stroke: Saving time and brain.* [Poster presentation] 2022 New Jersey Emergency Nurses Association Conference, Atlantic City, NJ, United States.

Higgins, S. (2022, March 15–18). *Staying resilient: Nurses, mental health and wellness* [Poster presentation]. 2022 New Jersey Emergency Nurses Association Conference, Atlantic City, NJ, United States.

Geron, L., Sayabovorn, B., & Contreras, D. (2022, March 18). *A rollout of a blood pressure remote patient monitoring program to improve high-risk maternal outcomes at a pilot clinic for systemwide expansion* [Poster presentation]. 34th Annual Reinkemeyer Research Day. Seton Hall University, South Orange, NJ, United States.

Pritchett, W. (2022, March 19). *Verbal abuse in the outpatient setting and maintaining a safe work environment for nurses* [Poster presentation]. New Jersey State Nurses Association (NJSNA), Region 1, Trenton, NJ, United States.

Herrmann B. & Lanaras, R. (2022, March 19–23). *Saving face: clinical improvement /innovation* [Poster presentation]. AORN Global Surgical Conference and Expo, New Orleans, LA, United States.

Hopen, J. (2022, March 19–23). *Intraoperative prevention of hospital-acquired pressure injury* [Poster presentation]. AORN Global Surgical Conference and Expo, New Orleans, LA, United States.

Paquiz, P. (2022, May 1). *Improving patients' perceptions of care with efficient discharge planning: a quality improvement project* [Poster presentation]. 2022 National American Case Management Association, Dallas, TX, United States.

Geron, L., Sayabovorn, B., & Contreras, D. (2022, May 16–18). *Obstetrics, coding, and quality: achieving outcomes through effective collaboration* [Poster presentation]. Institute for Healthcare Improvement (IHI) Patient Safety Conference, Dallas, TX, United States.

Landry, L. & Garon, L. (2022, September 19–21). *Severe maternal hypertension and preeclampsia: A roadmap to improvement* [Poster presentation]. Vizion Connections Summit 2022, Las Vegas, NV, United States.

O’Kane, S. (2022, October 6). *“Epic” support of practice surrounding a 4M checklist.* [Poster presentation] 2022 Atlantic Health System Research Symposium. Atlantic Center for Research. Morristown, NJ, United States.

O’Kane, S. (2022, October 6). *Gaining momentum with GRNs (geriatric resource nurses): In support of an age-friendly approach to care for our geriatric population* [Poster presentation]. 2022 Atlantic Health System Research Symposium. Atlantic Center for Research. Morristown, NJ, United States.

Kmiotek, T., Matthews, B., & Pineda, L. (2022, October 6). *Emergency department nurse residence self-efficacy in managing patients with psychiatric diagnoses* [Poster presentation]. 2022 Atlantic Health System Research Symposium. Atlantic Center for Research. Morristown, NJ, United States.

WESTERN REGION

Deherde, L., Russell, P., Jones, R., Watridge, D.M., & Mackwell, C. (2022, March 15–18). *You want me to do what every hour?* [Poster presentation]. 2022 New Jersey Emergency Nurses Association Conference, Atlantic City, NJ, United States.

Granata, D., Ziegenfuss, M.B., Lipnickey, D., Engelhart, K., Lavere, D., Truppo, S., Watridge, D.M., Walker-Way, G., Lichtenwalner, B., & Mackwell, C. (2022, March 18). *Standardized report to SNFs* [Poster presentation]. 34th Annual Reinkemeyer Research Day. Seton Hall University, South Orange, NJ, United States.

Mackwell, C., Spadafora, J., Walker-Way, G., & Watridge, D.M. (2022, March 18). *Implementing the ROX index: A quality improvement project* [Poster presentation]. 34th Annual Reinkemeyer Research Day. Seton Hall University, South Orange, NJ, United States.

Mackwell, C., Truppo, S., Lavere, D., Owens, P., Peleg, N., Chen, S. Janssen, A., Sarinelli, J., Fochesto, D., Walker-Way, G., Watridge, D.M., & Agaronin, I. (2022, March 18). *Predicting decline: A quality improvement project to reduce rapid responses* [Poster presentation]. 34th Annual Reinkemeyer Research Day. Seton Hall University, South Orange, NJ, United States.

Trehearn, S., Connors, L., Vnenchak, K., Eggleston, K., Lichtenwalner, B., Walker-Way, G., Watridge, D.M., & Mackwell, C. (2022, March 18). *Simulation and documentation: A quality improvement project* [Poster presentation]. 34th Annual Reinkemeyer Research Day. Seton Hall University, South Orange, NJ, United States.

Mackwell, C., Watridge, D.M., Kowalski, M.O., Sarinelli, J., Chen, S., Janssen, A., Peleg, N., & Fochesto, D. (2022, September 19). *Sustainability of a predictive model: A quality improvement project* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Mackwell, C., DeKleine-Davis, L., Ziegenfuss, M.B., Ryan, C., Kowalski, M.O., & Strowman, S. (2022, September 19). *Who needs sleep in the hospital: A quality improvement project* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Kendra, M., Mackwell, C., Malloy, E., Tonzola, D., Reyes, N., Landry, L., Welsh, S., Scannell, K., Mansukhani, R., Granata, D., Farrell, M., Chiu, S., Zimmerman, D., Cerrone, F., & DeCotiis, C. (2022, September 19). *Four-Day Clinical Care Pathway for Pneumonia* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Stratton, M., Herlihy, W., Giaquinto, J., Kibitlewski, D., Eggleston, K., Martins, K., Chen, H., Lise, T., McCambridge, K., & Mackwell, C. (2022, September 19). *Calculate this: A quality improvement project to reduce heparin errors* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Mackwell, C., Watridge, D.M., Kowalski, M.O., Sarinelli, J., Chen, S., Janssen, A., Peleg, N., & Fochesto, D. (2022, October 6). *Sustainability of a predictive model* [Poster presentation]. 2022 Atlantic Health System Research Symposium. Atlantic Center for Research. Morristown, NJ, United States.

Mackwell, C., DeKleine-Davis, L., Ziegenfuss, M.B., Ryan, C., Kowalski, M.O., Watridge, D.M., & Strowman, S. (2022, October 6). *Sleep is necessary in the hospital* [Poster presentation]. 2022 Atlantic Health System Research Symposium. Atlantic Center for Research. Morristown, NJ, United States.

Mickel, A., Engelhart, C., Ziegenfuss, M.B., & Mackwell, C. (2022, October 7–8). *Innovation on wheels* [Poster presentation]. National Association of Indian Nurses of America (NAINA) 8th Biennial Conference. Edison, NJ, United States.

Mackwell, C., Watridge, D.M., Kowalski, M.O., Sarinelli, J., Chen, S., Janssen, A., Peleg, N., & Fochesto, D. (2022, October 7–8). *Innovation and the electronic health record to reduce rapid responses and mortality* [Poster presentation]. National Association of Indian Nurses of America (NAINA) 8th Biennial Conference. Edison, NJ, United States.

Mackwell, C., DeKleine-Davis, L., Spadarfora, D., John, D. & Watridge, D.M. (2022, October 7–8). *The ROX index: Innovating care with a predictive model* [Poster presentation]. National Association of Indian Nurses of America (NAINA) 8th Biennial Conference. Edison, NJ, United States.

CENTRASTATE MEDICAL CENTER

Mackiel, A. & Wolfson, J.A. (2022, June 5–8). *Transformational leadership and accountability driving pressure injury outcomes in a CCU* [Poster presentation]. WOCNext 2022 Conference. Wound, Ostomy and Continence Nurses (WOCN®) and World Council of Enterostomal Therapists (WCET®). Fort Worth, TX, United States.

Mackiel, A. & Wolfson, J.A. (2022, September 19). *Transformational leadership and accountability driving pressure injury outcomes in a CCU* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Joyce, E., Wiley, J., & Eisenman, C. (2022, September 19). *Optimizing fall prevention using a remote video monitoring (RVM) system (tele-sitter)* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Craig, J. (2022, September 29). *Human relations: The nurse resident and their new colleague* [Poster presentation]. CentraState Medical Center Research Day, Freehold, NJ, United States.

COMBINED ATLANTIC HEALTH SYSTEM SITES

Granata, D., Kendra, M., & Chiu, S. (2022, March 1). *Effects of a pneumonia care bundle in a sub-acute rehabilitation (SAR) center in preventing 30-day hospital readmissions* [Poster presentation]. The Society for Post-Acute and Long-Term Care Medicine Annual Conference, Virtual.

Deherde, L., Russell, P., Jones, R., Watridge, D.M., & Mackwell, C. (2022, March 15–18). *You want me to do what every hour?* [Poster presentation]. 2022 New Jersey Emergency Nurses Association Conference, Atlantic City, NJ, United States.

Stratton, M., Herlihy, W., Giaquinto, J., Kibitlewski, D., Eggleston, K., Martins, K., Chien, H., Lise, T., McCambridge, K., & Mackwell, C. (2022, March 18). *Calculate this: A quality improvement project to reduce heparin errors* [Poster presentation]. 2022 Reinkemeyer Research Conference. Seton Hall University, South Orange, NJ, United States.

Panfile, P., Cole, D., Kowalski, M.O., Smith, C., Bersick, E., Keleekai-Brapp, N., & Abate, S. (2022, April 7–10). *A multicenter study of animal-assisted activity and anxiety among older adults hospitalized in acute care settings* [Poster presentation]. American Society of PeriAnesthesia Nurses (ASPAN) Conference. Philadelphia, PA, United States.

Sabatini, R., Horan, K., McKnight, A., Thomas, J., Stroth, L., & Silverstein, W. (2022, April 27). *Novice Nurses Experiences During the First Surge* [Poster presentation]. Caldwell University Research Day. Intellectuals Coming Together Celebrating Excellence. Caldwell, NJ, United States.

Martins, K., Giaquinto, J., Stratton, M., Mackwell, C., Kibitlewski, D., Eggleston, K., Herlihy, W., & Chien, H. (2022, April 28). *Systematize this: Standardizing practices across a mid-sized integrated healthcare system* [Poster presentation]. 2022 Annual Meeting and Conference, Organization of Nurse Leaders of New Jersey (ONL-NJ). Princeton, NJ, United States.

Kendra, M., Mackwell, C., Malloy, E., Tonzola, D., Reyes, N., Landry, L., Welsh, S., Scannell, K., Mansukhani, R., Granata, D., Farrell, M., Chiu, S., Zimmerman, D., Cerrone, F., & Decotis, C. (2022, May 13–18). *Effects of a pneumonia care bundle on 30-day hospital readmissions* [Poster presentation]. American Thoracic Society 2022 International Conference. San Francisco, CA, United States.

Kendra, M., Reyes, N., Corasaniti, J., Welsh, S., Ratchko, K., Granata, D., Farrell, M., Daley, B., Malloy, E., Mackwell, C., Mansukhani, R., Soubra, M., Patel, D., Zimmerman, D., & Jones, M. (2022, September 19). *The impact of a four-day clinical care pathway for pneumonia* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Stratton, M., Herlihy, W., Giaquinto, J., Kibitlewski, D., Eggleston, K., Martins, K., Chen, S., Lise, T., McCambridge, K., & Mackwell, C. (2022, September 19). *Calculate this: A quality improvement project to reduce heparin errors* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Mackwell, C., Watridge, D.M., Kowalski, M.O., Sarinelli, J., Chen, S., Janssen, A., Peleg, N., & Fochesto, D. (2022, September 19). *Sustainability of a predictive model: a quality improvement project* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Mackwell, C., DeKleine-Davis, L., Ziegenfuss, M.B., Ryan, C., Kowalski, M.O., & Strowman, S. (2022, September 19). *Who needs sleep in the hospital: A quality improvement project* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Koplik, T., Gluck, K., Memon, N., Gogel, K., Staka-DeMarco, D., Zambelli, K., Vreeland, D., Kaplan, J., Lanzarone, M., Hearon, L., Buda, S., Nazaruk, D., Sylvester, M., & McClosky, L. (2022, September 19). *The use of a VLBW care bundle to rescue the incidence of NICU intraventricular hemorrhage (IVH)* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Millsbaugh, J., Kowalski, M.O., Joe, A., Marcello, D., Pasquale, A., Yenesel, C., Day, K., Ziegenfuss, M.B., & Sabatini, R. (2022, September 19). *The effect of mandala mural coloring on anxiety in nurses* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Griffin, I., Donohue-Ryan, M.A., Vieira, Y., Paris, G., Moriarty, D., Peleg, N., & Chen, S. (2022, September 19). *Development of an electronic medical record tool to facilitate allocation of limited resources in times of crisis* [Poster presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Millsbaugh, J., Kowalski, M.O., Joe, A., Marcello, D., Pasquale, A., Yenesel, C., Day, K., Ziegenfuss, M.B., & Sabatini, R. (2022, October 6). *The effect of mandala mural coloring on anxiety in nurses* [Poster presentation]. 2022 Atlantic Health System Research Symposium. Atlantic Center for Research. Morristown, NJ, United States.

Booth, D. & Mackwell, C. (2022, October 6). *Impact of a sepsis escape room* [Poster presentation]. 2022 Atlantic Health System Research Symposium. Atlantic Center for Research. Morristown, NJ, United States.

Mackwell, C., DeKleine-Davis, L., Ziegenfuss, M.B., Ryan, C., Kowalski, M.O., Watridge, D.M., & Strowman, S. (2022, October 6). *Sleep is necessary in the hospital* [Poster presentation]. 2022 Atlantic Health System Research Symposium. Atlantic Center for Research. Morristown, NJ, United States.

Landry, L., Geron, L., Patel, M., Dugan, C., & Sohler, P. (2022, October 6). *Improving patient safety through multidisciplinary obstetric care review: A standardized approach* [Poster presentation]. 2022 Atlantic Health System Research Symposium. Atlantic Center for Research. Morristown, NJ, United States.

Millsbaugh, J., Marcello, D., Pasquale, A., Yenesel, C., Day, K., Ziegenfuss, M.B., Sabatini, R., Kowalski, M.O., & Chiu, S. (2022, October 6). *The effect of mandala mural coloring on anxiety in nurses* [Poster presentation]. 2022 Atlantic Health System Research Symposium. Atlantic Center for Research. Morristown, NJ, United States.

Mackwell, C., Watridge, D.M., Kowalski, M.O., Sarinelli, J., Chen, S., Janssen, A., Peleg, N., & Fochesto, D. (2022, October 7–8). *Innovation and the electronic health record to reduce rapid responses and mortality* [Poster presentation]. National Association of Indian Nurses of America (NAINA) 8th Biennial Conference. Edison, NJ, United States.

DeRenzi, K., Laudien, B., Lake, B., Mason M., Seidman, D., Valedor, J., Visitainer, T., Zack, P., & Zukswert, K. (2022, November 2–6). *Oncology nurse navigator antiemetic teach quality study* [Poster presentation]. Academy of Oncology Nurse and Patient Navigators. 13th Annual Navigation & Survivorship Conference. New Orleans, LA, United States.

Mackwell, C., DeKleine-Davis, L., Ziegenfuss, M.B., Ryan, C., Kowalski, M.O., Watridge, D.M., & Strowman, S. (2022, December 4–7). *The impact of aromatherapy on sleep-promoting medications and sleep quality in adult inpatients* [Poster presentation]. Institute for Healthcare Improvement (IHI) Forum. Edison, NJ, United States.

Poster Presentations 2023

ATLANTIC MEDICAL GROUP

Baxter, P., Palladino, M., & Donohue I. (2023, October 25). *Barcode medication administration (BCMA): A quality improvement initiative in the ambulatory setting* [Poster presentation]. 2023 Atlantic Health System Research Symposium, Morristown, NJ, United States.

Bellensky, R. & Baxter, P. (2023, October 25). *Hand hygiene observations: A quality improvement initiative in the ambulatory setting* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

Rhein, S. & Baxter, P. (2023, October 25). *Remote monitoring of high-level disinfectant (HLD) and sterilization logs: A quality improvement initiative in the ambulatory setting* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

CHILTON MEDICAL CENTER

Carrelus, T., Reda, A., & Tczap L. (2023, May 8). *Implementation of an admission cart to reduce waste in the ICU* [Poster presentation]. Chilton Medical Center Nursing Research Day. Pompton Plains, NJ, United States.

Coar, J. (2023, May 8). *Does clinical coaching make a difference in decreasing pressure injury incidences* [Poster presentation]. Chilton Medical Center Nursing Research Nurse's Day, Pompton Plains, NJ, United States.

Colletta, S., Keaveney, M., & Laudien, B. (2023, May 8). *Evidenced-based practice knowledge, attitude, and practice among clinical nurses* [Poster presentation]. Chilton Medical Center Nursing Research Nurse's Day, Pompton Plains, NJ, United States.

Crum, E. (2023, May 8) *Decreasing door-in-door out times for acute stroke patients at primary care stroke centers* [Poster presentation]. Chilton Medical Center Nursing Research Day, Pompton Plains, NJ, United States.

Deluca, A. & Donohue-Ryan, M. (2023, May 8). *The family touch program* [Poster presentation]. Chilton Medical Center Nursing Research Day, Pompton Plains, NJ, United States.

Donohue-Ryan, M. (2023, July 3). *Nurses' role in ensuring equitable allocation of scarce resources during COVID-19 pandemic* [Poster presentation]. International Council of Nurses (ICN), Montreal, Quebec, Canada.

Donohue-Ryan, M.A. & Vieira, Y. (2023, September 26). *Nurses' role in ensuring equitable allocation of scarce resources during the COVID-19 pandemic* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Griffin, I., Vieira, Y., Donoghue-Ryan, M., Paris, G., Moriarty, D., Peleg, N. & Chen, S. (2023, May 8). *Development of an electronic medical record tool to facilitate allocation of limited resources in times of crisis* [Poster presentation]. Chilton Medical Center Nursing Research Day, Pompton Plains, NJ, United States.

Jones, R. & Rosales, K. (2023, October 12–14). *RNs Implement a new program to decrease workplace violence* [Poster presentation]. 2023 ANCC National Magnet Conference, Chicago, IL, United States.

*Keaveney, M. (2023, September 26). *Decrease delirium: An evidence-based project*. [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Keaveney, M. (2023, September 26). *It's electric: The implementation of an electronic journal club*. [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Keaveney, M., Friswell, D., Reilly, L. & Soriano, J. (2023, May 8). *Effectiveness in the establishment of a locked patient-specific medication box* [Poster presentation]. Chilton Medical Center Nursing Research Nurse's Day, Pompton Plains, NJ, United States.

Keaveney, M., & Peters, J. (2023, May 8). *It's electric: The implementation of an electronic journal club* [Poster presentation]. Chilton Medical Center Nursing Research Day, Pompton Plains, NJ, United States.

*Presented at a second conference

Moran, L. & Lynch, J. (2023, March 29–30). *Decreasing weight-based dosage errors* [Poster presentation]. 32nd Options Acute and Critical Care Nursing Conference. West Orange, NJ, United States.

Quinn, K. & Buda, M. (2023, May 8). *Casey-Fink Graduate Nurse Experience Survey* [Poster presentation]. Chilton Medical Center Nursing Research Day, Pompton Plains, NJ, United States.

Raia, N., Jones, R., Sabatini, R., Rodriguez, & C., Cantwell, C. (2023, May 8). *Improving competence and confidence for new graduated nurses during RRTs through simulation* [Poster presentation]. Chilton Medical Center Nursing Research Day, Pompton Plains, NJ, United States.

Reda, A., Tczap, L., Carrelus, T., & Woodruff, V. (2023, March 29–30). *Implementation of an admission cart to reduce waste in the ICU* [Poster presentation]. 32nd Options Acute and Critical Care Nursing Conference, West Orange, NJ, United States.

Rodriguez, C. & Jones, R. (2023, March 29–30). *Not all bedside shift reports are created equal* [Poster presentation]. 32nd Options Acute and Critical Care Nursing Conference. West Orange, NJ.

Rotter, J. (2023, May 8). *The impact of music listening as an adjunctive treatment for pain reduction* [Poster presentation]. Chilton Medical Center Nursing Research Day, Pompton Plains, NJ, United States.

*Siek, D. (2023, September 26). *Reducing anxiety and depression for cardiac rehabilitation patients* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Quinn, K. & Buda, M. (2023, May 8). *Casey-Fink Graduate Nurse Experience Survey* [Poster presentation]. Chilton Medical Center Nursing Research Nurse's Day, Pompton Plains, NJ, United States.

MORRISTOWN MEDICAL CENTER

Antony, R., Byron, C., Kowalski, M. O., & Silverstein, W. (2023, May 1). *Maximizing shared governance through education, engagement, and excitement!* [Poster presentation]. Magnet 4 Europe Consortium at University of Pennsylvania, Oslo, Norway.

Boyle, S. (2023, March 22–25). *Outcomes of an emergency department palliative care program* [Poster presentation]. Annual Assembly of Hospice and Palliative Care, Montreal, Quebec, Canada.

Charlton, L. & Leaton, M. B. (2023, October 25). *We all need a little Zen in our day* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

Cooper, L. (2023, September 26). *Reducing self-reported anxiety in nurse leaders through observing puppies virtually* [Poster presentation]. MMC Nursing Research Conference, Morristown, NJ, United States.

Cooper, L., Hinic, K., Plantamura, C., Chiu, S., & Kowalski, M.O. (2023, October 25). *Animal-assisted activities: Clinical research from pediatrics to older adults* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

Cooper, L. & Kowalski, M. O. (2023, July 1–5). *Animal-related engagement: Evaluating the value of virtual canine observation on anxiety in nurse leaders* [Poster presentation]. International Council of Nurses (ICN) Congress, Montreal, Quebec, Canada.

Daley, B. (2023, September 26). *Cultivating unit-based leaders through a tiered, structured mentorship program* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

*Daley, B., Brogan, N., Martins, K., Reyes, N., Esposito, E., Florendo, E., Csakvary, M. & Duff, T. (2023, March 22–23). *Cultivating unit-based leaders through a tiered mentorship program.* [Poster presentation]. Organization of Nurse Leaders of New Jersey (ONL-NJ) Annual Meeting and Conference, Princeton, NJ, United States.

DiBona, C., Skiff, F., & Berner, C. M. (2023, September 26). *Integrating an educational electronic game during a live virtual new hire orientation session to improve learner engagement* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Ennis, K. (2023, September 26). *Realistic results or brain drain: When should we administer new graduate nurses' baseline critical thinking assessments for accurate results?* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Falconer, C., Daley, B., Gutierrez, Z., Lawal, T., & Sayde, B. (2023, October 25). *Application of design thinking to develop an auto fax brace ordering system via the electronic health record for orthopaedic spine patients* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

Fitzpatrick, K., & Kim K. B. (2023, October 25). *Relief of anxiety in older adults using therapeutic activities (TAKeCareKit)* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

*Galesi, J. (2023, March 22–23). *The implementation of a critical care advanced practice nurse (APN) fellowship program to improve retention and RN to APN transition* [Poster presentation]. Organization of Nurse Leaders of New Jersey (ONL-NJ) Annual Meeting and Conference, Princeton, NJ, United States.

*Galesi, J. (2023, September 26). *The effect of an education program on self-efficacy and readiness to complete an advance directive in adults living in the community* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

Goroveci, E. (2023, September 26). *Improving HCAHPS on medication education* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Harrison, A. B. & Rosenkrantz, M. (2023, September 26). *Educating the educator: Illuminating the pathway to professional development for new and experienced unit educators* [Poster presentation]. MMC Nursing Research Conference, Morristown, NJ, United States.

Hinic, K. & Kowalski, M. O. (2023, September 26). *Linking research, theory, and practice: Application of the Roy Adaptation Model* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Horan, K. (2023, July 1–5). *Tiered critical care course to prepare non-ICU nurses to meet a critical need during the pandemic* [Poster presentation]. International Council of Nurses (ICN) Congress, Montreal, Quebec, Canada.

Kim, B. & Fitzpatrick, K. (2023, September 26). *Relief of anxiety in older adults using therapeutic activities (TAKeCareKit)* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Kowalski, M. O. (2023, June 8–9). *Animal-assisted activities: Clinical research from pediatrics to older adults* (English and Spanish versions) [Poster presentation]. 22nd Annual Roy Adaptation Association International Conference, Los Angeles, CA., United States.

Kowalski, M. O., & Millspaugh, J. (2023, July 1–5). *Mandala mural coloring: A method to decrease anxiety in nurses* [Poster presentation]. International Council of Nurses (ICN) Congress, Montreal, Quebec, Canada.

Lake, K., Florance, R., Cooper, L., & Zarillo, D. (2023, September 26). *Hooray for the Coude! The development and implementation of an RN Coude catheter insertion team* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

*Presented at a second conference

Leaton, M. B. (2023, September 26). *We all need a little "Zen" in our day* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Malinis, E. (2023, September 26). *Evidence-based project: Use of petroleum gauze after circumcision* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Millan, R, Borovskis, S., Flores A, & King, K. (2023, October 25). *Clinical nurse helps team to resolve armed law enforcement interacting with patients' security issue* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

Millspaugh, J., Errico, C., Mortimer, S., & Kowalski, M.O. (2023, October 12–14). *Using social media to teach Jin Shin Jyutsu Self-Help* [Poster presentation]. ANCC Magnet/Pathway Conference, Chicago, IL, United States.

Millspaugh, J., & Kowalski, M.O. (2023, June 6–11). *The effect of coloring mandala murals on anxiety in nurses* [Poster presentation]. American Holistic Nurses Association 43rd Annual Conference, Orlando, FL, United States.

Leaton, M., Filippelli, D., Petzoldt, O., Davis, J. S., & Punay, M. Y. (2023, May 22–24). *It takes a village to prevent pressure injuries in critically ill patients* [Poster presentation]. National Teaching Institute & Critical Care Exposition, Philadelphia, PA, United States.

Millspaugh, J., Errico, C., Mortimer, S., & Kowalski, M.O. (2023, June 6–11). *Using social media to teach Jin Shin Jyutsu Self-Help*. [Poster presentation]. American Holistic Nurses Association 43rd Annual Conference, Orlando, FL, United States.

Robayo, M. (2023, October 25). *Side effects and more: How to increase HCAHPS scores* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

Robayo, M. (2023, November 11–15). *Medication flash cards for humanity: Increasing distribution and utilization of an interactive flash card* [Poster presentation]. Sigma Theta Tau 47th Biennial Convention, San Antonio, TX, United States.

Skerker, R., Mihalik, M., Roeleffs, S., Magazzu, M., & Marrero, M. (2023, September 26). *Case report: Relapsing panniculitis caused by Alpha-1 Antitrypsin Deficiency* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Sperling, M. (2023, November 11–15). *Does interprofessional simulation increase student's self-confidence, self-efficacy and decrease anxiety?* [Poster presentation]. Sigma Theta Tau 47th Biennial Convention, San Antonio, TX, United States.

Walker-Cillo, G. & Robayo, M. (2023, September 26). *"Scan here!": Atlantic Health System patient & family education committee introduces quick response (QR) code technology* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

White, K.R. & Petzoldt, O. (2023, March 29–30). *Reducing pressure injuries in the cardiothoracic surgical patient using an alternating pressure surface*. [Poster presentation]. 32nd Annual Options in Acute Care and Critical Care Nursing Conference, West Orange, NJ, United States.

OVERLOOK MEDICAL CENTER

Booth, D., Mackwell, C. & Lark, J. (2023, March 15–17) *Impact of a sepsis escape room*. [Poster presentation]. New Jersey Emergency Nurses Association Emergency Care Conference, Atlantic City, NJ, United States.

Donnelly, T., Ocello, K. & Brady, M. (2023, April 26–30) *Improving coping skills when oncology nurses are confronted with the death of a patient*. [Poster presentation]. Oncology Nurse Society Congress, San Antonio, TX, United States.

Ermefeh, I. (2023, June 22). *Sleep improvement project in ICU* [Poster presentation]. Overlook Medical Center Nursing Research and Innovation Conference, Summit, NJ, United States.

Fitzgerald, D. (2023, June 22) *Standing up to violence in the emergency department* [Poster presentation]. Overlook Medical Center Nursing Research and Innovation Conference, Summit, NJ, United States.

Geller, K. (2023, December 1–3). *Peristomal hidradenitis management* [Poster presentation]. Northeast Region Wound, Ostomy, and Continence Nursing Conference, Pocono, PA, United States.

Higgins, S. (2023 March 15–17). *Disposition to discharge* [Poster presentation]. New Jersey Emergency Nurses Association Emergency Care Conference, Atlantic City, NJ, United States.

Higgins, S. (2023 March 15–17). *The little ER that could: A nurse-driven approach to improving throughput* [Poster presentation]. New Jersey Emergency Nurses Association Emergency Care Conference, Atlantic City, NJ, United States.

Higgins, S. (2023, June 22). *The little ER that could: A nurse-driven approach to improving throughput* [Poster presentation]. Overlook Medical Center Nursing Research and Innovation Conference, Summit, NJ, United States.

Hopen, J. (2023, June 22). *Surgical Plume* [Poster presentation]. Overlook Medical Center Nursing Research and Innovation Conference, Summit, NJ, United States.

Kendra, M. (2023, June 22). *Improving patient outcome for aspiration pneumonia* [Poster presentation]. Overlook Medical Center Nursing Research and Innovation Conference, Summit, NJ, United States.

Lark, J. (2023, March 15–17) *Improved retention, improved engagement through an emergency residency program* [Poster presentation]. New Jersey Emergency Nurses Association Emergency Care Conference, Atlantic City, NJ, United States.

Lark, J. & Kelly S. (2023, March 15–17) *Patient experience: culture of compassion and wow factors* [Poster presentation]. New Jersey Emergency Nurses Association Emergency Care Conference, Atlantic City, NJ, United States.

Lark, J. (2023, June 22). *ED patient experience culture of excellence & WOW factors* [Poster presentation]. Overlook Medical Center Nursing Research and Innovation Conference, Summit, NJ, United States.

O'Donnell, M. & Lark, J. (2023, March 15–17). *Strategies to improve barcode medication administration at a satellite emergency department* [Poster presentation]. New Jersey Emergency Nurses Association Emergency Care Conference, Atlantic City, NJ, United States.

O'Kane, S. (2023, April 10–13). *Gaining momentum with GRN's (geriatric resource nurses): In support of an age-friendly approach to care of our geriatric population* [Poster presentation]. NICHE Conference, New Orleans, LA, United States.

O'Kane, S. (2023, June 22). *Epic support of practice surrounding a 4 M checklist* [Poster presentation]. Overlook Medical Center Nursing Research and Innovation Conference, Summit, NJ, United States.

Stratton, M. & Gerron, L. (2023, March 17). *Getting a pulse on cardiac mortality and 30-day readmissions metrics through a multidisciplinary collaborative* [Poster presentation]. Reinkemeyer Research Day, South Orange, NJ, United States.

Wolf, D. (2023, June 22). *Atlantic Health System welcomes patients and visitors with QR technology and "handshake"* [Poster presentation]. Overlook Medical Center Nursing Research and Innovation Conference, Summit, NJ, United States.

WESTERN REGION

Allegra, A. (2023, March 17). *Telehealth during the Covid-19 pandemic: Did it increase access to care* [Poster presentation]. Reinkemeyer Research Day, Sigma Theta Tau Conference, West Orange, NJ, United States.

*Davis, R., Lance, K., Santamarina, P. Carten, L., Klees, N., & O'Leary, J. (2023, October 25). *Creating a Healing Environment for Patients in the Infusion Center* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

*Presented at a second conference

Day, K., Nonez, G., Despres, A., Carmosino, T., Connelly, D., & Mackwell, C. (2023, September 21–24). *Stop in the name of safety, implementing the STOP BANG: A quality improvement project* [Poster presentation]. Academy of Medical Surgical Nurses National Convention, Las Vegas, NV, United States.

Day, K., Nonez, G., Despres, A., Carmosino, T., & Mackwell, C. (2023, September 26). *The impact of the Stop Bang Assessment to reduce patient safety events* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Day, K., Nonez, G., Despres, A., Carmosino, T., Connelly, D., Hanf, J. & Mackwell, C. (2023, October 25). *STOP in the Name of Safety* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

Dwyer, P., & Mackwell, C. (2023, September 26). *A quality improvement project for delirium* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Dwyer, P., & Mackwell, C. (2023, October 25). *Can you tell me if your patient is delirious: A quality improvement project* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

*Gasser, H., Smith, K., Wilson, K., & Cook, D. (2023, March 29–30th). *The impact and sustainability of a designated stroke treatment area* [Poster presentation]. Options in Acute and Critical Care Nursing Conference, West Orange, NJ, United States.

Gasser, H., Smith, K., Wilson, K., Cook, D., & Mackwell, C. (2023, October 25). *Designated stroke treatment area to improve outcomes* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

Haak, A., Coughlan, K., Cook, D., McLeod, N., Anselmo, V., & Mackwell, C. (2022, March 15–17). *Alert this: A quality improvement project to improve sepsis bundle compliance* [Poster presentation]. New Jersey Emergency Nurses Association Emergency Care Conference. Atlantic City, NJ, United States.

Haak, A., Coughlan, K., Cook, D., McLeod, N., Anselmo, V., & Mackwell, C. (2023, September 26). *Sepsis: Don't wait act now!* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Haak, A., Coughlan, K., Cook, D., McLeod, N., Xavier, G., Anselmo, V., & Mackwell, C. (2023, October 25). *Sepsis alert for the win!* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

Haak, A., Coughlan, K., Cook, D., McLeod, N., Xavier, G., Anselmo, V., Chaudhari, S., & Mackwell, C. (2023, December 10–13). *Pop-up for safety: A quality improvement project to improve sepsis bundle compliance* [Poster presentation]. Institute for Healthcare Improvement (IHI), Orlando, FL, United States.

Hamarcak, T., & Petersen, A. (2023, March 29–30). *Innovating a workflow with PPE packets* [Poster presentation]. Options in Acute and Critical Care Nursing Conference, West Orange, NJ, United States.

Hamarcak, T. & Petersen, A. (2023, September 26). *Transforming a workflow with personal protective equipment (PPE) packets* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Hamarcak, T., & Petersen, A. (2023, October 25). *PPE packets: An innovative strategy to improve workflow* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

Lichtenwalner, B, Ritter, L., Xavier, G., Watridge, D., Ziegenfuss, B., Dwyer, P., & Aboud, A. (2023, December 10–13). *Implementing an early mobility program across two nursing departments in community hospitals* [Poster presentation]. Institute for Healthcare Improvement (IHI), Orlando, FL, United States.

Nesheiwat, S., Lake, G., Clark, D., Henriksen, A., Watridge, D., & Mackwell, C. (2023, December 10–13). *Bringing the joy to work: Happy nurses equal happy patients* [Poster presentation]. Institute for Healthcare Improvement (IHI), Orlando, FL, United States.

*Roth, B, Toth, S., Engelhart, C., Matterna, J., Ziegenfuss, M.B., & Mackwell, C. (2023, September 21–23). *Weighing patients cannot wait: A quality improvement project* [Poster presentation]. Academy of Medical Surgical Nurses National Convention, Las Vegas, NV, United States.

Roth, B, Toth, S., Engelhart, C., Matterna, J., Ziegenfuss, M.B., & Mackwell, C. (2023, September 26). *Weight-based medication report* [Poster presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

COMBINED ATLANTIC HEALTH SYSTEM SITES

*Booth, D., Babu, R., Lark, J., Geron, L., Higgins, S. & Mackwell, C. (2023, November 11–14). *Evaluation of the impact of technology on sepsis bundle compliance: A focus on blood culture collection and antibiotic administration* [Poster presentation]. ACCP Annual Meeting, Dallas, TX, United States.

Booth, D., Lark, J., & Mackwell, C. (2023, March 15–17). *Impact of a sepsis escape room* [Poster Session]. New Jersey Emergency Nurses Association Emergency Care Conference. Atlantic City, NJ, United States.

*Donohue-Ryan, M., & Mackwell, C., (2023, October 25). *Shared Governance mentoring program for council chairs & co-chairs* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

Granata, D., & Vieira, Y. (2023, October 25). *Increasing appropriate utilization of POLST forms in a post-acute facility: The Integration of microlearning POLST videos for practitioners and residents to accelerate education and adoption of tool* [Poster presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

Mackwell, C., DeKleine-Davis, L., Ziegenfuss, M.B., Ryan, C., Kowalski, M., & Strowman, S. (2023, March 17). *Innovating the sleep experience: A quality improvement project* [Poster presentation]. Reinkemeyer Research Day, Sigma Theta Tau Conference, West Orange, NJ, United States.

Mackwell, C., DeKleine-Davis, L., Ziegenfuss, M.B., Ryan, C., Kowalski, M., & Strowman, S. (2023, March 29–30). *Quiet at night-no way* [Poster presentation]. Options in Acute and Critical Care Nursing Conference, West Orange, NJ, United States.

Mackwell, C., DeKleine-Davis, L., Ziegenfuss, M.B., Ryan, C., Kowalski, M., & Strowman, S. (2023, April 10–13). *Who needs sleep* [Poster presentation]. National NICHE Conference, New Orleans, LA, United States.

Mackwell, C., DeKleine-Davis, L., Ziegenfuss, M.B., Ryan, C., Kowalski, M., & Strowman, S. (2023, March 29–30). *Quiet at night – no way* [Poster presentation]. Options in Acute and Critical Care Nursing Conference, West Orange, NJ, United States.

Scheper, K., O'Leary, J., Donnelly, T., Chiu, S., Kowalski, M., & Mackwell, C. (2023, April 26–30). *A randomized control trial evaluating cryotherapy to prevent peripheral neuropathy in patients receiving paclitaxel* [Poster presentation]. Oncology Nurse Society Congress, San Antonio, TX, United States.

CENTRASTATE MEDICAL CENTER

Antonio, A., Billy, S., Ortiz, J., Polanco, S., & Velardi, B. (2023, September 6–8). *Bedside shift report* [Poster presentation]. CentraState Medical Center Research Day, Freehold, NJ, United States.

Balciunaite, K., Jaekels, T., & Stummer, T. (2023, September 6–8). *Infection prevention* [Poster presentation]. CentraState Medical Center Research Day, Freehold, NJ, United States.

*Presented at a second conference

Buergo, J., Chavez, L., Eugenio, K., Floyd, L., Norton, R. (2023, April 1–4). *A league of our own: Creating an internal recognition program for OR staff* [Poster presentation]. AORN Global Surgical Conference and Expo, San Antonio, TX, United States.

Camba, L., & Throckmorton, L. (2023, September 6–8). *CLABSI prevention* [Poster presentation]. CentraState Medical Center Research Day, Freehold, NJ, United States.

*Craig, J. (2023, September 6–8). *Factors determining breast health compliance during a global pandemic: Experiences of a community hospital's female employees* [Poster presentation]. CentraState Medical Center Research Day, Freehold, NJ, United States.

DeCelie, I. (2023, September 26). *Relationships among health promotion behaviors, patient engagement and the nurse practitioner-patient partnership* [Poster presentation]. Morristown Medical Center Research Day, Morristown, NJ, United States.

*Farella, A. & Quinlan, A. (2023, October 11–13). *The vital need of a community hospital to meet the class 1A and 1C-LD guideline recommended care for ST elevation myocardial infarction (STEMI) patients resulting in prolonged lifesaving coronary reperfusion: A community hospital's journey to primary percutaneous coronary intervention (PCI)* [Poster presentation]. American College of Cardiology Quality Summit, Orlando, FL, United States.

Henriques, K., Baligod, J., Janiszewski, K., & Cardaio, N. (2023, September 6–8). *Centrella vs. VersaCare beds* [Poster presentation]. CentraState Medical Center Research Day, Freehold, NJ, United States.

Hunter, A., Belot, A., Santo, C., & Tobias, E. (2023, September 6–8). *Workplace violence against nurses* [Poster presentation]. CentraState Medical Center Research Day, Freehold, NJ, United States.

*Interrante, N. & Novik, A. (2023, October 11–13). *Improving performance measures with group orientation in cardiac rehabilitation* [Poster presentation]. American College of Cardiology Quality Summit. Orlando, FL, United States.

Kurczeski, M. (2023, March 23–24). *Improved nurse wellbeing through workforce coordination* [Poster presentation]. Organization of Nurse Leaders of New Jersey (ONL-NJ) Annual Meeting and Conference, Princeton, NJ, United States.

Moosavi, N., & Rojas, T. (2023, September 6–8). *Exclusive breastfeeding* [Poster presentation]. CentraState Medical Center Research Day, Freehold, NJ, United States.

Quinlan, A., Farella, A., & Novik, A. (2023, October 12–14). *Spontaneous coronary artery dissection (SCAD): A case review of late post-partum SCAD*. [Poster presentation]. SCAI Shock Conference, Dallas, TX, United States.

Quinlan, A., Farella, A., Novik, A., & Patel, J. (2023, October 12–14). *EMS pre-activation of STEMI in the setting of cardiogenic shock in a community hospital* [Poster presentation]. SCAI Shock Conference, Dallas, TX, United States.

Reyes-Duran, P., & Heath, E. (2023, September 6–8). *Stages of preventing a surgical site infection (SSI)* [Poster presentation]. CentraState Medical Center Research Day, Freehold, NJ, United States.

White, J., & Villalva, C. (2023, September 6–8). *The importance of capnography in CPR and other lifesaving measures* [Poster presentation]. CentraState Medical Center Research Day, Freehold, NJ, United States.

Wike, R, Ochs, J., Craig, J., Mackiel, A., & Janzekovich, C. (2023, September 26). *Redesigning a nurse residency to a fundamental focused program* [Poster presentation]. Morristown Medical Center Research Day. Morristown, NJ, United States.

Wolfson, J. (2023, September 26). *A nurse driven unit-based approach to reduce pressure injuries in a 26 bed Intensive Care Unit and Step-Down Unit* [Poster presentation]. Morristown Medical Center, Research Day, Morristown, NJ, United States.

Podium Presentations 2022

CHILTON MEDICAL CENTER

Misa, D. (2022, February 16–17). *So you want to be a travel nurse... All* [Conference presentation]. NJ Nursing Students Annual Convention. Virtual.

Misa, D. (2022, February 16–17). *Thank you for being a friend ... emergency nurses at your (stretcher) side* [Conference presentation]. NJ Nursing Students Annual Convention. Virtual.

Reilly, L. (2022, March 26). *My journey to nursing research* [Conference presentation]. Epsilon Rho Chapter of Sigma Theta Tau Conference. Fairleigh Dickinson University. Teaneck, NJ, United States.

Crum, E. (2022, April 27). *What's new in stroke* [Conference presentation]. NJ-American Association of Critical-Care Nurses. Virtual.

Coletta, S., Laudien, B., & Keaveney, M. (2022, September 19). *Evidence-based practice, knowledge, attitude, practice among clinical nurses* [Conference presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Keaveney, M. (2022, September 19). *Evidence-Based Practice Needs* [Conference presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ.

MORRISTOWN MEDICAL CENTER

Weaver, S. & Kowalski, M.O. (2022, February 11). *The research: Framework for NWESC* [Conference presentation]. Organization of Nurse Leaders of New Jersey (ONL-NJ). Princeton, NJ, United States.

Rodgers, P. & Wilkerson, M. (2022, March 12–15) *Stopping the sparks – The critical management of status epilepticus* [Conference presentation]. American Association of Neuroscience Nurses (AANN). Phoenix, AZ, United States.

Bertolini, E. (2022, March 22) *What matters most* [Conference presentation]. Atlantic Health System NICHE Conference. Morristown, NJ, United States.

Caruso J.T. & Kowalski, M.O. (2022, March 24–26). *Analyzing nurse perceptions of workplace environments from a statewide initiative* [Conference presentation]. Sigma Theta Tau. Washington, DC, United States.

Pendexter, B. & Rodgers, P. (2022, June 1). *My achy-breaky heart – evaluating chest pain in the outpatient setting* [Conference presentation]. American Academy of Nurse Practitioners. Orlando, FL, United States

Marrero, M. & Carpenter, C. (2022, June 5–8). *Foot care education retention among diabetic ulcer patients in the outpatient setting* [Conference presentation]. Wound, Ostomy, and Continence Nurses Society Conference. Fort Worth, TX, United States and Virtual.

Cooper, L. (2022, July 21–25.) *Subsequent hospital visits after screening, brief intervention, and referral to treatment for substance use disorder* [Conference presentation]. Sigma Theta Tau International Research Conference. Edinburgh, Scotland.

Daley, B. & Esposito, T. (2022, September 19). *Music and massage therapy* [Conference presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Koplik, T. (2022, September 19). *Very low birthweight care bundle* [Conference presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Silverstein, W. (2022, September 19). *ANCC Magnet Recognition Program® for Europe: An innovative program* [Conference presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

*Presented at a second conference

Stroh, L. (2022, September 19). *Code documentation* [Conference presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Kendra, M. (2022, October 6) *The impact of a four-day clinical care pathway for pneumonia*. [Conference presentation]. Atlantic Health System Research Symposium. Morristown, NJ, United States.

Boyle, S. (2022, October 8). *Outcomes evaluation of emergency department palliative care* [Conference presentation]. NJ Palliative Care APN Consortium. Valley Hospital. Ridgewood, NJ, United States.

Salamon, A. & Baum, S. (2022, October 15). *Lab values in oncology* [Conference presentation]. Atlantic Health System Oncology Nursing Symposium. Morristown, NJ, United States.

Bertolini, E. (2022, October 28). *Can both be true? Making sense of our pandemic experience through narrative, virtue, and care ethics* [Conference presentation]. Atlantic Health System Behavioral Health Symposium. Morristown, NJ, United States.

Millan, R. (2022, October 28). *Mental health well-being and building resiliency* [Conference presentation]. Atlantic Health System Behavioral Health Symposium. Morristown, NJ, United States.

English, K. (2022, November 5). *Transcatheter tricuspid valve therapy and treatment* [Conference presentation]. Atlantic Health System Interventional Cardiology Symposium. Short Hills, NJ, United States.

Cicero, S. (2022, November 5). *Management of medical emergencies in the interventional lab* [Conference presentation]. Atlantic Health System Interventional Cardiology Symposium. Short Hills, NJ, United States.

Corasiniti, J. (2022, November 22). *The effects of diabetes on the cardiovascular system and novel therapeutics/tobacco use and diabetes mellitus* [Conference presentation]. Atlantic Health System RN Diabetes Symposium. Virtual. [Conference presentation].

Scilingo, L. (2022, November 22) *Caring for the patient and caregiver* [Conference presentation]. Atlantic Health System Diabetes Symposium. Virtual.

Silverstein, W., Kowalski, M.O., & Hoey, A. (2022, December 2). *What a Difference a Site Visit Makes* [Conference presentation]. Magnet4Europe. Virtual.

Kowalski, M.O. & Weaver, S. (2022, December 9). *Healthy work environment (HWE) model and research* [Conference presentation]. Organization of Nurse Leaders of New Jersey (ONL-NJ). Virtual.

OVERLOOK MEDICAL CENTER

Pritchett, W. & Kinsley, K. (2022, June 6). *Verbal abuse – maintaining a safe work environment for nurses* [Conference presentation]. ANA Membership Assembly Dialogue Forum # 2. Washington, DC, United States.

Hughes, P. (2022, September 6). *Getting the bundle on the patient* [Conference presentation]. ICNLA Fall Conference, Las Vegas, NV, United States.

Cohen, M. (2022, Dec. 15). *Finding joy in nursing: Schwartz Center rounds* [Conference presentation]. New Jersey Collaborating Center for Nursing. Virtual.

WESTERN REGION

Kendra, M., Mackwell, C., Porter, L., LaVere, D., McGreevy, J., Ziegenfuss, M.B., Watridge, D.M., Walker-Way, G., Lichtenwalner, B., & Spadafora, D. (2022, March 18). *The power and sustainability of an interdisciplinary COPD bundle* [Conference presentation]. Reinkemeyer Research Conference. Seton Hall University, South Orange, NJ, United States.

Pruden, J. (2022, April 27). HAI: *The impact of COVID-19 and how we can move forward* [Conference presentation]. NJ-American Association of Critical Care Nurses. Virtual.

Mackwell, C. (2022, April 27). *Professionalism and communication in 2022: Where are we headed?* [Conference presentation]. NJ-American Association of Critical Care Nurses. Virtual.

Mackwell, C. (2022, July 1). *Nursing leadership and social media* (Keynote address). [Conference presentation]. University of Pittsburgh, PA, United States, Virtual.

Mackwell, C. (2022, August 22). *Research, EBP, QI oh my* [Conference presentation]. Academy of Medical-Surgical Nurses (AMSN) MSN Webinar. Virtual.

Mackwell, C. (2022, December 16). *EBP updates 2022* [Conference presentation]. The Consortium of New Jersey Nurse Educators (CNJNE). Virtual.

COMBINED ATLANTIC HEALTH SYSTEM SITES

Mackwell, C., DeKleine-Davis, L., Ziegenfuss, M.B., Ryan, C., Kowalski, M.O., Watridge, D.M., & Strowman, S. (2022, April 22). *Aromatherapy to support sleep* [Conference presentation]. Consortium of New Jersey Nurse Educators (CNJNE) Meeting. Virtual.

Mackwell, C., DeKleine-Davis, L., Ziegenfuss, M.B., Ryan, C., Kowalski, M.O., Watridge, D.M., & Strowman, S. (2022, September 19). *Who needs sleep in the hospital: A quality improvement project* [Conference presentation]. Morristown Medical Center Nursing Research Day. The Spirit of Inquiry: Driving Nurses and Outcomes. Morristown, NJ, United States.

Mackwell, C., DeKleine-Davis, L., Ziegenfuss, M.B., Ryan, C., Kowalski, M.O., Watridge, D.M., & Strowman, S. (2022, October 7–8). *Improving sleep during hospitalization: Innovating a workflow* [Conference presentation]. National Association of Indian Nurses (NAINA) 8th Biennial Conference. National Association of Indian Nurses of America. Edison, NJ, United States.

Sabatini, R. & Silverstein, W. (2022, October 13–15). *Nurse resident stories of resilience during a pandemic surge* [Conference presentation]. American Nurses Credentialing Center (ANCC) Magnet & Pathway to Excellence Conference. Philadelphia, PA, United States.

Soubra, M., Corasiniti, J., Granata, D., Malloy, E., Mackwell, C., Welsh, S., Patel, D., Ratchko, K., Zimmerman, D., Jones, M., Cerrone, F., Squillante, M., Moran, S., & Tonzola, D. (2022, October 22). *The impact of a four-day clinical care pathway for pneumonia* [Conference presentation]. Atlantic Health System Research Day. Morristown Medical Center. Morristown, NJ, United States.

Podium Presentations 2023

ATLANTIC MEDICAL GROUP

Baxter, P. (2023, May 9). *Non-traditional nursing roles: Opportunities & careers* (Keynote address). [Conference presentation]. Nurses' Week Celebration, County College of Morris, Randolph, NJ, United States.

Dyer, R. & Zimmerman, A. (2023, March 14). *Do's and don'ts of delirium management* [Conference presentation]. Morristown Medical Center, Nurses Improving Care for Healthsystem Elders (NICHE) Seminar. Morristown, NJ, United States.

Martino, K. (2023, July). *Sunscreen Protection* [Conference Presentation]. YMCA of Somerset County. Basking Ridge, NJ, United States.

CHILTON MEDICAL CENTER

Donohue-Ryan, M. (2023, March 30). *Mentorship for success: Lessons learned: What works?* [Conference presentation]. 32nd Annual Options in Acute and Critical Care Nursing Conference, West Orange, NJ, United States.

Donohue-Ryan, M. (Host). (2023, June 20–present). *The value of nursing leadership: Interview with Dr. Maureen Schneider* (Audio Podcast). Nursing Economic\$. 020. The Value of Nurse Leadership: Interview with Dr. Maureen Schneider (speaker.com)

Keaveney, M. (2023 October 25). *Effectiveness of a Patient-Specific Medication Lock Box* [Conference presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

Misa, D. (2023, February 18). *Travel nursing: Where in the world is...* [Conference presentation]. 71st Annual Convention, New Jersey Nursing Students, Atlantic City, NJ, United States.

Misa, D. (2023, February 18). *Inspirational moments: Caring for the vulnerable in the emergency department.* [Conference presentation]. 71st Annual Convention, New Jersey Nursing Students, Atlantic City, NJ, United States.

Reilly, L. (2023, March 30). *Preparing for leadership.* [Conference presentation]. 32nd Annual Options in Acute and Critical Care Nursing Conference, West Orange, NJ, United States.

MORRISTOWN MEDICAL CENTER

Antony, R., Byron, C., Silverstein, W., & Kowalski, M. O. (2023, May 1). *Across the pond: Innovations to strengthen shared governance* [Conference presentation]. Magnet 4 Europe, University of Pennsylvania, Oslo, Norway.

Blanchard, B. (2023, May 14–18). *Wound busters: Here to help* [Conference presentation]. Symposium on Advanced Wound Care Spring, Orlando, FL, United States.

Boyle, S. (2023, March 14). *Older adults and hoarding* [Conference presentation]. Atlantic Health Annual NICHE Conference, Morristown, NJ, United States.

Boyle, S. (2023, March 29–30). *Healthcare outcomes of an emergency department palliative care program* [Conference presentation]. 32nd Annual Options in Acute and Critical Care Nursing Conference, West Orange, NJ, United States.

Cooper, L., & Kowalski, M. O. (2023, November 11–15). *A bold initiative: Reducing anxiety in nurse leaders utilizing virtual canine observation* [Conference presentation]. Sigma Theta Tau 47th Biennial Convention, San Antonio, TX, United States.

D'Aries, K. (2023, March 29). *Name that bug: Identifying and understanding those pesky pathogen enemies* [Conference presentation]. 32nd Annual Options in Acute and Critical Care Nursing Conference, West Orange, NJ, United States.

DiBona, C., Skiff, F., & Berner, C. M. (2023, September 26). *Integrating an educational electronic game during a live virtual new hire orientation presentation to improve learner engagement* [Conference presentation]. MMC Nursing Research Conference, Morristown, NJ, United States.

Galesi, J. (2023, September 13–16). *The implementation of a critical care advanced practice nurse (APN) fellowship program to improve retention and RN to APN transition* [Conference presentation]. Annual Advanced Practice Provider Executives Summit, Salt Lake City, UT, United States.

Hinic, K., & Kowalski, M. O. (2023, March 17). *A human-centered design approach for evidence-based practice skill building across a healthcare system* [Conference presentation]. 33rd Annual Reinkemeyer Research Day, South Orange, NJ, United States.

Kelly, S. (2023, March 15–17). *Innovative approaches to improving ED patient flow and experience* [Conference presentation]. New Jersey Emergency Nurses Association Emergency Care Conference, Atlantic City, United States.

Kowalski, M. O. (2023, June 8–9). *Animal assisted activities: Clinical research from pediatrics to older adults* [Conference presentation]. 22nd Annual Roy Adaptation Association International Conference, Los Angeles, CA, United States.

Kowalski, M. O. (2023, June 22). *Nursing Innovation and Research* [Conference presentation]. Overlook Medical Center Research Day, Summit, NJ, United States.

Lake, K., Florance, R., Cooper, L., & Zarillo, D. (2023, September 26). *Hooray for the Coude! The development and implementation of an RN Coude catheter insertion team* [Conference presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

Rodger, O., & Vargas, P. (2023, June 20). *Pain mis-management – A pendulum too far?* [Conference presentation]. American Association of Nurse Practitioners. New Orleans, LA, United States.

Rodger, O., & Vargas, P. (2023, June 20). *Post-acute cardiovascular complications of COVID-19* [Conference presentation]. American Association of Nurse Practitioners. New Orleans, LA, United States.

Silverstein, W., & Kowalski, M. O. (2023, February 3). *What a difference a site visit makes* [Conference presentation]. Magnet 4 Europe Consortium, University of Pennsylvania, United States, Virtual.

Tierney, J., & Cantine, A. (2023, June 2). *Symptom management, communication, and case studies in end-of-life nursing* [Conference presentation]. End-of-Life Nursing Education Consortium, Morristown, NJ, United States.

Walker-Cillo, G., & Mastrangelo, C. (2023, March 31). *Acute stroke interventions & pharmacological management* [Conference presentation]. 9th Annual Atlantic Health System Hot Topics in Pharmacology. Morristown, NJ, United States, Virtual.

Worthington, K. (2023, November 4). *Egnite – AI takes over the world* [Conference presentation]. 2023 Interventional Cardiology Symposium, Berkeley Heights, NJ, United States.

OVERLOOK MEDICAL CENTER

Campos, K. (2023, June 22). *ICU liberation bundle* [Conference presentation]. Overlook Medical Center Nursing Research and Innovation Conference, Summit, NJ, United States.

Cohen, M. (2023, March 30). *Caring for the critically ill patient with diabetes* [Conference presentation]. 32nd Annual Options in Acute and Critical Care Nursing Conference, West Orange, NJ, United States.

Hradil, N. (2023, June 22). *Sharing Network* [Conference presentation]. Overlook Medical Center Nursing Research and Innovation Conference, Summit, NJ, United States.

Hughes, P. (2023, June 22). *Get the bundle on the patient: Preventing hospital acquired pressure injuries* [Conference presentation]. Overlook Medical Center Nursing Research and Innovation Conference, Summit, NJ, United States.

Hughes, P. (2023, November 2). *Reducing facial HAPI related to prone positioning in the ICU* [Conference presentation]. Drexel University Clinical Nurse Leader Update 2023, Annual Webcast, Philadelphia, PA, United States.

Kelly, S. (2023, March 15–17). *Innovative approaches to improving ED patient flow and experience* [Conference presentation]. New Jersey Emergency Nurses Association Emergency Care Conference, Atlantic City, NJ, United States.

O'Kane, S (2023, April 13). *“Epic” support of practice surrounding a 4M checklist* [Conference presentation]. NICHE Conference, New Orleans, LA, United States.

*Stratton, M & Geron, L. (2023, March 17). *Getting a pulse on cardiac mortality and 30-day readmission metrics through a multidisciplinary collaborative* [Conference presentation]. 33rd Annual Reinkemeyer Research Day. South Orange, NJ, United States.

WESTERN REGION

Mackwell, C. (2023, January 24). *EBP essentials-No it does not mean everybody gets a prize, or does it?* [Conference presentation]. Overlook Medical Center Grand Rounds, Summit, NJ, United States.

Mackwell, C. (2023, January 27). *Stress first aid* [Conference presentation virtual]. Consortium of New Jersey Nurse Educators, Virtual.

Mackwell, C. (2023, March 14). *Sleep in the geriatric population* [Conference presentation]. Atlantic Health System Annual NICHE Conference, Morristown, NJ, United States.

Mackwell, C. (2023, April 22). *Predictive models* [Conference presentation]. Sigma Theta Tau Research Day, Hackensack, NJ, United States.

Mackwell, C. (2023, April 30). *Stress and joy* [Conference presentation]. Options in Acute and Critical Care Nursing Conference, West Orange, NJ, United States.

Mackwell, C. (2023, May 5). *Keeping up with the evidence: Delivering high quality care at the bedside* [Conference presentation]. Englewood Health Grand Rounds, Englewood, NJ, United States.

Mackwell, C. (2023, May 23). *Who needs sleep* [Conference presentation]. Nurses Improving Care for HealthSystem Elders (NICHE), Virtual.

Mackwell, C. (September 21–24). *Sniff this: A quality improvement project for sleep* [Conference presentation]. Academy of Medical Surgical Nurses National Convention, Las Vegas, NV, United States.

Mackwell, C. (2023, October 12–14). *A proactive approach to preventing patient decline* [Conference presentation]. ANCC Magnet/Pathway Conference, Chicago, IL, United States.

Papagna, T. (2023, March 17). *Implementation of nurse navigators for behavioral health* [Conference presentation]. Reinkemeyer Research Day, Sigma Conference, West Orange, NJ, United States.

COMBINED ATLANTIC HEALTH SYSTEM SITES

Donohue, I. (2023, March 30). *How to bridge the generation gap* [Conference presentation]. American Medical Group Association. Chicago, IL, United States.

Donovick, M. (2023, March 31). *Pharmacological roles in end-of-life symptom management* [Conference presentation]. 9th Annual Atlantic Health System Hot Topics in Pharmacology, Morristown, NJ, United States, virtual.

Farfan, L. (2023, November 4). *Device choice in cardiogenic shock* [Conference presentation]. 2023 Interventional Cardiology Symposium, Berkeley Heights, NJ, United States.

Fochesto, D., Donohue-Ryan, M.A., & Peleg, N. (2023, May 11). *Reimagining nursing documentation: Reducing the nursing documentation burden* [Conference presentation]. Epic XGM Conference, Verona, WI, United States.

Kendra, M. (2023, October 25). *OSA prevalence and impact of treatment in patients with COPD* [Conference presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

Kendra, M., Mackwell, C., Welsh, S., Granata, D., Soubra, M., Corasaniti, J., Malloy, E., Zimmerman, D., Daley, B., Tonzola, D., & Chiu, S. (September 21–24). *The impact of a 4-day clinical care pathway for pneumonia* [Conference presentation]. Academy of Medical Surgical Nurses National Convention, Las Vegas, NV, United States.

O’Leary, J., Scheper, K., Donnelly, T., Chiu, S., Kowalski, M., Mackwell, C., Carten, L., Colasanti, K., Davis, R., Pskowski, A., & Vander Meulen, N. (2023, October 25). *Randomized control trial evaluating cryotherapy to prevent peripheral neuropathy in patients receiving paclitaxel* [Conference presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

O’Leary, J., Scheper, K., Donnelly, T., Chiu, S., Kowalski, M., Mackwell, C., Carten, L., Colasanti, K., Davis, R., Pskowski, A., & Vander Meulen, N. (2023, October 25). *Randomized control trial evaluating cryotherapy to prevent peripheral neuropathy in patients receiving paclitaxel* [Conference presentation]. Atlantic Center for Research Symposium, Morristown, NJ, United States.

CENTRASTATE MEDICAL CENTER

Beukers, J. (2023, March 16). *Care of the patient undergoing radiation* [Conference presentation]. CentraState Medical Center Ambulatory Care Nursing Symposium, Freehold, NJ, United States.

Balagot, K. & Jiries, M. (2023, March 16). *Outpatient neuroscience: Multiple sclerosis and movement disorders* [Conference presentation]. CentraState Medical Center Ambulatory Care Nurses Symposium Freehold, NJ, United States.

Deaner, T. (2023, May 4). *Caring on wheels: Staff motivation and wellness* [Conference presentation virtual]. Beryl Institute Conference. Virtual.

Dotto, A. (2023, March 16). *Principles for the care of people with diabetes* [Conference presentation]. CentraState Medical Center Ambulatory Care Nurses Symposium Freehold, NJ, United States.

Ho, J. (2023, March 16). *Women’s center and mammography* [Conference presentation]. CentraState Medical Center Ambulatory Care Nurses Symposium, Freehold, NJ, United States.

Huryk, L. (2023, November 13). *New approach to mentoring* [Conference presentation]. Sigma Theta Tau 47th Biennial Convention, San Antonio, TX, United States.

Janzekovich, C., Mackiel, A., Kurczeski, M., & Booth, J. (2023, October 13). *Improved nurse wellbeing through workforce coordination* [Conference presentation]. ANCC Magnet Conference, Chicago, IL, United States.

Leimbach, L. (2023, March 16). *Care of palliative wounds*. [Conference presentation]. CentraState Medical Center Ambulatory Care Nurses Symposium, Freehold, NJ, United States.

Mackiel, A., Wike, R., Janzekovich, C., Craig, & J., & Ochs, J. (2023, June 15–17). *Redesigning a nurse residency to a fundamental focused program* [Conference presentation]. International Learning Collaborative Conference, Virtual.

Novik, A. (2023, November 4). *The role of the APN in the cath lab* [Conference presentation]. AHS Annual Interventional Cardiology Symposium. Berkeley Heights, NJ, United States.

Novik, A., (2023, November 8). *Heart Disease* [Presentation]. Metedeconk Men’s Club, CentraState Medical Center, Freehold, NJ, United States.

Tricarico, M. & Interrante, N. (2023, March 16). *Non-invasive cardiac testing and cardiac rehabilitation* [Conference presentation]. CentraState Medical Center Ambulatory Care Nurses Conference, Freehold, NJ, United States.

Wolfson, J. (2023, August 11–12). *Developing a hospital-based resuscitation program to track and improve response and patient outcomes* [Conference presentation virtual]. 16th National Doctor of Nursing Practice (DNP) Conference. Virtual.

Wolfson, J. & Jacoby, E. (2023, September 26). *A nurse driven unit-based approach to reduce pressure injuries in a 26 bed Intensive Care Unit and Step-Down Unit* [Conference presentation]. Morristown Medical Center Nursing Research Conference, Morristown, NJ, United States.

*Presented at a second conference

Nursing Continuing Professional Development



During the past year, nursing colleagues at Atlantic Health continued to commit to personal and professional development through a number of initiatives, including our RN Clinical Ladder, the inaugural Partners PACT, continuing education, and academic progression.

During Fall of 2022, Trish O’Keefe, along with the chief nursing officers, and the director of Nursing Education and Professional Development hosted our first Atlantic Health System Nursing Adjunct Faculty event at St. Elizabeth University. Seventy-five nurses throughout the system were invited to the Adjunct Faculty Breakfast, where we celebrated their contributions to local colleges and universities, their commitment to nursing preceptorship, and shared upcoming information regarding professional development and nursing education throughout Atlantic Health.

The Atlantic Health System Hire Learning Nurse Residency Program continues to thrive, including nurse residencies and nurse fellowships in perioperative nursing, emergency nursing, critical care, perinatal nursing, as well as Atlantic Visiting Nurse. Similarly, our commitment to pre-licensure nursing education is robust at all sites, with almost 2,500 nursing students rotating through our medical centers and Atlantic Visiting Nurse annually.

Morristown Medical Center received their redesignation in PTAP (Practice Transition Accreditation Program), and committed work continues at all Atlantic Health System medical centers.

Ongoing professional development was evident in our continued relationship with NJSNA (New Jersey State Nurses Association) to provide continuing education units. Our Atlantic Health System Provider Unit enjoyed another successful year, even as we still navigate COVID-19 restrictions, providing nursing continuing professional development

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Nursing Continuing Professional Development (NCPD) 2022 – 2023

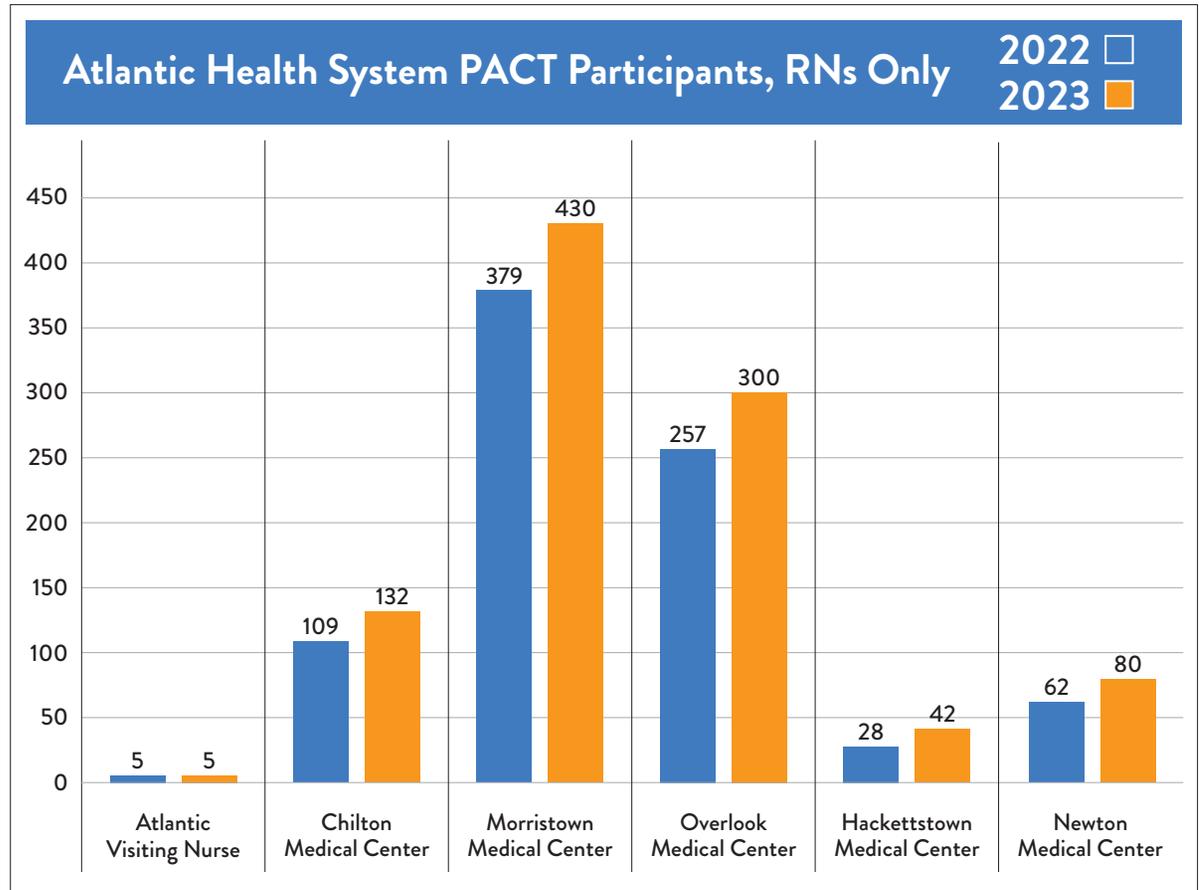
2022	Chilton Medical Center	Morristown Medical Center	Western Region	Overlook Medical Center	CentraState Medical Center	Atlantic Health System Total
Total # of Courses/ # of NEW NCPD Activities	53 / 35	106 / 79	27 / 24	57 / 46	34 / 5	277 / 189
# of NCPD Activities Repeated	20	45	9	18	7	99
Total NCPD Activity Offerings Provided	90	252	48	263	34	687
# of Participants	1,420	4,447	654	4,068	700	11,289
Total Virtual Programs Offered / % Virtual	65 / 72%	204 / 81%	16 / 33%	44 / 77%	3 / 9%	332 / 53%
2023	Chilton Medical Center	Morristown Medical Center	Western Region	Overlook Medical Center	CentraState Medical Center	Atlantic Health System Total
Total # of Courses/ # of NEW NCPD Activities	43 / 37	102 / 102	37 / 37	91 / 79	32 / 7	273 / 255
# of NCPD Activities Repeated	13	28	15	26	5	82
Total NCPD Activity Offerings Provided	63	210	86	296	36	655
# of Participants	1,483	4,707	1,085	5,238	660	12,513



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(NCPD) activities. In 2022, we held 653 NCPD programs, which was an 8% increase from the previous year. A total of 10,589 nurses participated in our continuing education learning opportunities, increasing their knowledge of best practices regarding current topics and trends in health care.

In May 2023, Atlantic Health System was awarded a grant of more than \$2.75 million from the U.S. Department of Labor as part of their Nursing Expansion Grant Program. We join only 25 organizations across the country, and the only health care organization, to receive a share of \$78 million in total funds distributed. The money will fund the establishment of Atlantic Health System’s Pathway to Ensuring Access and Clinical Excellence in Nursing (PEACE), designed to expand and diversify the pipeline of nursing professionals, to help close the gap in the U.S. demand for RNs. Atlantic Health System PEACE will establish professional pathways for registered nurses in acute care and critical care specialties, as well as careers for nursing assistants. Included among the candidates for these positions will be candidates from historically marginalized and underrepresented populations. ■



Note: CentraState Medical Center does not have the PACT program. Its own Nursing Excellence Program/Clinical Ladder Program had 119 participants in 2022 and 143 participants in 2023. In its first year of inception, the Patient Partner Excellence Program had 35 participants in 2023.

Future Directions

Our communities and patients continue to recognize the extraordinary caring that our nurses and all our team members provide. Our hospitals and ambulatory practices need to be ready to continue that caring journey. Post-pandemic staffing challenges are slowly starting to resolve. Health care systems across the country are looking for innovative ways to attract and retain nursing talent. As Atlantic Health System continues to expand its geographic footprint and provide care to more communities and patients, it will be important for clinical services and all support services to keep up with that growth. Recruiting and maintaining a top-notch nursing and collaborative team workforce is a key priority. So, to retain our team members, meaningful and evidence-based education must be provided continuously, team members must feel supported and appreciated, and stress factors and operational challenges must be addressed and leveraged to ensure continued success.



At Atlantic Health System, we are looking to the future and collaborating with our communities and the State of New Jersey to leverage novel ways to introduce young students to all the possibilities that a health care career has to offer. Atlantic Health System is the recipient of a five-year Department of Labor grant. We have partnered with community schools and universities, and regional nursing organizations, and formed a partnership entitled PEACE “Pathway to Ensuring Access and Clinical Excellence.” With this grant, we hope to expand and diversify the pipeline of entry-level nursing professionals and will also establish and strengthen nursing career pathways that lead to registered nurse (RN), acute care nurse, etc. Since our geographic footprint is so large, we will be able to focus attention on underserved populations and areas. Summer extern programs



and curricula are being developed and will offer exciting opportunities for young people in our surrounding communities.

Looking ahead, there are so many exciting avenues opening up that will allow us to care for our patients in different ways. Artificial Intelligence (AI) is promising to be a game changer for health care. We can currently offer virtual visits to our patients, allowing them more flexibility to see the doctor when it is convenient for them; we are trialing nurse triage lines to help our patients decide if they need to go to the emergency department, or if they should be seen; and we can monitor patients remotely, so that they can remain in their homes.

Atlantic Health System is preparing to meet the future challenges of nursing and to continue to provide the exceptional care our patients have come to expect. We are also at the forefront of collaborating with our communities to provide opportunities and experiences that will benefit us all. The future is looking bright. ■

Atlantic Health System

Mission

Designing and delivering high quality, innovative and personalized health care, to build healthier communities and improve lives for patients, consumers, and caregivers.

Vision

Improving lives, empowering communities through health, hope and healing.

Shared Values

At Atlantic Health System, our PRIDE promise describes our commitment to providing our patients and visitors with the highest quality care and service.

Our PRIDE Promise

PURPOSE: drives us to improve the health and wellness of the communities we serve and pursue what we love.

RESPECT: creates trusting and enduring relationships, enabling us to treat all people with dignity, learn from one another and accept each other's beliefs.

INNOVATION: powers opportunities for collaboration, creativity, future thinking and positive change.

DIVERSITY AND INCLUSION: binds us together in a culture that is open and accepting of ideas, where everyone belongs and can be their true and authentic selves.

EXTRAORDINARY CARING: inspires us to deliver excellence and compassion to our patients, to our communities and to each other.

Acknowledgements

Special thanks to the efforts of Mary Ann Donohue-Ryan, PhD, RN, APN, PMH-CNS, NEA-BC, CPHQ, FACHE; Inger Donohue, MSN, RN, CPHQ; Beth G. Sisk; Vicki Banner; and Rebecca Schick for their contributions to this combined 2022 – 23 Nursing Annual Report.

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