



**RESILIENCY
INNOVATION &
TRANSFORMING CARE**

NURSING ANNUAL REPORT

 **Atlantic Health System**

NURSING

ANNUAL

REPORT

2021

Table of Contents

Message from the System President and CEO Brian Gragnolati	2
A Message from the System Chief Nurse Executive Trish O’Keefe, PhD, RN	3
About Us	4
Nursing at Atlantic Medical Group	6
Nursing at Atlantic Visiting Nurse	8
Nursing at Chilton Medical Center	10
Nursing at Morristown Medical Center	12
Nursing at Overlook Medical Center	14
Nursing at Western Region – Newton Medical Center and Hackettstown Medical Center	16
A “Day” in the Life of a Night Nurse	18
Selected Site Awards	20
Shared Governance	22
Transformational Leadership	24
Exemplary Professional Practice	28
Structural Empowerment	32
New Knowledge, Innovations & Improvements	36
Nursing Education and Professional Practice	56
Learning From the Past, Building for Our Future	58
Mission, Vision and Shared Values	60

*Pictured on front cover: Luisa Isaza, BSN, RN, Morristown Medical Center,
and 2021 Atlantic Health System Shared Governance Council Chairs.
See inside back cover for names and more information on Council Chairs.*

A MESSAGE

from the System President and CEO

Brian Gragnolati President and CEO Atlantic Health System



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

Our outstanding nurses form the front line of care for our communities. Year after year, their teamwork, dedication and endless compassion garner great satisfaction from our patients and national recognitions for clinical excellence.

The Atlantic Health System family is grateful for the care and kindness our nurses bestow on every patient and thankful these extraordinary caregivers have answered the call to serve in their essential roles.

Throughout the second year of the pandemic, our nurses led by example, demonstrating unparalleled resilience while developing innovative strategies for care. Their expertise enabled us to send more than 50,000 COVID-19 patients home to their families despite unthinkable odds.

In this report, we feature many Atlantic Health System nurse achievements and collaborations. Whether in our hospitals, delivering care in patients' homes, working side-by-side with medical group physicians, or training the next generation of nurses, these remarkable caregivers exemplify our values while advancing our mission to build healthier communities.

It is my honor to work alongside the Atlantic Health System nursing team. I encourage you to broadly share this report, highlighting the inspiring stories of these amazing caregivers.

Thank you to our wonderful nursing team for the compassionate care they provide throughout our community every day.

Brian Gragnolati
President and CEO
Atlantic Health System

from the System Chief Nurse Executive

Trish O’Keefe, PhD, RN

Atlantic Health System nurses are champions for one another. The Extraordinary Caring that we give to our patients extends to our colleagues. You think of each other, care for each other and support each other. That culture has been instrumental in building resilience, a hallmark of our nursing organization, and is a critical element of our success this past year.

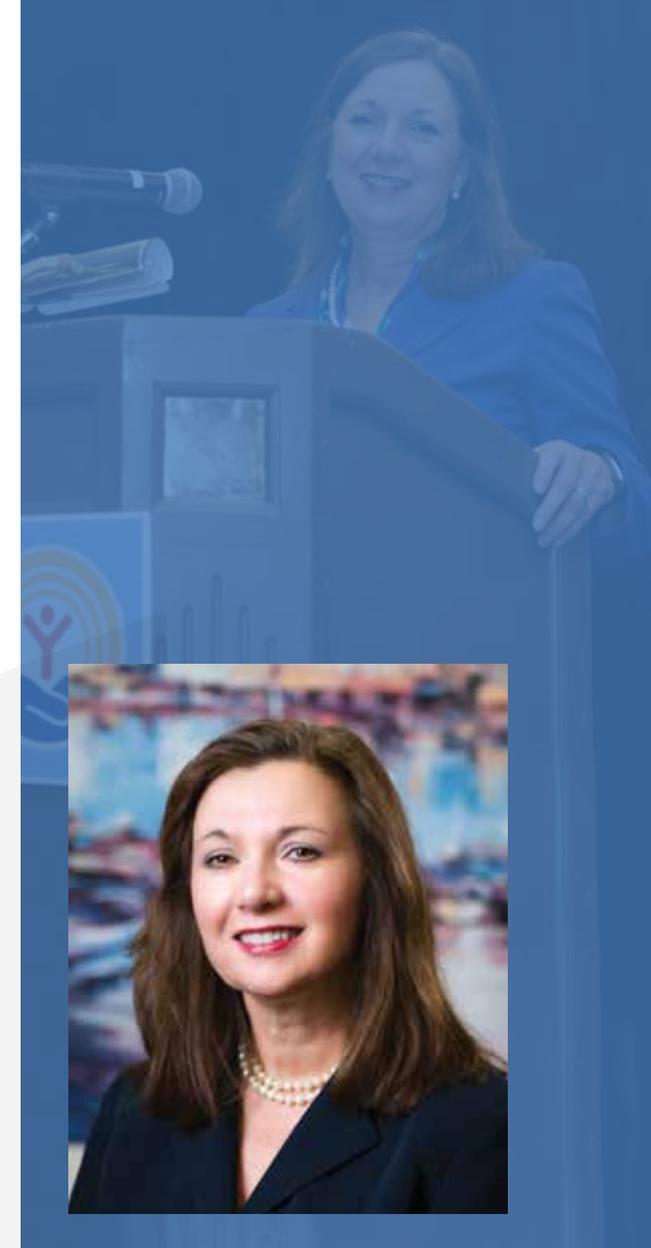
Throughout 2021, Atlantic Health System nurses adapted to changing circumstances with grace, professionalism and compassion. Year two of the COVID-19 pandemic brought new variants and surges in all our sites’ admissions, and with it, clear, actionable guidance to nurses and others at the frontlines. More effective treatments and the new vaccines emerged for the entire nation. The World Health Organization named 2021 The Year of Health and Care Workers, in recognition of the continued dedication of health care professionals during the pandemic. The American Nurses Association continued the 2020 Year of the Nurse into 2021, and expanded Nurses Week to a much-deserved Nurses Month.

Atlantic Health System continued to celebrate achievements and mark important milestones. As the system celebrated its 25th anniversary, Atlantic Health nursing ushered in a new era, welcoming Dr. Ophelia Byers, chief nursing officer for Overlook Medical Center, and our first associate chief nurse executive for Atlantic Health System.

In 2021, our nurses took every opportunity to transform care for our patients, finding innovative ways to collaborate and improve processes along the continuum of care. The pursuit of nursing excellence is informed by the constant advancement of new knowledge: our team members continued to pursue advanced degrees, national board certifications and availed themselves of numerous professional development and leadership opportunities. Our nursing achievements elevate the profession, our system, and positively impact the communities we serve.

Unquestionably, these past two years have further deepened my respect for the nurses at Atlantic Health System. I am honored to work alongside each and every one of you.

Trish O’Keefe, PhD, RN
Chief Nurse Executive, Atlantic Health System
Senior Vice President, Atlantic Health System
President, Morristown Medical Center



2021 Atlantic Health System Stats, Awards and Recognitions

- Serving 5.5 million people across 13 counties from Monmouth County, NJ, to Pike County, PA, and from Bergen to Somerset counties in NJ
- 1.9 million outpatient visits annually
- 1.3 million annual visits to our physician enterprise, Atlantic Medical Group
- 1 million unique encounters across 400+ sites of care annually
- Integrated health care delivery system with >350 sites of care
- 4,783 nurses
- *Fortune* 100 Best Companies to Work For (13 consecutive years)
- Human Rights Campaign's LGBTQ Healthcare Equality Leader
- Workplace Award for Crisis Management in North America
- *Fortune* Great Place to Work #6 Best Workplaces in Health Care (only health care system based in New Jersey)
- *Forbes* America's Best-In-State Employers 2021
- *PEOPLE* and Great Place to Work's "Companies That Care" list (only system based in New Jersey)
- CHIME Digital Health Most Wired for 2021
- Practice Greenhealth's System for Change Award

About Us

Nursing at Atlantic Health System is known for its commitment to patient- and family-centered care. Every site within the system has developed their own Professional Practice Model with the focus upon the individual who is central to everything we do. Nurses are front-line clinical team members,

A byproduct of inner strength and purposeful use of available resources, **Resiliency** is nurtured and supported, as we recognized more than ever, the critical value and importance of the role of nursing. Nurses are a valuable, important resource and how we nurture and sustain ourselves and each other

RESILIENCY INNOVATION & TRANSFORMI

managers and administrative leaders, advanced practitioners, educators, quality and safety experts, and valued collaborators with all members of the health care team. This year, our *2021 Nursing Annual Report* has as its theme, **Resiliency, Innovation and Transforming Care**, and these attributes perfectly describe Atlantic Health System nursing in action. As we enter the third year of the COVID-19 pandemic in the U.S., Atlantic Health System nurses exhibited extraordinary dedication in the face of unplanned challenges.

strengthens our capacity to provide the best patient care possible. We must think outside of the box and innovate new ways of providing and accepting self-care models and programs.

As we expand our thinking, consider that "**Innovation** is the unrelenting drive to break the status quo and develop anew where few have dared to go" (Steven Jeffes). Examples of the nursing spirit of creativity abound: New practice

Atlantic Health System 2021 COVID-19 Pandemic Response

models, nursing-led research projects, spearheading efforts to improving care for stroke, diabetes, pneumonia, and others. Such contributions led to unprecedented disseminations in peer-reviewed journals and presentations at regional, national, and international conferences.

In summary, **Transforming Care** is what Atlantic Health System nurses do best: Making a difference, in the lives of their patients, their families and the community. In seamless integration along the continuum, nurses led change in so many ways. They continued to staff COVID-19 vaccine initiatives, demonstrated life-saving behaviors by taking the vaccine themselves in overwhelming numbers of acceptance, participated in the Women's

Our steadfast dedication, passion and commitment to excellence in every facet, is well demonstrated in our nursing, site- and systemwide achievements. Because of our nurses' contributions to outstanding acute care hospital, ambulatory and visiting nurse, patient care outcomes are unparalleled. Morristown, Chilton, and Overlook medical centers have earned the prestigious ANCC Magnet® Award, Newton Medical Center is Pathway to Excellence®-designated, the Western Region, consisting of Newton and Hackettstown medical centers, is embarking upon a joint Pathway to Excellence® journey, and our newest affiliation, CentraState Medical Center, is also a Magnet®-recognized organization.

- **620,000+** total vaccines administered, dedicated outreach team for underserved populations

- **25,000+** COVID-19 patients treated in 2021

- Atlantic Health System conducted **15** clinical trials related to COVID-19 that remained active during 2021, including three new studies. Most involved interventional treatment of patients.

- The Atlantic COVID Recovery Center continues to see steady patient demand, enrolling new patients, continuing with known patients, and expanding access and clinicians to meet this demand. Through the fourth quarter of 2021, **843** patients were enrolled and received coordinated and holistic care in the program. Additionally, **59** Workers' Compensation patients were evaluated.

- The Center is evolving and addressing best strategies to standardize long COVID care for those patients who have predominantly non-pulmonary problems.

- The team presented an outstanding COVID-19 recovery symposium on October 8, sharing their knowledge with other national and international systems to help care for their COVID-19 recovery patients. There were **208** enrollees from **31** states and **5** foreign countries.

NG CARE

Leadership Business Resource Group mentoring program and the Nursing Leadership Succession and Mentoring program. We excitedly welcomed nursing students and newly graduated nurses, with our expert clinical nurses serving as preceptors and mentors to these earliest career members, into the nursing profession via the Hire Learner and Nurse Residency program.

AMG by the Numbers

1,000
Physicians

300
Advanced
Practice Clinicians

290
RNs and LPNs

>700
CMAs

205
Practices

434
Practice Sites

20
New Locations
for existing practices

>\$400 Million
Annual Revenue
Practice Clinicians

>1.4 Million
Annual Visits
Practice Clinicians

Locations in
14 Counties

NURSING at Atlantic Medical Group

Year in Review

Ambulatory nursing at Atlantic Medical Group (AMG) in 2021 was amazing. There were many great accomplishments by so many of our team members. AMG completed our High Reliability Organization (HRO) training sessions, and our NJ S.T.R.O.N.G journey will continue to be a major focus for us in 2022. Because COVID-19 still had a strong hold on our communities, we had to be very innovative in creating meaningful learning sessions, so all training was conducted virtually. In all, more than 6,200 team members attended a total of 308 sessions. Creating a Culture of Safety for our patients and building in resiliency for our team members is an ongoing endeavor and needs to be front of mind, every day.

The 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. As care transitioned from being almost totally virtual at the beginning of the year, back to more in-person visits, our clinical teams adjusted to a new reality of hybrid care. Our patients also had to adjust, and there were some wonderful mutual learning opportunities for all of us along the way. As with many other organizations, AMG struggled with staffing challenges, and our team members collaborated with each other, providing cross coverage to ensure that our patients received safe and reliable care, regardless of location. Caring for our patients in this new reality, was truly transformative — for our patients and for us. It allowed us all to think outside the box, and to develop and implement new workflows and processes that benefitted our patients.

Even with all that was going on, Extraordinary Caring was exhibited by many of our nurses who found time to help their communities and neighbors by delivering food, volunteering, and lending a helping hand whenever and wherever needed.



AMG NURSING by the NUMBERS



The AMG Quality, Safety and Clinical Services RN leadership team provides clinical leadership, education, and support to all our AMG team members.

In 2021, AMG Welcomed

17 CentraState practices

25 new AMG practices
(9 primary & 16 specialty)

25 new AMG clinicians

245 new AMG clinical team members



Inger Donohue MSN, RN, CPHQ

Director, Quality and Clinical
Services Atlantic Medical Group



With Atlantic Medical Group (AMG) locations in 14 counties across New Jersey and one location in Pennsylvania, our populations of patients are as varied as the geography where the practice sites are located. One size does not fit all, and as ambulatory nurses, we know that providing care to a very diverse patient population can be challenging. Transforming care to accommodate the needs of the patient is an ongoing endeavor, and AMG nurses are truly expert in this area.

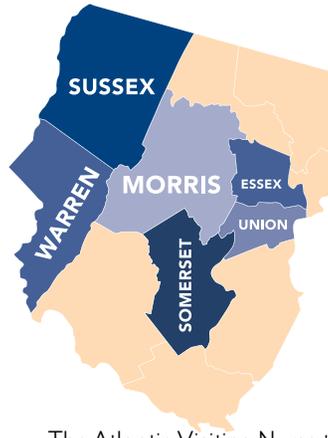
Our AMG nurses go above and beyond to deliver safe, quality care and have been consistently recognized in the 2021 Press Ganey survey for their extraordinary caring by our patients. Receiving accolades and professional acknowledgement for the caring they provide helps reinforce their resilience and sense of motivation.

Aligning with Atlantic Health System, AMG started the Shared Governance journey in the fall of 2021. The goal is to partner our medical assistants (CMAs), LPNs and RNs with regional clinical councils representing our five distinct regions. AMG is continually looking for ways to innovate and increase the availability of education about evidence-based care in ambulatory care; implementing Shared Governance will give our front-line clinical team members a voice in developing and improving their practice. Maintaining a Culture of Safety at each practice is everyone's responsibility, and all AMG team members have readily embraced that there is no alternative to providing safe care and to being part of a high reliability organization (HRO).

I am so fortunate and proud to work with this phenomenal team of CMAs, LPNs, RNs, and APNs. Their dedication and pride in what they do, makes my job easy. They are the heart and soul of AMG.

NURSING

at Atlantic Visiting Nurse



Year in Review

Managing COVID-19 in the Community

Atlantic Visiting Nurse (AVN) collaborated with Atlantic Health System hospitals to ensure that patients with COVID-19 were safely discharged home through the Advanced Care at Home Program. Our team collaborated with Atlantic Medical Group and community physicians. Using a phone app, virtual visits and pulse oximetry, patients were monitored seven days a week by our telehealth team. Virtual care supplemented home care visits in which patient assessment, education, oxygen management, and rehabilitation therapy were the focus of care. In all, AVN managed 235 patients with a 3% re-hospitalization rate.

The Atlantic Visiting Nurse team spearheaded a community vaccination program for homebound patients in the communities we serve. More than 250 doses of the Johnson & Johnson vaccine were administered to vulnerable patients who could not travel to vaccine clinics. Additionally, the AVN community team participated in multiple community-based pop-up vaccine clinics, administering more than 2,400 vaccines.

Enhancing Nursing Practice

As we emerge from the pandemic, the acuity of the nursing shortage has become a reality for the nursing profession. AVN has developed several strategies to recruit, empower and retain its nurses. We have expanded our wound care team by adding additional WOCNs (wound nurse specialists), who collaborate with our home care and hospice nurses, providing digital and real-time recommendations on wound therapy, classroom education, in services and joint patient visits to increase nursing knowledge of management of complex wounds and ostomies. Through the use of technology, the WOCN can review and consult on 100 or more wounds per day, ensuring that appropriate treatment is occurring, and wound healing is occurring.

The AVN Hospice team has added a hospice-specific nurse educator to provide education and guidance to new and experienced nurses to ensure high-quality, end-of-life care is provided.

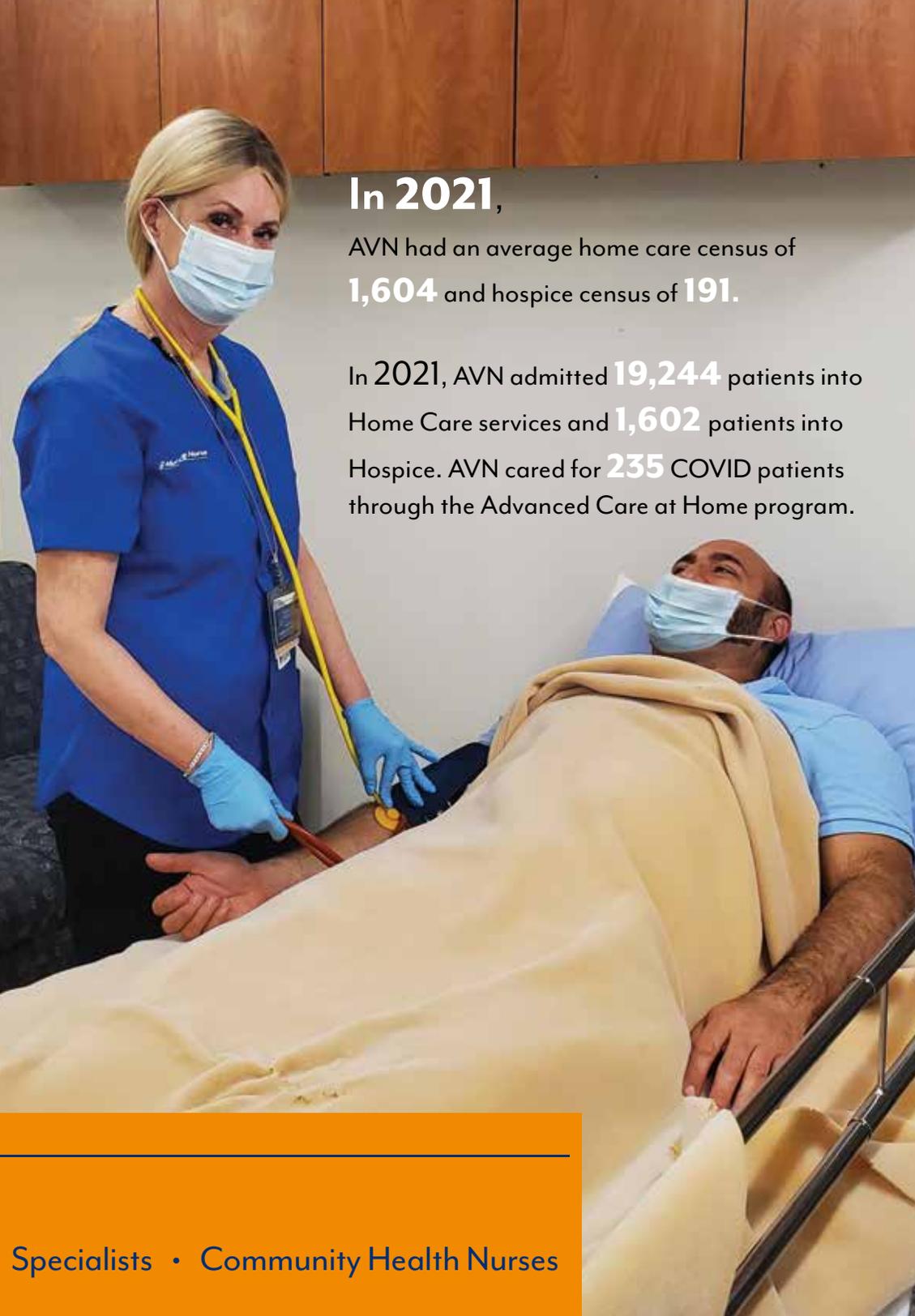
To empower and develop our assistant managers, AVN developed an Assistant Manager Professional Development Council, which meets to discuss issues and processes that require improvement, and the group collaboratively develops an action plan. The group has developed wound identification and education for the field nurses and is working on streamlining supply ordering.

In 2021, AVN launched a Nursing Shared Governance Council as well as a Coordinating Council, which further aligned AVN with the Atlantic Health System Shared Governance initiatives. The group collaborated on projects related to improvement of communication with patients to improve overall patient engagement scores.



Atlantic Visiting Nurse at a Glance

175 Nurses Providing Services: Home Care Nursing • Hospice Services
Wound Specialists (WOCN) • Telehealth Nursing • Rehabilitation Nurse



In 2021,

AVN had an average home care census of **1,604** and hospice census of **191**.

In 2021, AVN admitted **19,244** patients into Home Care services and **1,602** patients into Hospice. AVN cared for **235** COVID patients through the Advanced Care at Home program.

Mary Pradilla MSN, RN

Executive Director
Atlantic Visiting Nurse



2021 was a successful year for Atlantic Visiting Nurse (AVN). Despite all the challenges and unpredictability, our nurses, with great dedication and compassion, continued to provide extraordinary care to our homecare and hospice patients. I am very proud of our more than 150 home health and hospice nurses who have emerged from the pandemic with even greater strength and resilience. With COVID-19, we have observed an increase in patients who prefer to receive care in their homes and our skilled nursing team provides the support and assistance needed for them to remain in the community.

As nursing shortages continue to challenge health care, AVN has found innovative ways to support our team and our patients by expanding the use of technology. Remote patient monitoring and virtual nurse visits have proven to be valuable supplemental support to the field team as well as provide more touch points and education for our patients. Our hospice team also experienced improved medication ordering support with a new pharmacy app that interfaces with Epic, our electronic health record. Hospice also implemented Care XM, a tele-triage program to improve after hours patient management. These new initiatives, in addition to our expanded wound management program, will keep our clinical outcomes high, readmission rates low, and our patient experience positive.

During the year, we also celebrated the continued success of our remarkable nurses, as evidenced by our Clinical Excellence Awards and growth of the PACT program, which honored our nurses who demonstrated excellence in patient care and innovation. I am very proud and continue to be inspired by this great team of nurses.

Thank you to the AVN nurses, for making such a positive impact in our communities and within our organization. For everything that you have done and continue to do, I express my gratitude. Your continued flexibility, collaboration, and commitment to your patients is incredible. I am thankful for every member of our team. I am proud to be part of such a wonderful team of nurses.

NURSING

at Chilton Medical Center



Year in Review

Nursing at Chilton Medical Center was inspiring in every way possible. We collaborated with nurses within Atlantic Health System to address the nursing workforce challenges impacting the entire nation through our Externship, Hire Learner and the Nurse Residency programs. Additionally, we employed 15 of 28 budgeted novice nurses who were accepted into a one-year Hire Learner program with a goal of mentorship for their new role as staff nurses. As a result of student nurses returning to our hospital for their clinical experiences, we hosted eight junior-level students as nurse externs and hired more than half of them as patient care techs (PCTs) for their senior year. We hosted three BSN and two MSN on-site cohorts through St. Elizabeth's University and provided precepting experiences to nursing graduate and undergraduate students from a variety of institutions of higher learning. It is also very rewarding to have advanced practice nurse and PA students precepting at Chilton Medical Center with our excellent staff. Realizing that the decision to pursue health care as a career often begins in the high school years, we hosted Pequannock Allied Health junior and senior high school students and exposed them to a series of targeted educational and shadowing opportunities.

Vital Statistics

1,320
Employees

875
Physicians

260
Licensed Beds

7,425
Admissions
(excluding births)

528
Births

1,348
Inpatient
Surgeries

Looking to expand the talent pool of qualified leaders inspired us to establish the new Leader Succession Program, and we enrolled 14 aspiring leaders throughout the organization. Based upon our annual educational needs assessment, we have re-launched our successful Nursing Grand Rounds, and provided more than 20 programs representing a wide variety of clinical and professional practice areas of interest, specifically requested by our clinical nurses. Our educational efforts and focus on improvements in the nursing practice domain led us to a 7% increase in national board certification rates, which is at 59%, as well as an 8% (125 nurses, 52 for Level II, 39 for Level III and 34 for Level IV) increase in PACT applications, and 81% of all Chilton nurses are educated at least at the BSN level or higher. These are wonderful examples of professional development, despite the demands that the COVID-19 surges imposed upon our team members.

We also are excited that celebrations have once again taken place – at first virtually, and then, joyfully, in person. Our National Nurses Week, Certification Day, Daisy Recognition Awards, the Nursing Excellence Ceremony, PACT Ceremony – each gave us all the opportunity to reflect upon our achievements and provide the spirit of recognition to all of our hero nurses, led by Dr. Maureen Schneider. Later in 2021, as we continued our focus upon nurse and team member resiliency and support, we instituted a four-part behavioral based de-escalation of conflict and aggressive behaviors to further empower and educate our team members. Finally, we had several staff conduct presentations, publish and conduct research, which demonstrates our leaders' and nursing commitment toward continued learning and professional development.

Maureen A. Schneider PhD, MBA, RN, NEA-BC, CPHQ, FACHE

Chief Nursing and Operations Officer



As we all emerged from the first wave of the COVID-19 pandemic during the third quarter of 2021, there was a definite spirit of enthusiasm and redoubling of efforts that produced numerous accomplishments in the areas of professional practice, academic and continuing education, and importantly, service to the community. Many of our achievements led to national recognition, such as the successful Joint Commission triennial survey, and Stroke, Joint and Bariatric Disease-Specific Care

Certifications. One particular highlight: an enthusiastic and excited team of staff nurses, leaders, and educators – and one very excited CNO – were thrilled to march in-person across the national stage at the ANCC National Magnet® Conference in Atlanta, GA, to receive accolades for our 2020 Magnet® Recognition Award. It was certainly a career “high” for many of us who had the privilege of representing all of the nurses of Chilton Medical Center and Atlantic Health System.

As 2021 continued the “Year of the Nurse,” we appropriately recognized, and cared for, clinical nurses at the front line as well as their leaders. Several key strategies included Resiliency Rounds, frequent administrative listening rounds, Schwartz Rounds, the Caring for the Caregiver (C4C) Peer Support Program, Daily Leadership Huddle, our Shared Governance Councils, evaluating our Pulse Surveys, and the establishment of the Nursing Workplace Environment Staffing Council (NWESC), in partnership with the Organization of Nurse Leaders of New Jersey (ONL NJ). As a member of Cohort #5, we are even more aligned with national standards for healthy work environments, as we collaboratively balance patient needs, improve the workplace environment, and make a positive impact upon the advancement of nurse staffing and resource utilization. Another key focus has been upon the education, succession planning and mentoring of new graduate nurses, as well as our new and seasoned nurse leaders. We successfully launched our new Leader Succession program, welcomed nursing students back to our hospitals, hosted junior-year nursing students as Nurse Externs, and hired more than half of them as PCTs.

It has been a personal and professional privilege to serve as your leader during the darkest days of the COVID-19 pandemic and it was truly joyous to celebrate the return to varying degrees of normalcy. It is my hope that you enjoy and honor yourselves and each other, for being the heroes you continue to be. As we look to the future, we are confident that the seeds we have planted in 2021 will produce much fruitful, new programs and along with it, amazing outcomes that are surpassed only by the truly talented, expert, and compassionate nurses with whom I am so delighted to serve. Thank you for all you have done and continue to do. I salute you and I’m so very proud of each one of you.



3,946

Same Day Surgeries

40,487

Emergency Visits

143,566

Outpatient Visits



NURSING

at Morristown Medical Center

Morristown Medical Center Vital Statistics

6,435
Employees

2,461
Physicians

735
Licensed Beds

37,860
Admissions
(excluding births)

4,954
Births

11,937
Inpatient
Surgeries

Year in Review

In 2021, Morristown Medical Center was named the number one hospital in New Jersey by *U.S. News & World Report* for the fourth year in a row, one of the World's Best Hospitals and a Best Hospital for Infection Prevention by *Newsweek*, and one of America's 50 Best Hospitals by Healthgrades for the seventh consecutive year. In addition, we received an "A" rating from the Leapfrog Group for hospital safety for 13 times in a row and were named a Top Teaching Hospital.

In October, Brandee Fetherman, MSN, RN, CCRN-K, was promoted to Chief Nursing Officer to assume the role from which Carol Jones, RN, retired at the end of 2021 after 30 years of devoted service. Brandee will oversee the overall delivery and management of nursing care as well as nursing education and professional development, nursing quality, nursing research, and patient flow.

With more than 1,600 nurses employed at Morristown Medical Center, nursing excellence took center stage as our accolades included being named a Magnet® Hospital for Excellence in Nursing Service for the fifth consecutive time, an honor claimed by less than 1% of the hospitals in the U.S. The American Association of Critical-Care Nurses awarded Beacon Awards for Excellence, which recognize caregivers whose consistent and systematic approach to evidence-based care optimizes patient outcomes, to several units at Morristown Medical Center – Gold level: Medical Surgical ICU and the Cardiac Access Unit (first time), and Silver level: Cardiac Care Unit and the Cardiovascular ICU. These awards were originally awarded or re-designated in 2021.

Our compassion and extraordinary caring for our senior community were evident with Nurses Improving Care for Healthsystem Elders (NICHE) awarding Exemplar status to recognize Morristown Medical Center's ongoing, high-level dedication to geriatric nursing care. In addition, our senior-friendly Geriatric ED was awarded the highest level of accreditation, Level I Geriatric Accreditation from the American College of Emergency Physicians (ACEP).

As a Level I ACS Trauma Center, Morristown Medical Center's Emergency Department (ED) is among the busiest in New Jersey, averaging over 100,000 patient visits per year. In 2021, planning and design for expansion and modernization of the ED was completed and will optimize existing space to meet current and future needs.

New programs launched this year included the Cardiovascular Rescue and Recovery Program to provide advanced treatment and support for patients in need of complex percutaneous coronary intervention, and the new Aortic Center, designed to provide a comprehensive, innovative approach to patients with diseases of the thoracic aorta.





20,317

Same Day Surgeries

93,362

Emergency Visits

1,161,247

Outpatient Visits



Goryeb Children's Hospital Vital Statistics

202

Employees

92

Licensed Beds

3,018

Admissions

803

NICU Admissions

29,442

Emergency Visits

135,352

Outpatient Visits

2,969

Same Day Surgeries

Brandee Fetherman MSN, RN, CCRN-K

Chief Nursing Officer



It has only been a few short months since my transition into the role of Chief Nursing Officer, and during this time I have witnessed the extraordinary caring of our nursing teams and daily evidence of our PRIDE values in action by all departments. Our teams have

rallied during multiple COVID-19 surges and trying times, entirely focused on our common goal of improving the lives of our patients and building healthier communities. Although the circumstances of this last year have been challenging, we, as a nursing profession may have bent, but we have not broken.

The post-pandemic landscape of nursing has changed dramatically since 2020, so we must continue to look for ways to renew our profession and ourselves while focusing on all that is good. The future is bright at Morristown Medical Center with evidence-based practice and research leading the way forward.

Our nurses make an incredible contribution to the patient experience as advocates, educators, and collaborators in caring. To ensure that we build upon these achievements, Morristown Medical Center's Center for Nursing Innovation and Research (CNIR), has been a safe space where our nurses can go to creatively solve problems related to patient care. We also recruit and retain the highest quality nursing professionals and create a pathway for their development and advancement. This year, we are launching additional Hire Learner Nurse Residency programs for specialty areas, including peri-natal services and critical care. As a result, our nurses are motivated and inspired to advance their profession through national certifications and professional educational endeavors.

While this past year has certainly been challenging, it also highlighted the talent, flexibility, and resilience of our outstanding nursing team. Words cannot express my gratitude for the professionalism and grace displayed by our nursing team during these unprecedented times. I hope you enjoy this report highlighting the many accomplishments of our team at Morristown Medical Center, as well as those of our colleagues across this amazing organization.

Overlook Medical Center Vital Statistics

3,829

Employees

1,956

Physicians

504

Licensed Beds

19,971

Admissions
(excluding births)

2,565

Births

4,684

Inpatient Surgeries

10,107

Same Day Surgeries

87,496

Emergency Visits

343,338

Outpatient Visits

NURSING

at Overlook Medical Center



Year in Review

In 2021, the jewel that is Overlook Medical Center added brilliant new facets. Our Bouras Emergency Department in Summit earned its first Emergency Nurses Association Lantern Award, opened its new entrance, lobby, and triage space, and completed the construction of the Hersh Children's Center, which brings together the Meri and Sol Barer Inpatient Pediatric Center and the Michael Gordon Reeves Pediatric Emergency Department, for better coordinated care of patients, ages 0-21. We received the 2021 Choosing Wisely® Trailblazer Award from Nurses Improving Care for Healthsystem Elders (NICHE).

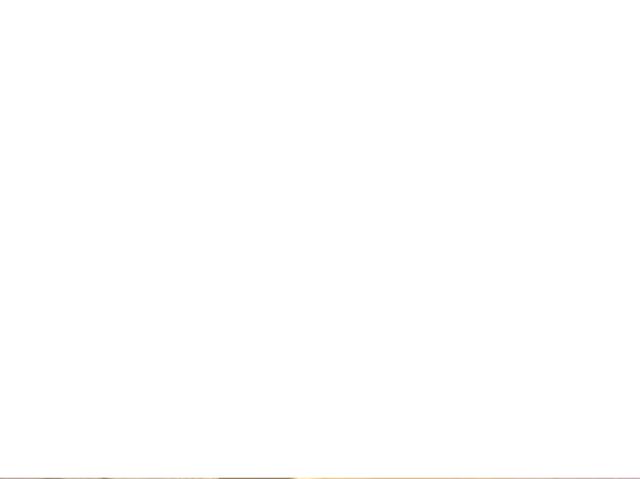
Overlook celebrated the first anniversary of our Magnet® designation, proof of our hard-earned commitment to excellence in health care. Last year, our Magnet® survey was the first ever handled virtually at Atlantic Health System and was one of the first virtual surveys conducted by Magnet® surveyors, who rounded with embedded team via iPads atop specially designed carts.

Upon the retirement of longtime hospital president Alan Lieber, and the transitioning of MaryPat Sullivan, MSN, RN, CNS, from chief nursing and experience officer to director of nursing education and professional development for Atlantic Health System, we welcomed two new senior leaders: President Stephanie Schwartz, who had previously been president of Chilton Medical Center, and Dr. Ophelia Byers as chief nursing officer for Overlook and associate chief nurse executive for Atlantic Health System.

Our Behavioral Health program was recertified by The Joint Commission in Disease-Specific Care for Depression, again making Overlook Medical Center only one of three hospitals in the nation to hold this distinction. Additionally, our Orthopedics program earned The Joint Commission's Disease-Specific Care Certification in Spine Surgery. We finished out the year with our application submission for Disease-Specific Care Certification for Total Hip and Knee Replacement.

We were named one of America's 50 Best Hospitals by Healthgrades and received Excellence Awards in bariatric surgery, critical care, gastrointestinal (GI) surgery and GI care, as well as pulmonary care. Our Cancer Care program optimized its partnership with Memorial-Sloan Kettering with more than 1,000 admissions. Our Spiritual Care team revitalized its Clinical Pastoral Education program.

Each of these accomplishments is a result of collaboration across disciplines and departments at Overlook Medical Center: exemplary professional practice, shared decision-making, and collective PRIDE values. Our team is truly a multifaceted gem; and in 2022, we will continue to refine our performance and shine brightly for our patients, their support persons, the community, and each other.



Ophelia Byers DNP, RN, APRN, WHNP-BC, NEA-BC, CPXP

Chief Nursing Officer,
Overlook Medical Center, and
Associate Chief Nurse Executive,
Atlantic Health System



Welcome to this curation of 2021 highlights, that exemplify the commitment to excellence within our Department of Nursing. Over the last year, there were many shining examples of our concerted efforts to improve both the patient-family and team experiences. With our PRIDE values as our foundation and the Magnet® model as our framework, our nursing team closely collaborated with teammates across disciplines, departments, and throughout Atlantic Health System to deliver Extraordinary Care to our patients and their families.

We planned and implemented quality improvement projects and developed creative ways to foster stronger collegiality and team engagement. You'll read more about these accomplishments throughout this report. Additionally, many of our team members broadened their development by participating in continuing education, attaining national certifications, and/or completing, continuing, or commencing academic programs, all while continuing to deliver the compassionate, comprehensive care we are known for.

Even more inspiring is that our 2021 accomplishments occurred throughout the ongoing COVID-19 pandemic. During a time that has required so much of our team — mentally, emotionally, physically, and spiritually — our nurses and patient care partners remain dedicated to Atlantic Health System's Mission and Vision, clinical quality, and our Shared Governance principles.

Thank you for everything you do every day to make Overlook Medical Center the hospital of choice in our community — Magnet®-recognized for our commitment to improving patient outcomes and valuing our nursing talent. Thank you for choosing to bring your best selves every day, no matter the challenges. I am so very proud of the many accomplishments of our nursing team for their individual and group pursuit of excellence. This annual report is but a glimpse into the wonderful care you provide for our patients, their loved ones, and each other. It is an honor to lead and serve with you.



Newton Medical Center Vital Statistics

1,199
Employees

637
Physicians

148
Licensed Beds

7,795
Admissions
(excluding births)

512
Births

854
Inpatient
Surgeries

2,054
Same Day
Surgeries

NURSING at Western Region— Newton Medical Center Hackettstown Medical Center



Year in Review

If 2021 could be described in one word, that would have to be “transitional.” As COVID-19 became more endemic, we grew to meet the demands of intermittent surges, and implemented all safety precautions necessary to maintain a healthy workforce. COVID-19 is still very much a daily concern, but it seems it is now woven into the fabric of our everyday lives both inside and outside of our facilities. This transition is one of many that the Western Region experienced in 2021.

We welcomed our new Chief Medical Officer Geralda Xavier, MD, as well as several new nurse leaders, including Noelle Schuster, ICU for Hackettstown and Newton medical centers and PCU at Hackettstown; Michele Neumann, nurse manager, Inpatient Psychiatric Unit at Newton Medical Center; and Susan Karpinski at 1 South and 1 Hussey at Newton, who all bring with them a fresh perspective and great experiences. Together, our team continues to deliver on the Mission and Vision of Atlantic Health System.



The Western Region celebrated multiple recognitions from *U.S. News & World Report*, Healthgrades and Castle Connolly, and achieved successful Joint Commission Disease-Specific Care Certification in Stroke at both Newton and Hackettstown medical centers.

With a sharp focus on improvement and growth, we continued to build upon programs that bring much-needed high-quality patient care to our local communities. The addition of a brand-new Infusion Suite at Hackettstown Medical Center and exemplary outcomes from our STEMI program at Newton Medical Center enable us to deliver that care locally throughout the Western Region. Facility improvements also include the planning for, and funding of, an Emergency Department renovation that will service patients with behavioral health needs, as well as Maternity Department and ICU renovation at Newton Medical Center. At Hackettstown Medical Center, we opened a new inpatient unit, 4 South, creating more opportunities for private rooms that will improve the patient experience. The adjacent Medical Office Building is being renovated to bring various outpatient services to our campus. Construction will start in early 2022 on many of these new projects, which we know will help us continue to serve our community for years to come.



36,514
Emergency Visits

112,902
Outpatient Visits



Hackettstown Medical Center Vital Statistics

618

Employees

521

Physicians

111

Licensed Beds

3,859

Admissions
(excluding births)

673

Inpatient
Surgeries

1,034

Same Day
Surgeries

20,947

Emergency Visits

85,952

Outpatient Visits

Donna Marie Watridge RN, MBA,BSN,CCRN-K

Chief Nursing Officer

Newton and Hackettstown medical centers

I am so proud of our clinical nurses. Thank you for being on the front line every day. You define the term “superheroes” and I am honored to work with each and every one of you. Thank you – and your families – for the countless hours you have dedicated in support of Atlantic Health System’s Mission, Vision and PRIDE values that truly make a difference in the patient experience. You exceed quality standards in numerous ways, earning accolades: Newton Medical Center was ranked as high performing in five adult procedures and Hackettstown Medical Center was ranked as high performing in two adult procedures by *U.S. News & World Report*, and both were ranked among the top hospitals in New Jersey under 350 beds by Castle Connolly. We continued our journey as a high reliability organization and renewed our two hospitals’ combined efforts for Pathway to Excellence® designation as the Western Region.

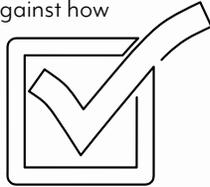
As you reflect upon the peaks and valleys of 2021 contained within the pages of this Nursing Annual Report, I encourage you to take the time to truly appreciate your own individual achievements that made this journey, and all of our journeys together possible. It has been yet another unprecedented year of tremendous accomplishments; PACT projects, expanded educational sessions, the work of the Shared Governance councils, unit projects – all of these and more, truly exemplify the collective spirit of innovation, creativity and passion for excellence that is the Western Region and Atlantic Health System nursing. It has been so inspiring that, during the surges of the COVID-19 pandemic, our compassionate care for the communities we serve was deeply appreciated by our patients and their loved ones.

Thank you for your courage, leadership, passion, and dedication to delivering outstanding patient care. I look forward to a new chapter on our journey collaborating with Dr. Geraldina Xavier, our new chief medical officer, as we continue to grow our services to the community, especially with our planned Emergency Department renovation to expand behavioral health resources, and Maternity and ICU renovations at Newton and new Infusion Suite, inpatient unit, and increased outpatient services at Hackettstown Medical Center. We have an incredible team in the Western Region. Together we will achieve great things.

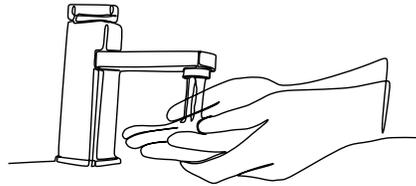


A "DAY" IN THE LIFE OF A NIGHT NURSE

Time for the Atlantic Health System Daily Symptom Check – I check the list of symptoms against how I feel today.

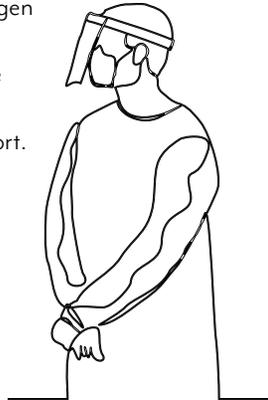


Time for hourly rounds, making sure that all patients are safe and cared for. Thinking about something to eat. Need to maintain physical distancing at all times. I hope no one is in the break room.



Huddle time. This is where I learn what is new; are visitors finally allowed back? Do I need to grab my eyewear? How are my peers doing today? Did anyone call out sick? What patients am I assigned? I make rounds on all my patients, keeping in mind I must "bundle" all the patients with COVID-19, and touch base with my orientee.

Caring for my patients with COVID-19, I again review their oxygenation needs, their most recent laboratory, imaging results, ratio of oxygen saturation (ROX) report, and provide physical and psychosocial support.

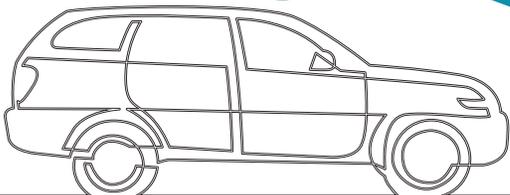


Concentrating on the task at hand, I review the medications (averaging six to 10 per patient) for each of my patients, carefully remembering the "Five Rights" of safe medication administration. I use the opportunity to educate as I give the medications and use bar code technology to verify the patient identity for safety.



I prioritize the care needs of my patients and know that I am assigned the first admission from the Emergency Department, as well as a returning patient from the Operating Room. I have to remember that I have some learning management modules that I've been assigned. I can't forget to do it before I leave in the morning.

Off to the hospital! Packing a healthy meal/snacks to keep my energy high and my brain focused. As I leave my car, I can't forget my mask. As I enter the hospital, I have my temperature taken.



5 PM

6:15 PM

7 PM

8 PM

9 PM

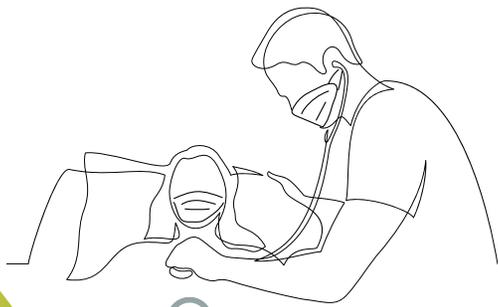
10 PM

11 PM

12 AM

1 AM

So glad the night shift hospitalist rounded on my patients, and we discussed the plan of care.



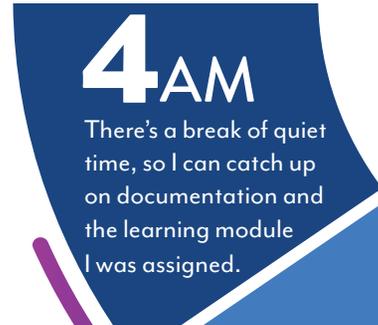
Need to set up the routine for the day shift. Rounding on my patients, are the PCAs and I doing vital signs separately, or as a team? Which of my patients need blood work? Who is NPO? Are there any pre-op checklists to attend to?



Shift change time – the incoming shift is here, glad to see them! During report, one of my patients' families wishes to speak with me and I provide a summary and comforting words. I'm so proud when my orientee offers to speak to the family for me, providing him with a great opportunity to learn. Calling into my Shared Governance meeting on my drive home, passing people just starting their day as mine is winding down.



Life can resume, I plan the rest of my day, walk the dog, shop for groceries, do laundry, etc., in time to sleep and start again at 5:00pm.



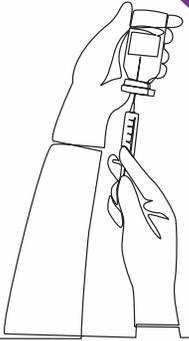
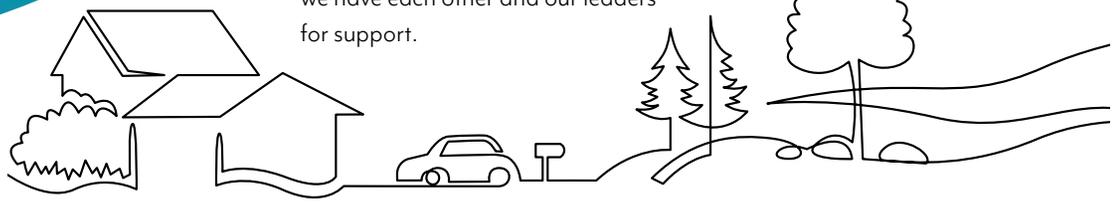
There's a break of quiet time, so I can catch up on documentation and the learning module I was assigned.



Another round of medications to be given; drawing blood as needed. Remember to be friendly, no one wants to be woken at 5:00am!



Home again. I change out of my clothes in the garage, take a long, warm shower and relax with my dog. Thinking about when the pandemic will end for all of us. Grateful that we have each other and our leaders for support.



SELECTED SITE AV

Our nursing excellence contributed to the following awards and recognitions:

Chilton Medical Center:

- Achieved ANCC Magnet® recognition (since 2020)
- Exemplar status for Nurses Improving Care for Healthsystem Elders (NICHE) Program
- Awarded the Bronze Standard – Level 3 Geriatric Emergency Department Accreditation (GEDA) accreditation by The American College of Emergency Physicians (ACEP)
- Nationally recognized for high quality care by *U.S. News & World Report* for orthopedics, COPD, heart failure, kidney failure, stroke, and maternity
- Recipient of the Healthgrades 2021 Patient Safety Excellence Award™ and recognized among the top 5% in the nation for patient safety
- Recognized with an “A” hospital safety grade by the Leapfrog Group Spring 2021 and Fall 2021
- Top Hospital in NJ under 350 beds by Castle Connolly for the sixth year in a row, 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, and stroke
- Recipient of the American Heart Association/American Stroke Association’s 2021 Get with the Guidelines® - Stroke Gold Plus & Target: Stroke, Honor Roll Elite Award and Type 2 Diabetes Honor Rolls
- Healthgrades: Critical and Pulmonary Care, receiving the 2022 Excellence Care Award™ and placing it among the top 10% in the nation for both service lines
- Named a Top General Hospital by The Leapfrog Group
- 2021 Blue Distinction for maternity care and for bariatric surgery from Horizon Blue Cross Blue Shield of New Jersey
- Practice Greenhealth’s Environmental Excellence Award

Hackettstown Medical Center:

- Nationally recognized for high quality care by *U.S. News & World Report* for kidney failure and stroke
- Hackettstown Medical Center was ranked among the Top Hospitals in New Jersey under 350 beds by Castle Connolly for 2021 and ranked a top performer for breast cancer, congestive heart failure, coronary artery bypass surgery, hip and knee replacement, neurological disorders, pain management, prostate cancer, and stroke
- Recipient of the American Heart Association/American Stroke Association’s 2021 Get with the Guidelines® - Stroke Gold Plus & Target: Stroke, Honor Roll Elite Award and Type 2 Diabetes Honor Rolls
- Healthgrades: Five-star ratings for the treatment of heart failure (2 years in a row), sepsis (3 years in a row) and chronic obstructive pulmonary disease (COPD)
- 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
- Joint Commission Primary Stroke Center certification
- Practice Greenhealth’s Environmental Excellence Award

Morristown Medical Center:

- Achieved ANCC Magnet® recognition (since 2001)
- Named to *Becker’s Healthcare 2020* list of “100 Great Hospitals in America”
- Highest rating in its five-star system, from the Centers for Medicare and Medicaid Services (CMS)
- Top 100 Hospitals in the Nation for Cancer Care: CareChex 2021 Medical Excellence Award
- #1 hospital in NJ (*U.S. News & World Report*) and among the best 50 hospitals in the nation for orthopedics (#30), gynecology (#28), and cardiology and heart surgery (#42), and rated high performing in 20 specialties
- Named one of the World’s Best Hospitals and Best Hospitals for Infection Prevention by *Newsweek*
- Recognized as top 1% of hospitals in the nation for sixth time (America’s 50 Best Hospitals, Healthgrades)
- Castle Connolly, *Jersey’s Best*: #1 hospital in the state, 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 13 consecutive times (Fall 2021)
- Recipient of the American Heart Association/American Stroke Association’s 2021 Get with the Guidelines® - Stroke Gold Plus & Target: Stroke, Honor Roll Elite Award and Type 2 Diabetes Honor Rolls
- Received or redesignated AACN’s Beacon Awards for Excellence, Gold: Medical Surgical ICU, Cardiac Access Unit; Silver: Cardiac Care Unit, Cardiovascular ICU
- Named a Top Teaching Hospital by The Leapfrog Group
- Awarded the Level 1 Geriatric Emergency Department Accreditation (GEDA) accreditation by The American College of Emergency Physicians (ACEP)

WARDS

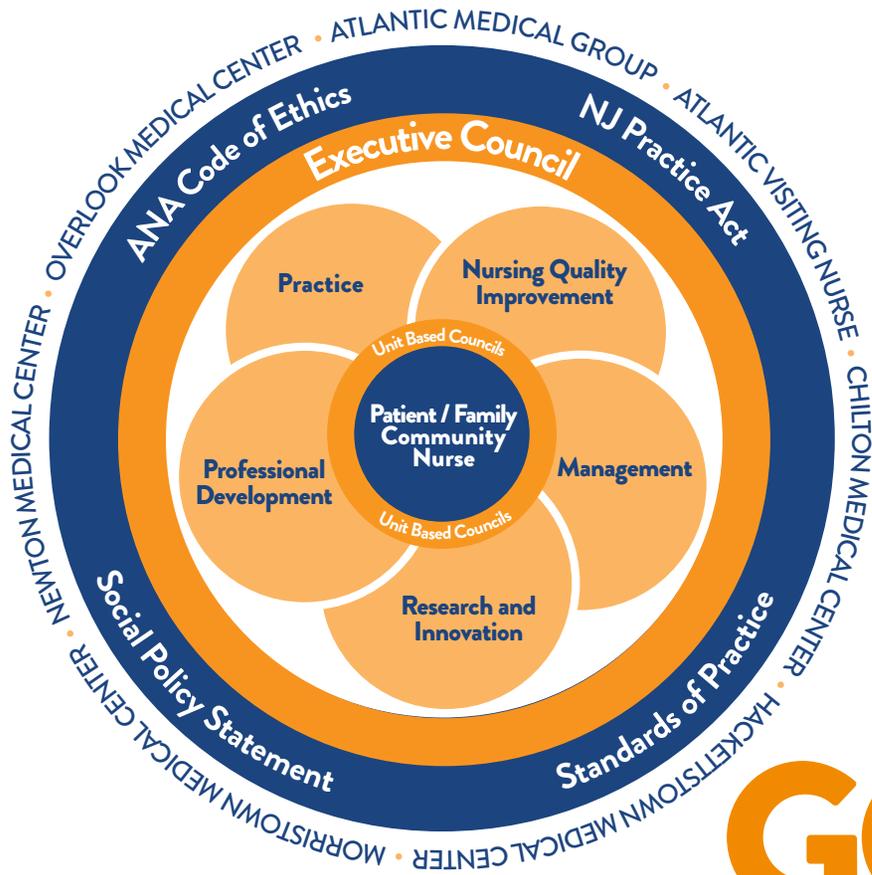
- Exemplar status for Nurses Improving Care for Healthsystem Elders (NICHE) Program
- Practice Greenhealth's Environmental Excellence Award
- 2021 Blue Distinction for Maternity Care, and for Bariatric Surgery, from Horizon Blue Cross Blue Shield of New Jersey
- *Fortune*/IBM Watson Health 100 Top Hospitals in the U.S., #6 Major Teaching Hospital

Newton Medical Center:

- Newton Medical Center was ranked among the Top Hospitals in New Jersey under 350 beds by Castle Connolly for 2021. Also 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
- Recognized by The Leapfrog Group with an "A" hospital safety grade for Spring and Fall 2021
- Newton Medical Center has been recognized with the Patient Safety Excellence Award, and Critical and Pulmonary Care Excellence Care Awards, along with five-star ratings for treatment of heart failure (12 years in a row), and treatment of bowel obstruction, COPD, diabetic emergencies, heart attack, pneumonia, respiratory failure, sepsis, and stroke (Healthgrades)
- Recognized by *U.S. News & World Report* for high quality care in COPD, heart failure, kidney failure, maternity care, and stroke
- Recipient of the American Heart Association/American Stroke Association's 2021 Get with the Guidelines® - Stroke Gold Plus & Target: Stroke, Honor Roll Elite Award and Type 2 Diabetes Honor Rolls
- Awarded the Bronze Standard – Level 3 Geriatric Emergency Department Accreditation (GEDA) accreditation by The American College of Emergency Physicians (ACEP)
- Joint Commission Primary Stroke Center certification
- 2021 Blue Distinction for Maternity Care from Horizon Blue Cross Blue Shield of New Jersey
- Practice Greenhealth's Environmental Excellence Award
- Geriatric Care received the Member status for the NICHE (Nurses Improving Care for Healthsystem Elders) program
- 2021 Hospital Campaign for Organ Donation, Recognition for Outreach

Overlook Medical Center:

- Achieved ANCC Magnet® recognition (since 2020)
- NICHE designation (Nurses Improving Care for Healthsystem Elders) with five exemplars
- Best Regional Hospital, #4 in New Jersey, recognized as a top hospital in four specialties: maternity care, neurology and neurosurgery, orthopedics and urology (*U.S. News & World Report*) and high performing in COPD, colon cancer surgery, diabetes, heart attack, heart failure, kidney failure, knee replacement, and stroke
- Named one of the World's Best Hospitals and Best Hospitals for Infection Prevention in 2021 by *Newsweek*
- Recognized as one of America's 50 Best Hospitals, top 1% of hospitals in the nation, and one of America's 100 Best Hospitals for the treatment of stroke for nine years in a row (only one in NJ/NY) and 100 Best Hospitals for spine surgery, critical care, gastrointestinal (GI) surgery, and GI care; Excellence Awards in bariatric surgery, critical care, GI surgery and GI care, and pulmonary care (Healthgrades)
- Castle Connolly, Jersey's Best: #3 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, prostate cancer, and stroke
- Practice Greenhealth's Environmental Excellence Award
- CareChex: #1 Hospital in NJ for major neurosurgery; top 5% in the nation for neurosciences and cranial neurosurgery
- Recipient of the American Heart Association/American Stroke Association's 2021 Get with the Guidelines® - Stroke Gold Plus & Target: Stroke Elite Award; Advanced Therapy; Type 2 Diabetes Honor Roll
- Emergency Nurses Association's Lantern Award – Bouras Emergency Department
- 2021 Choosing Wisely® Trailblazer Award from Nurses Improving Care for Healthsystem Elders (NICHE), and the American Board of Internal Medicine (ABIM) Foundation
- Named a Top Teaching Hospital by The Leapfrog Group and recognized with an "A" hospital safety grade. Spring 2021 and Fall 2021
- 2021 Blue Distinction for Maternity Care from Horizon Blue Cross Blue Shield of New Jersey



Shared Governance Membership

Atlantic Health System’s Shared Governance model serves as the vehicle for clinical nurse decision-making, at the unit, site and system levels. Nurses at Chilton, Hackettstown, Morristown, Newton and Overlook medical centers and Goryeb Children’s Hospital, as well as nurses from Atlantic Medical Group (AMG) and Atlantic Visiting Nurse (AVN) participate in five major councils. These cascade to the individual sites and are the Professional Development Council, the Nursing Quality Improvement Council, the Research and Innovation Council, the Practice Council and the new Management Council. In 2021, AMG and AVN launched Shared Governance education to all their team members, laid the groundwork for councils at their sites and were full participants at all the system councils. 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 interdisciplinary team, and the nursing team themselves.

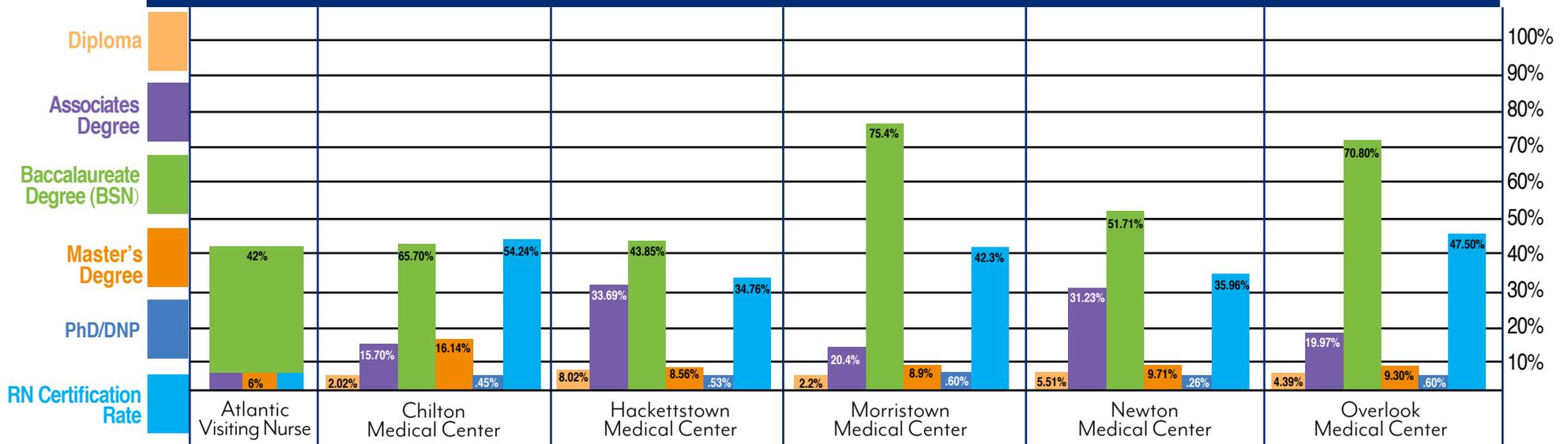
SHARED GOVERNANCE

Retreats, held April 23 and at the launch of the Executive Council on October 27, 2021, provided the opportunity to share council achievements and best practices across the system, and to recognize the clinical nurses who served as council chairs and co-chairs. We also learned about the project to reduce documentation burden for our clinical nurses and reviewed the outcomes of the unit-based council functionality research survey. One of the future directions was the charge to establish the Executive Council and the Management Council. Comprised of all system chairs and co-chairs, Magnet/ Pathway to Excellence® program managers, and all CNOs from each site, the Executive Council coordinates the functions of each system council, establishes a forum for alignment and consolidation of communication, and makes sure that necessary administrative support is provided. The purpose of the Management Council is to provide a forum for the onboarding, orientation, and ongoing professional development of managers and to create vehicles for collaboration with the following functions: Finance, Human Resources, Support, Materials and Systems.

Atlantic Health System Nursing Shared Governance Membership



Atlantic Health System Nursing Degrees



Every Nurse Is a Leader at Atlantic Health System

A leadership approach that is desired by many, and achieved by few, transformational leadership establishes an environment in which nurse leaders create a strategic vision and establish support mechanisms so nurses may lead positive change within their organizations. Clinical nurses are empowered at the unit and patient-levels of care, through

TRANSFORMATIONAL LEADERSHIP

their Shared Governance structures, to participate in decision-making that

impacts their individual clinical workplaces, as well as greatly influences patient care in numerous specialties along the health care continuum. Transformational leaders are described as the key to Magnet® success and are the linchpin of the American Nurses Credentialing Center (ANCC) Magnet® Recognition and Pathway to Excellence® programs. Our empirical outcomes of nursing staff and patient care clearly point to achievements that surpass national quality benchmarks and allow us to mentor others, even, across the globe. As we emerge from, and prepare for, surges of the COVID-19 pandemic and other national health care emergencies, we are ever mindful of the importance of succession planning and building programs that withstand and sustain nursing excellence. We firmly believe that world-class nursing and patient quality and safety excellence will be our legacy, far into the future, because of the structure, processes, and outcomes our leaders have established.



Overlook Medical Center

Supply chain disruptions resulted in alternating use of chlorhexidine wipes and alcohol wipes for cleansing of IV ports prior to access. Each product has different scrub and dry times, resulting in confusion. Kathleen Ricciuti, RN, OCN, a clinical nurse on 3AB Inpatient Oncology, collaborated with Katherine Opalka, BSN, RN, CIC Infection Preventionist, and designed the “Scrub the Hub” clock attachment frame, which is now in every patient room on 3AB to remind nurses of the correct scrub and dry times for alcohol and for chlorhexidine. For nurses whose practice includes many central lines, this project was critical in the prevention of hospital-acquired central line bloodstream infections (CLABSIs). The clock attachments went “live” in December 2020 and 3AB did not have a CLABSI in more than 317 days. The Scrub the Hub tool was made available to team members across Atlantic Health System, expanding and elevating our culture of safety.



Sandra Vega, BSN, RN CMS-RN, ANM, on unit 10CD (a designated COVID-19 unit), saw an opportunity for improvement to address the unit’s HCAHPs Medication Communication scores. She collaborated with the pharmacy to develop a specific COVID-19 medication list, which provided an effective educational tool for the nurse when teaching the patient “M in the Box”. This list is now available across Atlantic Health System sites.

In the spring of 2021, COVID-19 numbers were diminishing, and travel, visitor, and meeting restrictions slowly lifted, which made in-person celebrations such as the Nurses Week Block Party, once again possible. The Block Party celebrates the accomplishments and unique specialties of each unit, and featured our first Overlook Medical Center Nursing Research Corner. The highlight of the party is always the Basket Raffle, which raised \$2,000 for the BSN/MSN Scholarship Fund. The long-awaited, first Magnet® designation celebration was held on May 13. Senior executives from throughout Atlantic Health System were on hand to offer congratulations and present gifts to the nursing staff. The celebration was organized by 6AB’s Susan Ghizzone, AAS, RNC-MNN, and Donna (Jill) Reimer, AAS, RN.



Morristown Medical Center

Magnet4 Europe Year 3 – Sharing Across the Pond: Engaging the Team through Education and Well-Being

As we write our Magnet Recognition Program® document for our sixth designation and reflect upon the last four years, it is a testament to the resilience of our leaders that we continue to improve and innovate, despite challenges. We share what we have done to promote our Magnet® culture with our “twin” Cork University Hospital (CUH) in Ireland. Currently, 60 hospitals in five European countries (Ireland, Belgium, England, Germany, and Sweden) are paired with an experienced U.S. Magnet®-recognized hospital and participate in an annual learning collaborative.

On September 10, 2021, Ann Marie Galvin, RN, ADON, a nurse practice development coordinator, CUH, and Wendy Silverstein, DNP, RN, NPJ-BC, nurse manager, Nursing Education, Shared Governance and Magnet®, presented their work to date to the entire Magnet4Europe Learning Collaborative. This included initiatives to improve the work environment and well-being of nurses at CUH and embracing the Magnet® culture. The organization is committed to changing their current structure to include councils and committees where work will be focused upon practice and professional development.



TRANSFORMATIONAL LEADERSHIP

Chilton Medical Center

Most organizations realize that current and future success is having the right leaders in the right roles at the right time. A transformational leader, by ANCC Magnet® standards, is one who develops future leaders and influences the organization to meet current and anticipated needs. Chilton Medical Center personified leadership and succession planning at all levels of the organization. In September 2021, Chilton launched an updated Leadership Succession program, and 14 team members were enrolled, representing various current and future levels of leadership. Each participant is paired with an experienced mentor who helps the mentee to set goals, evaluates their progress and recommends activities aimed at expanding one's usual professional networks. One such participant, Brady Pevny, BSN, RN, a staff nurse on 4 W, is working with his mentor, Laura Reilly, MSN, RN, CCRN-K, CNRN, Director of Critical Care Services, to shadow key individuals throughout Chilton Medical Center, who perform in either a highly complex clinical role, an administrative, or education position so that he can make a well-informed career decision.

Led by Chief Nursing and Operations Officer Dr. Maureen Schneider, a team of Chilton Medical Center nurses descended upon Atlanta, GA, at the Georgia World Congress Center, to attend the ANCC National Magnet®/Pathway to Excellence Conference® along with over 10,000 nurses from across the world. After a pandemic delay caused the cancellation of the 2020 Magnet® Conference and its designation recognition ceremonies, the nursing team was thrilled to be able to walk across the stage and officially accept their first designation to the cheers of the attendees. The Magnet® Conference was a great opportunity to learn about best practices from leading facilities, network and bring back significant knowledge to our own organization.



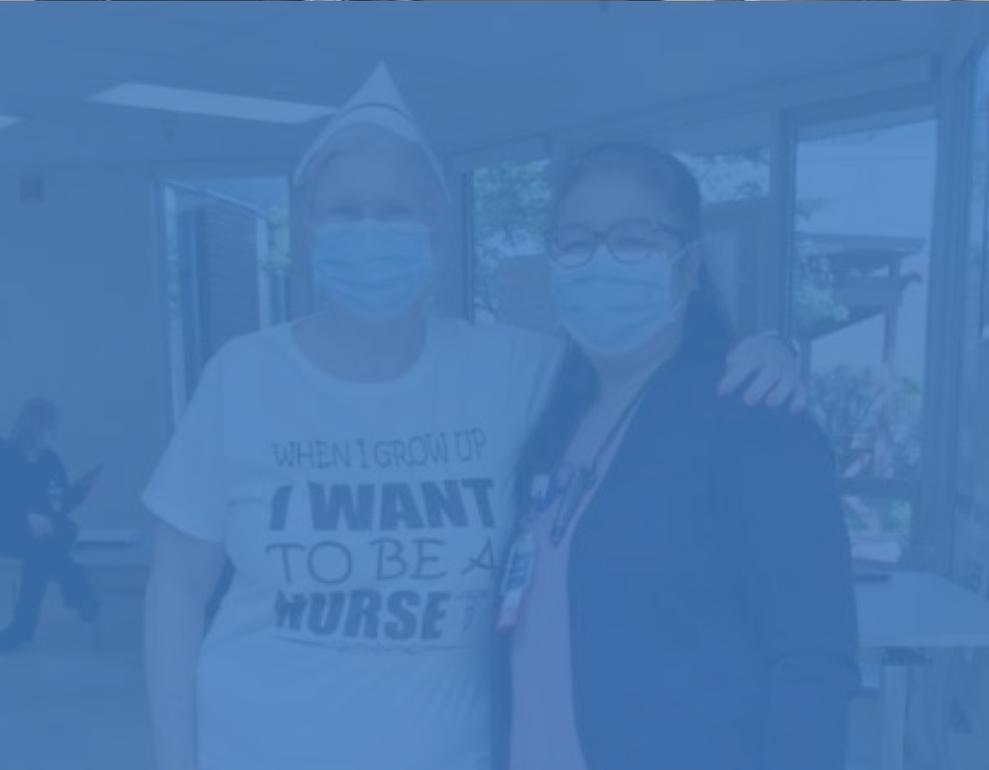


Western Region

Pathway to Excellence Progress

Newton Medical Center is currently designated as a Pathway to Excellence® organization. In 2020, the American Nurses Credentialing Center (ANCC) approved Newton Medical Center and Hackettstown Medical Center to submit a joint application to the Pathway to Excellence® program in June 2020. The Western Region submitted their Pathway to Excellence® documents on November 1, 2021. The Pathway to Excellence® written documentation met all the requirements required to advance to the Pathway to Excellence® Survey. The survey phase requires nurses from the organization to participate in a confidential web-based nurse survey. The purpose of the survey is to expand upon the documentation by asking nurses throughout the organization about their perceptions of the workplace environment relevant to the Pathway to Excellence® Standards.

Survey Preparation is planned to be launched in early February 2022 at both sites and the Survey launch is anticipated April 19 through May 11, 2022. We are excited to look ahead to a successful survey and be designated as the Western Region Pathways® organization.



EXEMPLARY PROFESSIONAL PRACTICE

What Matters

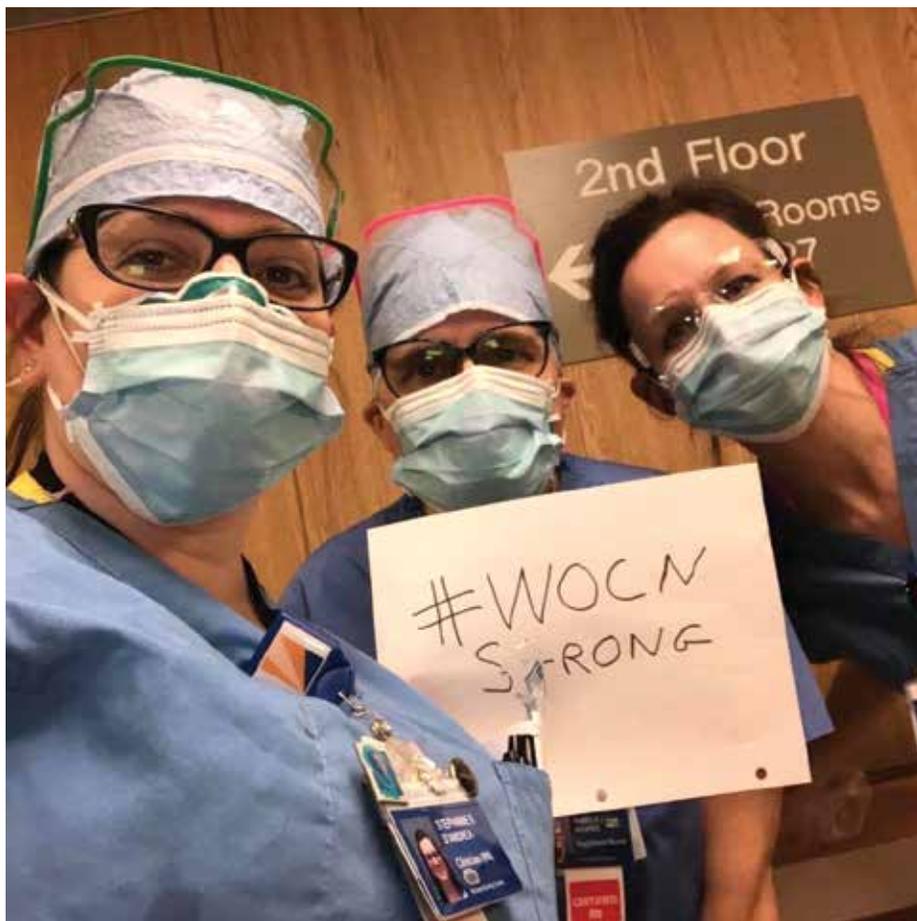


4Ms Framework

Mobility



Mentation



Our sites' Professional Practice Models (PPM) and Care Delivery Systems form the cornerstone of outstanding nursing practice. According to the ANCC Magnet® Recognition Program (2023 Manual), the PPM is the overarching framework for nurses, nursing care and the interdisciplinary approach to patient care. It aligns with the Mission, Vision, Shared Values and philosophy that nursing and Atlantic Health System has adopted. It meets and exceeds evidence-based practice standards and national patient safety goals, achieves value-based outcomes, and all voluntary and regulatory requirements. We are grounded in continuous quality improvement in our journey toward high reliability organization (HRO) status and are creative as we establish innovative practices that advance new nursing opportunities to impact the patient and family as the center of everything we do.

Journey to High Reliability – The Best Nursing Outcomes



Morristown Medical Center

Reduced physical activity, new medications, and a lack of control over routine and environment potentially contribute to an increased risk for delirium and falls in older hospitalized adults. These risks increase the likelihood of discharging to another facility rather than back to their own home. At Morristown Medical Center, two inpatient units are participating in the Institute for Healthcare Improvement (IHI) global initiative referred to as “The 4Ms” (IHI, 2021), to support older hospitalized adults in maintaining pre-hospitalization level of functioning. The 4Ms stand for: What Matters, Medications, Mentation, and Mobility.

What Matters: To engage the older adult patient as a partner in achieving wellness, the clinical nurse utilized focused conversation to determine motivating factors.

Medications: Medications known to be high-risk for adverse events were evaluated and, if appropriate, therapeutic alternatives were prescribed. A best practice alert for high-risk medications was built into the electronic health record (EHR).

Mentation: The Confusion Assessment Method was used to evaluate mentation at least once per shift, and the physician was notified if the patient had a score indicating confusion. A delirium prevention order set was built into the EHR.

Mobility: Ambulatory patients were encouraged to walk; mobility technicians were available to assist if needed. Non-ambulatory patients were assisted to the chair for at least all three meals daily. Bed-bound patients received range of motion assistance and physical therapy evaluations, as appropriate.

Chilton Medical Center

The Palliative Care Team has led the way toward systemwide process improvement. A major interdisciplinary project improved the identification of patients whose conditions have been determined appropriate for palliative care consults. The palliative care advanced practice nurses and the entire team’s efforts increased the consults by 69% from fourth quarter 2020 to fourth quarter 2021 at Chilton Medical Center. During the same time period, there was a 46% improvement in “time to consult,” expanding upon the opportunity to provide maximum benefit of the wide array of palliative care services. Chaplaincy, social work, physician, nurse practitioner, home care and hospice nursing all coordinate to provide the best possible care at a very vulnerable time for the patient and their families.

One of the clinical outcomes of COVID-19 was either a worsening of, or new onset of, diabetes. With the increased number of patients requiring insulin, nursing was challenged to continue to provide the exemplary practice of timely insulin administration along with overall adherence to evidence-based protocols. Raymond Fowlie, BSN, RN, CDCES, Inpatient Certified Diabetes Care and Education Specialist, collaborated with the pharmacy staff to create a program of education reinforcement. As a result, nurses who cared for patients with diabetes were 85-92% compliant within protocols in 2021. This resulted in zero patient hospital readmissions for diabetes.



EXEMPLARY PROFESSIONAL PRACTICE

Overlook Medical Center

When 3AB Inpatient Oncology HCAHPs Scores for “Communication about Medications and Side Effects” fell to 38%, Kathleen Ricciuti, RN, OCN, and Valerica Sabin, MSN, RN, created a performance improvement project originally using emojis as a visual communication tool to describe side effects from medications. With an assist from the Marketing department to improve the material, nursing educators taught staff to utilize the “Ask 3/ Teach 3” tool to engage with patients to help them better understand their medications. This involved teaching nurses the three questions to always ask patients and three questions the patients must articulate back when administering meds. Post-implementation the unit’s HCAHPs scores improved to 78%. This methodology has since been adopted across Atlantic Health System.

Exhibiting her passion behind the “Drive to Zero” for hospital-acquired pressure injuries (HAPI) project, Pam Hughes, CWOCN, performed monthly data analysis and implemented an action plan for a more immediate strategy to address and prevent pressure injuries. This approach, along with a highly trained team, greatly assisted Overlook’s goal of HAPI reduction by 10% in 2021. Through education, mentoring, and daily rounding by Pam and her wound care colleagues, there was a 49.1% reduction in Stage 2 or greater HAPIs in 2021.

Evidence has demonstrated that video education improves patient retention of information. Therefore, the Overlook Medical Center Outpatient Infusion nursing team developed an educational video on home chemotherapy pumps for patients to view prior to discharge with chemotherapy. The video was approved by our Oncology Service Line Director, Infection Prevention, and Marketing. It was then implemented in all Atlantic Health System Outpatient Infusion centers in March 2021. The video was presented at the Oncology Nursing Society’s Annual Conference in April 2021.

MEDICATION SIDE EFFECT INFORMATION SHEET

We encourage you to **ASK 3 QUESTIONS** about each prescribed medication

- 1**
What is the **name of the medication?**
- 2**
Why do I need to **take it?**
- 3**
What are the possible **side effects?**

Ask 3

Medication Communication
RN/Patient

- 1**
Do you remember the **name of the medication** you were given?
- 2**
Can you tell me **why you are taking** this medication?
- 3**
Can you tell me a **side effect** of this medication?

Teach 3

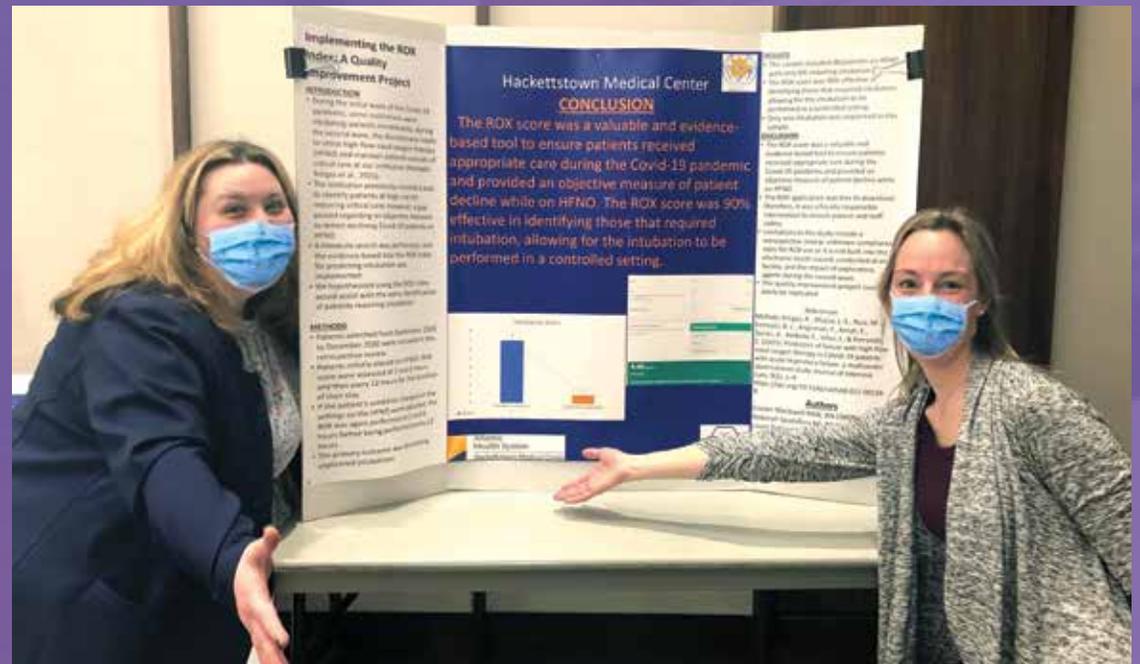
Western Region

Skilled Nursing Facility (SNF) Handoff

Poor communication handoff may contribute to unnecessary transfers of skilled nursing facility (SNF) residents to acute care hospitals. The Western Region developed a plan to address readmission rates from local skilled nursing facilities to improve population health in our surrounding communities. After performing a literature search, the team established as its goal the standardization of verbal hand-off communication to skilled nursing facilities and in the discharge documentation. We implemented the Situation, Background, Assessment, Recommendation (SBAR) method of communication to ensure critical information regarding patients was not missed and continuity of care was provided. A retrospective cohort design study with pre- and post-intervention arms was conducted and found that the pre-intervention group had an average of 9.35 readmissions per month and the post-intervention group, an average of 6.3 readmissions per month. Overall, this data yielded a 32.6% reduction in 30-day readmissions from SNFs. Common areas that are often missed on transfer pre-intervention included: diet, oxygen rate flow, follow-up visits, code status, weight-bearing status, end dates for intravenous antibiotics, and PICC line measurements. This workflow change was readily implemented and importantly, the project is easily replicated.

ROX Index

Predicting decline for patients for whom high-flow nasal oxygenation (HFNO) therapy is prescribed as a treatment regimen can be very challenging. The ratio of oxygen saturation (ROX) index is an evidence-based tool to assist with early identification of patients who may require intubation. The ROX index is calculated based on oxygen saturation and respiratory rate and is available for free through several web-based applications. Patients initially assessed on HFNO's ROX scores are assessed at two and six hours, and then every 12 hours for the duration of their stay. If the score is less than 4.87, they are reassessed two hours later, and the process re-initiated. Incorporating this innovation into practice improved patient outcomes. In a retrospective review of 80 patients on HFNO at Hackettstown Medical Center, only 8% required initial intubation. The ROX score was 90% effective in identifying patients who required intubation, allowing for the intubation to be performed in a controlled setting. Only one patient from the sample was intubated in an uncontrolled setting. Utilizing the ROX index provides one more tool for delivering high-quality care in the Western Region.



STRUCTURAL EMPOWERMENT



Positive Organizational Support

This Magnet® Recognition Program component calls to mind environments that are generally flat, flexible, decentralized, and promote the concept of shared governance, which amplify the voice of the clinical nursing team. Standards of practice, the clinical work environment, and opportunities for continuous improvement are the key areas where decision-making by clinical nurses, nurse leaders, and members of the interdisciplinary team have the highest potential for maximum impact. For these reasons, professional development activities are designed to improve the professional practice of nursing, patient outcomes, or both, at the local, regional, and even global levels of health care outreach (2023 Magnet® Manual). At Atlantic Health System, clinical nurses and nurse leaders have the resources they need to perform their life-saving roles, can readily access knowledge and technology to sharpen their finely tuned expertise and, importantly, enjoy numerous opportunities for professional growth. Entry into the nursing care, transition to practice and our career ladder (PACT) support, mentor and nourish nurses at every touch point along their professional lives.



Chilton Medical Center

Magnet®-designated organizations use many strategies to create processes to support lifelong professional development. Well before the pandemic, Chilton Medical Center collaborated with Saint Elizabeth University, Madison, NJ, to establish an onsite cohort-based program for team members to obtain their BSN and/or MSN on-site. The program offers two options – Nursing Education and Nursing Leadership. In 2021, a 9% increase in the BSN rate was demonstrated, along with the students' numerous evidence-based capstone projects benefitting the patients and families of Chilton Medical Center. Change projects included the effects of pre-warming on post-operative hypothermia, advancing the recognition of subtle changes in patients experiencing stroke, and improving insulin administration time within a med-surgical unit.

During the COVID-19 pandemic, technology was leveraged to saturate the nursing community with an abundance of continuing education programs, such as Nursing Grand Rounds. Using virtual technology when face-to-face learning was not feasible, had the unintended benefit of maximizing nurse participation in well over 20 sessions. Another significant accomplishment was the provision of nursing continuing professional development approval to award contact hours to the Novice Nurse program classes. We place a high value upon national board certification whose requirements include achievement of contact hours per specialty, once nurses become eligible to sit for their certification exams.

On March 11, 2021, Nicole Layng, ICU/5E Nurse Manager and her team celebrated the recovery of their former patients from COVID-19 as well as lives lost, during a 5K walk/run. Nurses, physicians, administrators, managers, and staff along with patients and their families, all marked the occasion with a ceremony and the distribution of commemorative ribbons as a reminder of the past year. The two songs, “Here Comes the Sun,” when patients’ condition progressed to be taken off breathing devices and “Walking on Sunshine,” when patients were successfully discharged, played to everyone’s delight.

Morristown Medical Center

During the pandemic, we continued to provide educational and transition to practice support to our Nurse Residents. We switched to an all-virtual format for education and limited in-person group for skills sessions. All Hire Learner education sessions include an evaluation of the learning activity and open text questions about how the learning can be incorporated into their practice setting, as well as future topics/skills of interest.



Informal methods for assessment of learning needs included rounding, nurse resident follow-up meetings and requests from Unit Educators. Rounding by Program Coordinators elicits conversation and gives residents an opportunity to express learning needs. One-on-one interaction during follow-up meetings allows a safe place for nurse

residents to discuss areas in which they need further education. Unit Educators are another resource in helping to define areas where staff may need extra training or updates. These suggestions made by staff and unit leadership help guide relevant and pertinent education for the nurse residents even during off-shift hours by the dedicated night shift program nurse educators.

Emotional peer support happened organically during the COVID-19 pandemic as many nurse residents were placed on COVID-19 units to support experienced nurses. Those nurse residents who worked together in the first surge of Spring 2020 supported each other emotionally, during, and after this difficult time. This was further elucidated during focus groups as part of a qualitative study conducted in summer 2020 by Nurse Residency Program Leadership. (Please see the study highlighted in the section on New Knowledge, Innovations and Improvements on the novice nurse study completed about the nurse residents’ experience.) By volunteering for the focus groups, these nurse residents intentionally offered peer support to their colleagues who had been placed in similar situations. They provided feedback that it was helpful to debrief on and validate shared experiences. Some noted that the focus groups were the first time that they had really confronted and processed their experiences during the first surge.

Some of the 2021 program highlights included: a robust preceptor selection and training process; dedicated night education programs; just-in-time skill training and sessions; extended orientation time to accommodate learning needs unique to the pandemic; small group skills; and simulation exercises.

STRUCTURAL EMPOWERMENT



New Jersey

S.T.R.O.N.G.

New Jersey High Reliability Organization Collaborative

S

Speak Up for Safety
(Escalate Concerns Using ARCC)

T

Think Critically
(Questioning Attitude, Validate & Verify)

R

Reliably Communicate
(SBAR, Repeat/Read Back & Clarifying Questions)

O

On Task
(Self Check Using STAR)

N

No Harm
(Stop the Line when Uncertain)

G

Got your Back
(Cross Check and Coach)

Be a **STRONG** proponent of reliable, safe care for patients and team members.

**EXTRAORDINARY
CARING**

Atlantic Health System

NJHA
Health Research & Educational Trust of NJ

Overlook Medical Center

To help nursing leadership onboard new teammates more efficiently, Overlook Medical Center introduced the HealthStream™ Jane™ system, the first AI-based competency assessment product, powered by IBM Watson, to conduct Hire Learner/new graduate basic assessment of knowledge and critical thinking. The tool produces a report for the clinical educators and preceptors of areas for focused development during their orientation.

Overlook Medical Center initiated the high reliability organization (HRO) Safety Coach program in fourth quarter of 2020. Our safety coaches completed their first full year of the program in 2021. Membership includes representatives from all departments. This program has now expanded across all Atlantic Health System sites. The Overlook team has become fully engaged in promoting our New Jersey S.T.R.O.N.G. initiatives to promote patient safety and quality. S.T.R.O.N.G. stands for Speak up for safety, Think critically, Reliably communicate, On task, No harm, Got your back. Overlook's team identified and recorded 324 safety behavior observations.

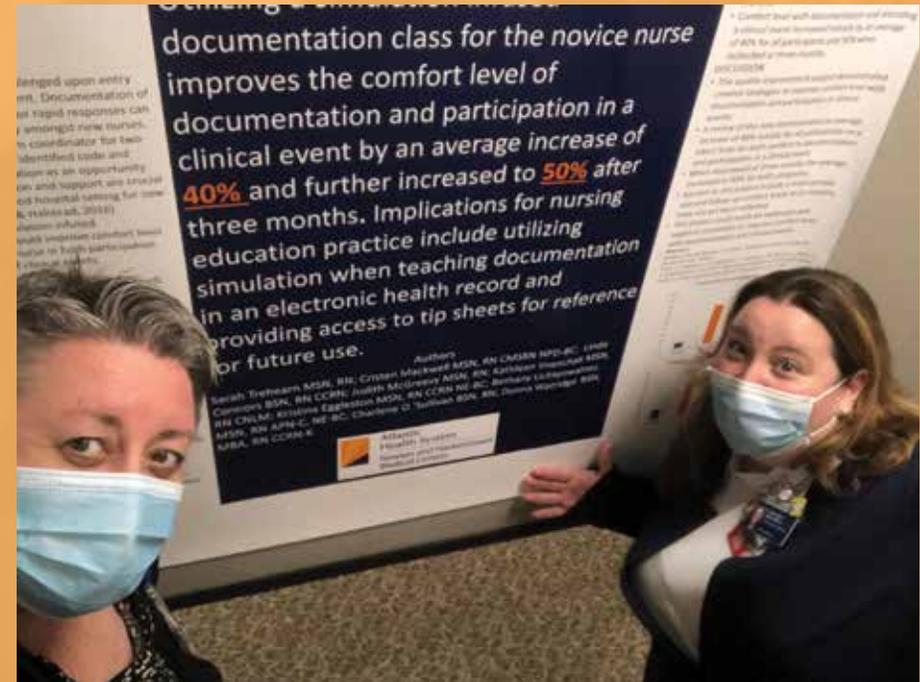
During visitor restrictions implemented by Atlantic Health System and the New Jersey Hospital Association, based on COVID-19 transmission rates, we needed to create ways to provide educational materials for patients and their families prior to their elective joint surgery. Althea Chin, BSN, RN, CMS-RN, assistant nurse manager, based on 2AB Ortho/Surgical, embedded the educational materials into a QR code that was distributed to pre-admission testing and orthopedic surgeons' offices. This allowed efficient distribution as well as tracked patient viewing compliance. The program has been so successful, this digital option has been implemented permanently.

Western Region

The Sussex County Health Needs Assessment describes substance use disorder and prevention services for adults and adolescents as a community need within the service area of Newton Medical Center. The United States is in the midst of an opioid epidemic. From 2013 to 2018, Sussex County, NJ, averaged an 85% increase in suspected opioid overdose deaths in the older adult population.

On July 2, 2021, the clinical nurse specialist and NICHE coordinator for Hackettstown Medical Center, Cristen Mackwell, MSN, RN, CMSRN, NPD-BC, was contacted by Laura Hawkins, MSW, LSW, manager, Community Health Care Coordination, to speak at an upcoming community event for older adults to promote alternatives to opioids, hosted by the Center for Prevention and Counseling in Newton, NJ, given her background in geriatric pain management. On July 21, 2021, Cristen presented the community request to the Pain Resource Nurse (PRN) Committee who reports to the Nursing Quality Improvement Council. Cristen reviewed the outcomes of the Western Region's Community Health Needs Assessment and the council approved the need for a content expert to participate in the community event.

The Western Region again partnered with the Center for Prevention and Counseling and on August 11, Cristen Mackwell, MSN, RN, CMSRN, NPD-BC, engaged 20 older adults from Sussex County on taking control of their pain management. The program utilized a didactic presentation with interactive sections to engage the audience. The presentation centered on the individual's perceptions of pain, as it may not be possible to relieve all discomfort completely and to concentrate on the ability to function. In addition, alternatives to opioids were explored from non-opioid medications to massage therapy. Lastly, if opioids are ordered, safe practices were discussed. Now, with the information shared and community support, the older adult population has increased knowledge related to additional treatment options and safe practices around opioids and pain management. The program was repeated on November 11, 2021, for over 20 older adults and was met with a positive response.



NEW KNOWLEDGE, INNOVATIONS & IMPROVEMENTS

Cancer Center Reduces the Incidence of Issues Related to Elastomeric Pumps

Project Description: The adult oncology practice committee, a subcommittee of the Cancer Committee, identified the problem with elastomeric pumps that did not infuse properly and/or were leaking from the site and tubing, resulting in a 2.6% failure rate for all Atlantic Health System sites in 2020. The team worked together to identify and implement interventions focusing upon standardizing nursing and pharmacy processes including preparation, administration/connection, patient education, and documentation. Using the P-D-S-A approach, re-education of Pharmacy and Nursing, as well as direct product improvement by the supplier of the pumps, resulted in an overall reduction to near zero in the number of incidents for all sites. A new needle was made available in our infusion centers beginning in late 2020/early 2021.

Quality Improvement Team Member

Kerstin Scheper, MSN, RN
Tara Donnelly, MSN, RN
Joanie O'Leary, MSN, RN, APN
Amanda Sarafin, MSN, RN
Sandra Leo, BSN, RN
Dennis Lowenthal, MD
Neil Morganstein, MD
Ellen Early, MD
Waina Cheng, MD

Role

Project Co-Leader
Project Co-Leader
Team Member
Team Member
Team Member
Physician Leader
Physician Leader
Physician Leader
Physician Leader

Site

Morristown Medical Center
Overlook Medical Center
Newton Medical Center
Morristown Medical Center
Chilton Medical Center
Overlook Medical Center
Overlook Medical Center
Overlook Medical Center
Atlantic Medical Oncology,
Atlantic Medical Group

Heparin Calculator Project

Project Description: In 2018, The Joint Commission added a National Patient Safety Goal related to the use of anticoagulation therapy to decrease preventable patient harm. In response to the goal, a dynamic interdisciplinary and multigenerational team was formed to include nursing, pharmacy and informatics. The authors hypothesized that revising the existing heparin calculator tool would increase calculator usage and reduce heparin errors across the health care system. The data yielded clinical significance with an increase in calculator usage of 14.5%.

Quality Improvement Team Member

Maria Stratton, MSN, RN, PCCN
Jeannie Giacchino, MSN, RN, NPD-BC
William Herlihy, MBA, RPh
Kristina Eggleston, MSN, CCRN, NE-BC
Deborah Kibitlewski, RN
Cristen Mackwell, MSN, RN, CMSRN,
NPD-BC
Kelly Martins, BSN, RN-BC
Han-Lian (Will) Chien, PharmD, MBA
Timothy Lise, PharmD, BCPS

Brandee Fetherman, MSN, RN,
CCRN-K

Role

Project Co-Lead
Project Co-Lead
Project Co-Lead
Team Member
Team Member
Team Member

Team Member
Team Member
Co-Sponsor

Co-Sponsor

Site

Overlook Medical Center
Morristown Medical Center
Morristown Medical Center
Newton Medical Center
Chilton Medical Center
Newton Medical Center

Morristown Medical Center
Atlantic Health System
Exec. Director, Pharmacy Services,
Atlantic Health System
CNO, Morristown Medical Center

System-Wide Collaborative Projects

Standardizing Report to Skilled Nursing Facilities: A Quality Improvement Project

Project Description: Poor communication contributes to unnecessary transfers of residents from skilled nursing facilities (SNFs) to acute care hospitals. A hand-off communication tool was developed for use in both verbal and written/electronic platforms. A retrospective cohort design with pre- and post-intervention arms was created, including data from September 2019 – February 2020 (pre-implementation) and again in September 2020 – February 2021 (post-implementation), yielding a 32.6% reduction in 30-day readmissions to SNFs.

Team Member

Deborah Granata, MSN, RN,
CDONA/LTC

Kristen Rosica

Lourdes Porter, RN

Stephanie Truppo, RN

Danielle Lavere, RN

Charlene O'Sullivan, RN

Mildred Kowalski, PhD, RN,
NE-BC, CCRP

Julie Saranelli, RN

Steve D. Chen, MSN, RN

Allyson Janssen, RN

Natalie A. Peleg, MSN, RN

Denise Fochesto, MSN, RN

Donna Marie Watridge, BSN,
MBA, RN, CCRN-K

Role

Project Lead

Team Member

Sponsor

Site

Newton Medical Center

Morristown Medical Center

Morristown Medical Center

Hackettstown Medical Center

Hackettstown Medical Center

Hackettstown Medical Center

Morristown Medical Center

Executive Director, ISS, Corporate
Quality & Patient Safety Project
Manager, Corporate

Lead App Systems Analyst Corporate

ISS Manager, Corporate

Director, Information Technology,
Corporate

CNO, Western Region

Development of an Electronic Medical Tool to Facilitate Allocation of Limited Resources in Times of Crisis

Research Abstract: In preparation for the possibility that the State of NJ would declare a public health emergency and, with it, implementation of crisis standards of care, Atlantic Health System constituted triage teams to address questions of allocation and re-allocation of scarce resources, such as mechanical ventilators. Pilot testing of an electronic health record-based instrument to calculate SOFA (Sequential Organ Failure Assessment) scores and priority scores to assist decision-making by triage teams was performed, using retrospective data. Nine members of the triage teams were asked to identify six patients at highest risk of re-allocation, focusing upon one specific day when the COVID-19 ICU admissions had reached its peak throughout the system. In conclusion, the instrument was easy to use, concordance among raters was good, and the final step of discussion with the patients' primary care team was emphasized to confirm that the prognosis determined was in agreement with the physician's best assessment of the patient's life expectancy. This was a retrospective study, and not used in real-life clinical scenarios.

Team Members

Ian Griffin, MD

Yvette L. Vieira, MMH

Mary Ann Donohue-Ryan,
PhD, RN

Glen A. Paris, MD

Daniel Moriarty, MD

Natalie A. Peleg, MSN, RN

Steve D. Chen, MSN, RN

Role

Primary Investigator

Co-Investigator

Co-Investigator

Co-Investigator

Co-Investigator

Co-Investigator

Co-Investigator

Site

Morristown Medical Center,
Biomedical Research Institute
of New Jersey, MidAtlantic
Neonatal Associates

Atlantic Health System
Chilton Medical Center

Overlook Medical Center
Morristown Medical Center

Atlantic Health System
Atlantic Health System

System-Wide Collaborative Projects

Effects of a Pneumonia Care Bundle on 30-Day Hospital Readmissions

Research Abstract: Hospital readmissions for pneumonia is a performance indicator of health care system quality of care. An evidence-based pneumonia care bundle was applied to improve the care of patients enrolled between January 2020 to August 2021. The findings supported the implementation of the pneumonia care bundle to decrease care variability and to achieve an acceptable rate of unplanned 30-day readmissions for pneumonia at 13.3%, which is well below the national benchmark of 16.2% among Medicare beneficiaries.

Team Members

Team Members	Role	Site
Moira Kendra, DNP, RN	Primary Investigator	Atlantic Health System
Cristen Mackwell, MSN, RN, CMSRN, NPD-BC	Sub-Investigator	Hackettstown Medical Center
Erin Malloy, AG-ACNP-BC	Sub-Investigator	Morristown Medical Center
Natalie Reyes, MSN, RN, PCCN	Sub-Investigator	Morristown Medical Center
Lisa Landry, RRT, BS, CTTS	Sub-Investigator	Morristown Medical Center
Susan Welsh, MSN, RN	Sub-Investigator	Chilton Medical Center
Katelyn Scannell, MSN, RN, APN, CMSRN	Sub-Investigator	Overlook Medical Center
Rupal Mansukhani, PharmD, CTTS, FAPhA	Sub-Investigator	Morristown Medical Center and Rutgers, The State University of New Jersey
Deborah Granata, MSN, RN, CDONA/LTC	Sub-Investigator	Newton Medical Center
Mary Farrell, BSN, RN	Sub-Investigator	Overlook Medical Center
Stephanie Chiu, MPH	Sub-Investigator	Atlantic Center for Research
Debra Zimmerman, RCP, CTTS	Sub-Investigator	Newton Medical Center
Federico Cerrone, MD, FCCP, FAASM	Sub-Investigator	Pulmonary and Allergy Associates/ Atlantic Medical Group
Christopher DeCotiis, MD	Sub-Investigator	Pulmonary and Allergy Associates/ Atlantic Medical Group

Documentation Reduction Workgroup

Project Description: A system-wide team was convened to increase efficiencies, reduce time spent on low-value documentation and continue our outstanding quality achievements, exceed quality benchmarks, and sustain high expectations for our care delivery. An important feature of the project is to address and prevent nurse burnout and increase nurses' time for self-care activities, as well as the time spent for their patients. Through their knowledge of the work of several national collaboratives and in the published literature, the team reviewed the Nursing Admission Assessment for sources of documentation redundancies. Their ongoing efforts have already reduced the time spent on documentation by 25%, along with the elimination of 52 flowsheet rows and a decrease from 603 clicks to 444.

Team Members

Team Members	Role	Site
Denise Fochesto, MSN, RN	Project Co-Lead	Atlantic Health System,
Natalie A. Peleg, MSN, RN	Project Co-Lead	Corporate Nursing Atlantic Health System, Information Technology
Jennifer Patterson, BSN, RN, ONC Sylvia Gabryel, BSN, RN Tia-Renee Hendricks, BSN, RN-BC Andrew Davies, MSN, BSN, RN Jenny Mocariski, BSN, RN Angeline Ouano, BSN, RN	Team Members	Morristown Medical Center
Erin Famarin, BSN, RN, CMSRN Andrea Pasquale, MSN, RN, PCCN, CNML Rachel Okrainsky, BSN, RN, CCRN Matthew Mascari, MBA, BSN, RN, CCRN-CMC, CNML Katelyn Scannell, MSN, RN, AGPCNP-BC	Team Members	Overlook Medical Center
Stefanie MacPeek, AAS, RN	Team Member	Newton Medical Center
Stephanie Truppo, BSN, RN	Team Member	Hackettstown Medical Center
Jennifer Rodriguez, MSN, BSN, RN AGAC-NP Ian Mugoya, BSN, RN Jacqueline Munoz, BSN, RN Michelle Woods, BSN, RN-ONC	Team Members	Chilton Medical Center

Evidence-Based Practice and Nursing Research Are Grounded in Clinical and Operational Processes



At Atlantic Health System, we recognize that the best nurses rely upon the best available scientific knowledge that they use daily in the provision of nursing care. Nurses are not only educated in how to access the literature, but they are also expected, and are supported to, collaborate with all health care disciplines and with each other to engage in quality improvement and in scientific IRB-approved research themselves. Nurses disseminate their knowledge through presentations, publications and poster sessions, both internally and externally at conferences, in peer-reviewed journals and in other forums. Sophisticated technology is used to serve our quest for new knowledge. Nurses are redesigning clinical and informatics workflows to enhance patient care outcomes and the efficiency of nursing practice (ANCC Magnet® Manual, 2023).



Chilton Medical Center

On October 1, 2021, the New Jersey Council of Magnet Organizations (NJCOMO) held a virtual conference entitled “A Day in the Life of a Nurse in the Pandemic.” This conference showcased nurses representing Magnet®-recognized organizations, drawn from all over the state of New Jersey. Sharing their lessons learned, innovations created, and emotions associated with COVID-19, it proved to be an engaging event. Two medical-surgical nurses, Eleni Lutas, BSN, RN, and Esther Sellin, BSN, RN, shared their experiences “From Novice Nurse to Pandemic Nurse.” They compared their journeys of transition from undergraduate education to becoming licensed before, during or after the pandemic. Esther began her nursing career shortly before the pandemic began and Eleni just after; they both recounted the changes in nursing practice and the lessons they learned along the way.

Recognizing that nurses’ responsibilities and various shifts make it difficult to attend journal clubs in person, in January 2021, the Nursing Research Council launched Chilton’s Electronic Journal Club to promote appraising evidence and evidence-based practice. The council offered a monthly electronic version, available 24/7. Janelle Peters, MSN, RN, CPN, Research Council chair, emailed an article and corresponding Johns Hopkins research appraisal tool to all Chilton nursing team members, who read the article, completed an appraisal, and returned it to Janelle, who reviewed and collated responses. Each team member received a certificate of completion for PACT and a survey to rate their knowledge. More than 30 nurses participated each month. In Chilton’s PACT program, 51 team members participated in the club, representing 40% of the total PACT recipients.



Morristown Medical Center

Nurse Educators developed a qualitative study to explore the unique experiences and identify best practice to support nurse residents during the COVID-19 pandemic surges.

This IRB-approved study utilized semi-structured interviews with small focus groups of consenting nurse residents who had worked on COVID-19 units during the initial surge of 2020. A focus group venue allowed participants to explore, process, and verbalize events experienced during that time. Interview questions helped to elicit their experiences, challenges, resiliency strategies, and advice for future nurse residents. Researchers manually transcribed focus group recordings. Findings were coded and analyzed using ATLAS.ti 8 software. Investigator engagement, participant member checks to confirm findings, and co-investigator code/theme confirmation ensured trustworthiness of the study.

A sample of 23 nurse residents in a variety of nursing specialties participated in the focus groups. Most participants had less than six months of work experience. Findings were categorized into three main themes of stimuli, coping, and adaptation, based on Roy’s Adaptation Model of Nursing. Additional subthemes described how nurse residents at the front lines perceived their situation. Participants struggled with bundling care, feared exposure risk, while developing time management/ prioritization skills in a stressful, unpredictable time. Nurse residents felt their nursing values, camaraderie with the entire health care team, and community support helped them through this challenging time.

Findings from this study suggest debriefing in a safe space supports wellness and is valued by nurse residents. This study was limited to nurse residents at one facility. A multi-site study of interventions amid crisis is recommended. This study was approved for a podium presentation at the 2022 Annual Magnet® Conference.



Overlook Medical Center

To improve resiliency during the height of the COVID-19 pandemic, meditation areas were created using the unused visitor's lounges. Quiet, dimly lit rooms, some with soft music, others with bubbling fountains, provided a much-needed respite space for nurses to decompress from the unrelenting stress. Nursing Grand Rounds were conducted to encourage nurses to capture their thoughts about their COVID-19 experience and share with all, facilitated by Dr. Peter Bolo, Atlantic Resiliency Advocate. Rev. Juanito Palacios Jr., Spiritual Care Manager, made regular unit rounds to lend emotional and spiritual support.

From Blue Book to eBook: To address the problem of the paper-based RN orientation/competency book, and to increase tracking and monitoring of new orientees' core competencies in real-time, an electronic format was selected that allows for increased accessibility, better communication between orientee, preceptor and educator. This project was a collaborative effort led by Susan Gallucci, BSN, RN, NPD, the Primary NJSNA CNE Planner for Atlantic Health System; Matt Mascari, BSN, RN, PCCN, CCRN, CMC; Cristen Mackwell, MSN, RN, MCS-RN, NPD-BC; and Ashley McKnight, MSN, RN, NPD-BC, PCCN-K. An 85% post-implementation was observed, compared to 43.8% with the paper format. Once implemented and evaluated at Overlook Medical Center, the process was expanded across Atlantic Health System.

Due to the majority of continuing nursing education (CNE) activities being held virtually, the provider unit identified a reduction in the submission of evaluation data, particularly following the heparin safety program, which has large target audiences. One of our nurse planners utilized the Microsoft Forms feature to greatly improve response rates, a requirement for New Jersey State Nurses Association provider status. Another innovation was to embed the attendee's completion certificate directly into the link for the evaluation form, thereby increasing evaluation response rates exponentially. This process was shared via video tutorial with all Atlantic Health System nurse planners, resulting in a 100% return rate for the course evaluations for the Heparin Safety Program. This new process was submitted and accepted for dissemination in internal as well as external conferences. This new process positively impacted our provider unit, has made tabulation very easy, and has led to increased nurse and nurse planner satisfaction.



Western Region

Restraint Documentation Changes

As a clinical, bedside RN, Teresa Bogert Polo, AAS, RN, CCRN, in the Intensive Care Unit at Hackettstown Medical Center has had occasion to apply the use of restraints in selected patient care scenarios, and therefore, must document accordingly. One night in July 2021, Teresa received a patient with active restraints. As it was getting close to midnight, Teresa wanted to check the exact time the restraints had last been ordered to ascertain if a new order was needed. Teresa noted that it was an ordeal searching through the order history to locate the most current order for this particular restraint session. That was when she questioned why the date and time of the most recent order did not appear in the actual live documentation. She anticipated it should be, and would be, a lot less time-consuming to have that information present and easily viewable.

Teresa first reached out to Western Region Practice Council Bethany Lichtenwalner, MSN, RN, NE-BC, who agreed the idea was valid, so she submitted it to each facility's Nurse Practice Councils, and then to the Atlantic Health System Nurse Practice Council so that the change could be made in Epic, our electronic health record (EHR). Informatics representatives helped inform the process as follows: each restraint order's date and time was to be populated into the active session, and a Restraint Use care plan BPA was triggered once the restraint is started to ensure that the patient's nursing diagnosis appropriately appears in their care plan, as well as education provided to meet the NJ Department of Health and Joint Commission requirements.

Publications

Chilton Medical Center

Donohue-Ryan, M.A., & Deluca, A. (2021). Creating a family communication program during a pandemic. *Nursing Management*. 52(6), June 2021: 40-47

Donohue-Ryan, M.A., Quinn, K., Correale, C., Stevens, C., Schneider, M. & Prez, E. (2021). An internal clinical deterioration report and care process. A quality improvement project. *Nursing Economics*. 39(5) 215-224

Donohue-Ryan, M.A., & Schneider, M. (2021). The CNO's Role in Promoting Staff Nurse Engagement in Quality Reporting. *Nursing Economics*. 39(1), Jan./Feb. 2021: 45-48

Morristown Medical Center

Millsbaugh, J., Mortimer, S., & Errico, C. (2021). Jin Shin Jyutsu® for Resilience. *Journal of Holistic Nursing*. March 2021, 39(1):4-15. Doi: 10.1177/0898010120938922

Hinic, K.A. (2021). Evidence-Based Virtual Learning Experiences for the Clinical Nurse Leader Capstone. *Journal of Nursing Care Quality*. 2021 Oct-Dec 01, 36(4): E59-E62. doi: 10.1097/NCQ.0000000000000552. PMID: 33534350

Wendt, C., Mobus, K., Weiner, D., Eskin, B., & Allegra, J. (2021). Prone Positioning of Patients With Coronavirus Disease 2019 Who Are Nonintubated in Hypoxic Respiratory Distress: Single-Site Retrospective Health Records Review. *Journal of Emergency Nursing*. March 2021; 47(2), 279-287.e1. Published online 2020 Dec 26. doi: 10.1016/j.jen.2020.12.006, PMID: 33558073

Turner, J., & Santorelli, M. (2021). Improving Patient Outcomes and Staff Safety for Patients Withdrawing from Alcohol in the Context of and Innovation Embedding of Psych APNs in a Medical Unit. *MEDSURG Nursing*. May/June 2021

Leaton, M.B., & Ospina, K. (2021). Caring for critically ill patients with COVID-19. *Nursing*. 2021. April 1, 51(4): 24-31. doi: 10.1097/01.NURSE.0000736896.37125.23, PMID: 33759859

Lyman, K. (2021). The relationship between post-resuscitation debriefings and perceptions of teamwork in emergency. *Journal of International Emergency Nursing*. July 2021. 57:101005. doi: 10.1016/j.ienj.2021.101005. Epub 2021 Jul 10. PMID: 34252748

Millsbaugh, J., Errico, C., Mortimer, S., Kowalski, M.O., Chiu, S., & Reifsnnyder, C. (2021). Jin Shin Jyutsu® Self-Help Reduces Nurse Stress: A Randomized Control Study. *Journal of Holistic Nursing*. 39(1), 4-15. Issue published: March 1, 2021. <https://doi.org/10.1177/0898010120938922>; <https://pubmed.ncbi.nlm.nih.gov/32649851>

Tripathi, R., & Hinic, K. (2021). Best practices to verify ongoing placement of NG or OG tube after initial X-ray confirmation. *Worldviews on Evidence-Based Nursing*. 2021 Aug;18(4): 311-313. doi: 10.1111/wvn.12507. PMID: 33991060. Epub 2021 May 14

Overlook Medical Center

Keleekai-Brapoh, N., Fernandes, N., Richards, A., & Gilpin, C. (2021). Implementing a Midline Catheter Program in an Acute Care Hospital: Process and Outcomes. *Journal of Infusion Nursing*. 44(5), 268-273, September/October 2021. DOI: 10.1097/NAN.0000000000000437

Karasin, B., Grzelak, M., Rizzo, G., Hardinge, T., Eskuchen, L., Boyce, M., & Watkinson, J. (2021). Decompressive Hemicraniectomy for Middle Cerebral Artery Stroke: Indications and Perioperative Care. *AORN Journal*. 114(1): 34-46. 28 June 2021. <https://doi.org/10.1002/aorn.13430>

Kinsley, K. & Pritchett, W. (2021). Ambulatory care nurses: Suicide causes and prevention. *AAACN ViewPoint*. American Academy of Ambulatory Care Nursing (AAACN), March/April 2021, 43(2), 13-15

Western Region: Hackettstown Medical Center and Newton Medical Center

Granata, D., & Kendra, M. (2021). Patient-Tailored Case Management Initiative and Outcomes Among Patients in Postacute Care to Decrease 30-Day Hospital Readmissions for Chronic Obstructive Pulmonary Disease. *Journal of Professional Care Management*. May/June 2021. 26(3): 169-173. doi: 10.1097/NCM.0000000000000503. PMID: 33784728

Combined Sites

Kowalski, M.O., Smith, C., & Keleekai-Brapoh, N., (2021). A Multicenter Study of Animal-Assisted Activity and Anxiety Among Older Adults Hospitalized in Acute Care Settings. *Applied Nursing Research*. August 2021. 60: 151447. Epub May 19, 2021. doi: 10.1016/j.apnr.2021.151447. PMID: 34247787

Poster Presentations

POSTER PRESENTER	TOPIC	DATE	ORGANIZATION	LOCATION	SITE
Griffin, I., Vieira, Y., Donohue-Ryan, M.A., Paris, G., Moriarty, D., Peleg, N., & Chen, S.	Resources in Times of Crisis	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Chilton Medical Center
White, K. , & Petzoldt, O.	An Alternating Pressure Overlay in Cardiac Surgery	March 10, 2021	National Pressure Injury Advisory Panel	Virtual	Morristown Medical Center
Kowalski, M.O., Hinic, K.A.	Successfully Driving Dissemination Among Clinical Nurses	March 25-26, 2021	Eastern Nursing Research Society	Virtual	Morristown Medical Center
Hinic, K.A.	Evidence-based virtual learning experiences for the clinical nurse leader capstone	March 25-26, 2021	Eastern Nursing Research Society	Virtual	Morristown Medical Center
Hinic, K.A., & Millspaugh, J.	Integrative health strategies in postpartum women: A review of the literature	April 9, 2021	33rd Annual Reinkemeyer Research Conference, Seton Hall	Virtual	Morristown Medical Center
Millspaugh, J., Errico, C., Mortemore, S., Kowalski, M.O., & Hinic, K.	Randomized Study of Jin Shin Jyutsu® Self-Help and Stress in Nurses	April 9, 2021	33rd Annual Reinkemeyer Research Conference, Seton Hall	Virtual	Morristown Medical Center
Larkin, L., Marrero, M., & Amiro, L.	Squeeze me please: An evidence-based program to reduce recidivism of venous leg ulcers in patients with chronic venous disease	April 10, 2021	33rd Annual Reinkemeyer Research Conference, Seton Hall	Virtual	Morristown Medical Center
Sabatini, R.	Nursing students experiences using a communication mnemonic	April 10, 2021	33rd Annual Reinkemeyer Research Conference, Seton Hall	Virtual	Morristown Medical Center
Safersterstein, J., Chiu, S., Cooper, L., Kowalski, M.O., Harb, M., & Levine, A.	Knowledge Assessment After PCI	May 15-17, 2021	American College of Cardiology 2021	Atlanta, GA (Virtual)	Morristown Medical Center
Taylor, K., Ospina, K., Leaton, M., Sopko, S.L., McDonald, K., & Azuelo, K.	Critical Care Nursing Outreach Service Is a Win for All	May 25-27, 2021	National Teaching Institute and Critical Care Exposition (AACN)	Virtual	Morristown Medical Center
McTigue, T., Marrero, M., Kowalski, M.O., Long, K., & Chiu, S.	Post-Op Standardized Education Bundle for Ostomates Reduced Urgent Outpatient Visits	June 24, 2021	National WOCN Conference: WOCNext 2021	Virtual	Morristown Medical Center
Millspaugh, J., Errico, C., Mortemore, S., & Kowalski, M.O.	Activities to Embed Jin Shin Jyutsu® Self-Help in a Medical Center (Practice Grant Abstract: Implementing Institutional Self-Care Activities Award)	June 8-13, 2021	American Holistic Nurses Association (AHNA) 41st Annual Conference	Orlando, FL (Virtual)	Morristown Medical Center
Millspaugh, J., Errico, C., Mortemore, S., & Kowalski, M.O.	Randomized Study Using Jin Shin Jyutsu® Self-Help Comparing Two Methods of Teaching	June 8-13, 2021	American Holistic Nurses Association (AHNA) 41st Annual Conference	Orlando, FL (Virtual)	Morristown Medical Center
Sabatini, R., McNight, A., & Thomas, J.	An exploration of nurse residents' experiences during a pandemic surge	August 3-6, 2021	Association for Nursing Professional Development (ANPD)	Chicago	Morristown Medical Center

Poster Presentations

POSTER PRESENTER	TOPIC	DATE	ORGANIZATION	LOCATION	SITE
Boyle, S.	Outcomes Evaluation of an Emergency Department-Based Palliative Care Program	September 20, 2021	Morristown Medical Center Nursing Research Conference	In-Person	Morristown Medical Center
Cohen, M., deGrandpre, K., Nunez, E. & Melfi, R.	Modified Insulin Protocol for Glycemic Management in Critically Ill Patients with COVID-19	September 20, 2021	Morristown Medical Center Nursing Research Conference	In-Person	Morristown Medical Center
Mackwell, C., Mascari, M. Gallucci, S., McKnight, A., Pearl, C., & Stogner, K.	I Am Not Counting That Many Contact Hour Evaluations: The Journey to Automation	September 20, 2021	Morristown Medical Center Nursing Research Conference	In-Person	Morristown Medical Center
Robayo, M. & Emr, E.	Medication Flash Card	September 20, 2021	Morristown Medical Center Nursing Research Conference	In-Person	Morristown Medical Center
Sabatini, R., Silverstein, W., Thomas, J., McKnight, A., Stroh, L., & Horan, K.	Looking at Novice Nurses' Experiences During the First COVID-19 Surge Through the Roy Lens	September 20, 2021	Morristown Medical Center Nursing Research Conference	In-Person	Morristown Medical Center
Tedeschi, A.	Using the Teach-Back Method and Formula Feeding Kit to Improve Patient Reporting of Receiving Education	September 20, 2021	Morristown Medical Center Nursing Research Conference	In-Person	Morristown Medical Center
Wendt, C., Mobus, K., & Primmer, P.	Smartboard Technology Implementation in Emergency Department Huddle	September 20, 2021	Morristown Medical Center Nursing Research Conference	In-Person	Morristown Medical Center
White, K., & Petzoldt, O.	Reducing Pressure Injuries in the Cardiothoracic Surgical Patient Using an Alternating Pressure Surface	September 20, 2021	Morristown Medical Center Nursing Research Conference	In-Person	Morristown Medical Center
Amoruso, K. & Conlon, R.	Identification of Best Practices for IV Access for Peripheral Parenteral Nutrition (PPN)	September 20, 2021	Morristown Medical Center Nursing Research Conference	In-Person	Morristown Medical Center
Carlson, A., Nemchick, N., D'Elia, L., Yaw, C., Sabatini, R. & Zhou, Y.	Let's Look at Falls: A Nurse Residency Literature Review	September 20, 2021	Morristown Medical Center Nursing Research Conference	In-Person	Morristown Medical Center
Daley, B.	Progressive Mobility Program Implementation to Improve Functional Status During Acute Hospitalization	September 20, 2021	Morristown Medical Center Nursing Research Conference	In-Person	Morristown Medical Center
Gutierrez, L.	Progressive Mobility in the Medical Step-Down Unit	September 20, 2021	Morristown Medical Center Nursing Research Conference	In-Person	Morristown Medical Center
Kowalski, M.O., Smith, C., Bersick, E., Cole, D., Keleekai-Brpoh, N., Panfile, P., & Abati, S.	Research Collaboration of Animal-Assisted Activities to Reduce Anxiety in Older Adults	September 20, 2021	Morristown Medical Center Nursing Research Conference	In-Person	Morristown Medical Center
Millspaugh, J. & Hinic, K.	Holistic Strategies in Postpartum Women: A Review of the Literature	September 20, 2021	Morristown Medical Center Nursing Research Conference	In-Person	Morristown Medical Center
Richards, K.	Best Practice for Emergency Department Borders	September 20, 2021	Morristown Medical Center Nursing Research Conference	In-Person	Morristown Medical Center

POSTER PRESENTER	TOPIC	DATE	ORGANIZATION	LOCATION	SITE
Sabatini, R., Silverstein, W., McKnight, A., Thomas, J., Horan, K., & Stroh, L.	Learning to Fly During COVID-19: Qualitative Exploration of Novice Nurses' Experiences Caring for Patients During the First Surge	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Morristown Medical Center
Cohen, M., deGrandpre, K., & Nunez, E.	SGLT2s & Euglycemic DKA (eDKA) the PEA of DKA: Your Glucose Monitor Looks Fine But Something's Wrong	August 12-15, 2021	Association of Diabetes Care and Education Specialists (ADCES)	Virtual	Morristown Medical Center
Cohen, M., deGrandpre, K., & Nunez, E.	SGLT2s & Euglycemic DKA, the PEA of DKAs: Your Glucose Monitor Looks Fine But Something's Wrong	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Morristown Medical Center
Cohen, M., deGrandpre, K., & Nunez, E.	Hypoglycemia Risk Reduction Through Timeliness of Correction Insulin Delivery	August 12-15, 2021	Association of Diabetes Care and Education Specialists (ADCES)	Virtual	Morristown Medical Center
Cohen, M., deGrandpre, K., & Nunez, E.	Hypoglycemia Risk Reduction through Timeliness of Correction Insulin Delivery	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Morristown Medical Center
Melfi, R., Cohen, M., deGrandpre, K., & Nunez, E.	Modified Insulin Protocol for Glycemic Management in Critically Ill Patients with COVID-19	August 12-15, 2021	Association of Diabetes Care and Education Specialists (ADCES)	Virtual	Morristown Medical Center
Cohen, M., deGrandpre, K., Nunez, E. & Melfi, R.	Modified Insulin Infusion Protocol for Glycemic Management in Critically Ill Patients with COVID-19	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Morristown Medical Center
Frank, S., Hoskins, T., Begley, B., Huntington, G., Giacalne, J., Miller, J., Wittig, J.C., Poletick, E., & McGuire, F.	Mechanical Complications	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Morristown Medical Center
Miller, J., Poletick, E., Frank, S., Begley, B., Hoskins, T., Fitzpatrick, B., Giacalone, J., Huntington, G., Mazzei, C., & Patel, J.	Mechanical Complicaton Rate in Cemented vs. Uncemented Hip Hemi-Arthroplasty	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Morristown Medical Center
Sharma, K., Daley, B., Fitzpatrick, K., Masi, K., Martins, M., Fetherman, B., Jones, C., Cooper, L., & Kowalski, M.O.	An Initiative Through the Institute for Healthcare Improvement Focused on Positive Outcomes for Hospitalized Elders	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Morristown Medical Center
Daley, B., Florendo, E., Csakvary, M., Esposito, T., & Garrabrant, E.	Progressive Mobility Program Implementation to Improve Functional Status During Acute Hospitalization	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Morristown Medical Center
Amoruso, K. & Conlon, R.	Identification of best practices for IV access for peripheral parenteral nutrition	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Morristown Medical Center
Boyle, S.	Outcomes Evaluation of an Emergency Department-Based Palliative Care Program	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Morristown Medical Center

Poster Presentations

POSTER PRESENTER	TOPIC	DATE	ORGANIZATION	LOCATION	SITE
Fonseca, M.A.	A Standardized Process to Eliminate Sternal Wound Infections: A Program Evaluation	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Morristown Medical Center
Kowalski, M.O., Smith, C., Chiu, S., Keleekai-Brapoh, N., Bersick, E., Cole, D.A., Abate, D.V., & Panfile, P.	Multicentered Research of Animal-Assisted Activities to Reduce Anxiety in Older Adults	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Morristown Medical Center
Ospina, K., Leaton, M.B., Azuelo, M., McDonald, K., Sopka, S.L., & Taylo, K.	Critical Care Nursing Outreach Service Is a Win for All	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Morristown Medical Center
Teixeira, A., Willard, S., & Booth, D.	Improving HIV Testing Rates in a Suburban Emergency Department	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Morristown Medical Center
Hinic, K., Kowalski, M.O., Silverstein, W., Sabatini, R., & Jones, C.	Driving Nursing Dissemination of New Knowledge	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Morristown Medical Center
Millsbaugh, J., Errico, C., & Mortimer, S.	Teaching Jin Shin Jyutsu® Self-Help to Nurses to Reduce Stress and Promote Resilience	October 27, 2021	New Jersey State Nurses Association (NJSNA) Conference (canceled)	In-Person	Morristown Medical Center
O'Kane, S.	A fall reduction initiative: A team approach to patient safety	April 12-16, 2021	National NICHE Conference	Virtual	Overlook Medical Center
O'Kane, S.	The Geriatric Institutional Assessment Profile (GIAP): Increasing Awareness and Engagement of the NICHE Committee	April 12-16, 2021	National NICHE Conference	Virtual	Overlook Medical Center
Booth, D., Cherian, S., Lark, J., & Stratton, M.	Analysis of medication error reduction strategies for heparin infusions in the emergency department	April 8-9, 2021	New Jersey Society of Health-System Pharmacists Annual Meeting	Virtual	Overlook Medical Center
Gallucci, S., King, M., Jurtschenko, A., Scannell, K. & Della Serra, M.	From "blue book" orientation to...eBook	August 3-6, 2021	Association for Nursing Professional Development (ANPD)	Virtual	Overlook Medical Center
Mascari, M.	Line in the sand: A pilot step-down within a critical care unit	July 11-14, 2021	American Organization for Nursing Leadership (AONL)	Virtual	Overlook Medical Center
Pineda, L., & Garcia Paquiz, P.	Improving patients' perceptions of care with efficient discharge planning: A quality improvement project	October 13-16, 2021	American Psychiatric Nurses Association (APNA) 35th Annual Conference	Louisville, KY	Overlook Medical Center
Scannell, K., Farrell, M., Soubra, M., Kendra, M., Labrozzi, L., Nau, D., Kakwwani, A., Uppala, A., Mansukhani, R., Lieder, K., Jacobson, J., Kalynovych, J., Chiu, S., Cerrone, F., & Shah, C.	Impact of a chronic obstructive pulmonary disease care bundle on hospital readmission rates	April 26-27, 2021	Cleveland Clinic 16th Annual Clinical Nursing Research Conference	Virtual	Overlook Medical Center

POSTER PRESENTER	TOPIC	DATE	ORGANIZATION	LOCATION	SITE
Lark, J.	A Nurse-Driven Process and Empowerment to Activate Code Stroke: Saving Time and Brain	September 22-25, 2021	Emergency Nurses Association (ENA) Emergency Nursing 2021	Virtual	Overlook Medical Center
Lark, J.	A Nurse-Driven Process and Empowerment to Activate Code Stroke: Saving Time and Brain	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Overlook Medical Center
Lark, J.	Utility of Heparin Infusion Calculator in the Electronic Health Record System to Reduce Medication Errors in the Emergency Department	September 22-25, 2021	Emergency Nurses Association (ENA) Emergency Nursing 2021	Virtual	Overlook Medical Center
Keleekai-Brapoh, N., Kerr, K.W., Altino-Pierre, F., De Leon, N., Krause, L., Suczewski, K., Agnellino, C., Cassady, B.A., & Chinn, B.	Implementation of an ERAS program significantly reduces postoperative opioid utilization, nausea and vomiting in colorectal surgery patients	November 10-12, 2021	ERAS Congress	New Orleans, LA	Overlook Medical Center
O'Kane, S.	A Fall Reduction Initiative: A Team Approach to Patient Safety	May 6-12, 2021	Overlook Medical Center Nurse Week	Summit, NJ	Overlook Medical Center
O'Kane, S. & Dyer, R.	The Geriatric Institutional Assessment Profile (GIAP): Increasing Awareness and Engagement of the NICHE Committee	May 6-12, 2021	Overlook Medical Center Nurse Week	Summit, NJ	Overlook Medical Center
Scannell, K., Farrell, M., Soubra, M., Kendra, M., Labrozzi, L., Nau, D., Kakwani, A., Uppala, A., Mansukhani, R., Lieder, K., Jacobson, J., Kalynovych, J., Chiu, S., Cerrone, F., & Shah, C.	Impact of a Chronic Obstructive Pulmonary Disease Care Bundle on Hospital Readmission Rates	May 6-12, 2021	Overlook Medical Center Nurse Week	Summit, NJ	Overlook Medical Center
Rosenthal, C., Pflieger, K., & Cox, J.	Admission/Discharge/Transfer Nurse Improves Patient and Staff Experience	May 6-12, 2021	Overlook Medical Center Nurse Week	Summit, NJ	Overlook Medical Center
Gallucci, S., King, M., Jurtschenko, A., Scannell, K., & Della Serra, M.	From 'Blue Book' Orientation to...eBook	May 6-12, 2021	Overlook Medical Center Nurse Week	Summit, NJ	Overlook Medical Center
Cabeguín-Lopina, M., Daly, M., Ferns, K., & Keleekai-Brapoh, N.	Preoperative Nausea and Vomiting Risk Assessment Improves Post-Surgical Outcomes	May 6-12, 2021	Overlook Medical Center Nurse Week	Summit, NJ	Overlook Medical Center
Sabin, V.	M & "EM": Using Teach 3/Ask 3 to Improve Nurse-Patient Communication of New Medications and Side Effects	May 6-12, 2021	Overlook Medical Center Nurse Week	Summit, NJ	Overlook Medical Center
Gerardis, K., Krause, L., Cabrera, C., & Vorel, P.	Snapshot: A Collaborative Approach Streamlining Data Automation	May 6-12, 2021	Overlook Medical Center Nurse Week	Summit, NJ	Overlook Medical Center
Booth, D.M., Cherian, S.M., Lark, J., & Stratton, M.	Utility of Heparin Infusion Calculator in the Electronic Health Record System to Reduce Medication Errors in the Emergency Department	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Overlook Medical Center

Poster Presentations

POSTER PRESENTER	TOPIC	DATE	ORGANIZATION	LOCATION	SITE
Wrigley, S., Hubbi, B., Davidson, A., & Buck, C.	The Breast Center at Overlook Medical Center Research Study	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Overlook Medical Center
Klepacki, M.	Effects of Aromatherapy on Perceived Pain and Anxiety Among Primigravida Patients in the First Stage of Labor	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Overlook Medical Center
Chinn, B., Altino-Pierre, F., De Leon, N., Krause, L., Suczewski, K., Agnellino, C., Cassady, B.A., Keleekai-Brapoh, N., Watridge, D.M. & Kerr, K.W.	Implementation of an ERAS program significantly reduces postoperative opioid utilization, nausea and vomiting in colorectal surgery patients	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Overlook Medical Center
Grieco, J.	Postpartum Virtual Visits: An Extension of the Postpartum Stay	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Overlook Medical Center
Trehearn, S., Mackwell, C., Connors, L., McGreevy, J., Vnenchak, K., Eggleston, K., Lichtenwalner, B., O'Sullivan, C., & Watridge, D.M.	Integrating Simulation in Electronic Documentation Education: A Quality Improvement Project	February 18-20, 2021	NurseThink® for Nurse Educators: Next Gen Learning Virtual Conference	Virtual	Western Region
Granata, D., Mackwell, C., Ziegenfuss, M.B., Wilkerson, M., O'Sullivan, C., Lichtenwalner, B., Lipnickey, D., Engelhart, C., Rosica, K., Lavere, D., Truppo, S., & Watridge, D.M.	Reducing Readmissions from Skilled Nursing Facilities: A Quality Improvement Project	September 30-October 3, 2021	Academy of Medical-Surgical Nurses Association	Virtual	Western Region
Mackwell, C., Spadafora, D., O'Sullivan, C., John, A., & Watridge, D.M.	Let Us ROX Your Socks Off!: Using the ROX Index as an Early Identifier for Intubation	September 30-October 3, 2021	Academy of Medical-Surgical Nurses Association	Virtual	Western Region
Granata, D., Mackwell, C., Ziegenfuss, M.B., Wilkerson, M., O'Sullivan, C., Lichtenwalner, B., Lipnickey, D., Engelhart, C., Rosica, K., Lavere, D., Truppo, S., & Watridge, D.M.	SBAR-S What? A Quality Improvement Project to Reduce SNF Readmissions	October 27-28, 2021	New Jersey State Nurses Association (NJSNA) Conference (canceled)	In-Person	Western Region
Salazar, L., Deherde, L., O'Sullivan, C., Watridge, D.M., & Mackwell, C.	Everyone Needs a Cheerleader! The Importance of a Unit Champion	October 27-28, 2021	New Jersey State Nurses Association (NJSNA) Conference (canceled)	In-Person	Western Region
Mackwell, C., Watridge, D.M., Rosica, K. Porter, L., Truppo, S., Lavere, D., O'Sullivan, C., Agaronin, I., Owens, P., Kowalski, M., Sarinelli, J. Chen, S., Janssen, A., Peleg, N., & Fochesto, D.	Don't Forget to Check Your DI: A Quality Improvement Project	October 27-28, 2021	New Jersey State Nurses Association (NJSNA) Conference (canceled)	In-Person	Western Region
Mackwell, C., Kendra, M., Watridge, D.M., O'Sullivan, C., Lichtenwalner, B., Ziegenfuss, M.B., Squillante, M., Costanzo, J., Zimmerman, D., Spadafora, D., Jones, M., Agaronin, I., & Chiu, S.	Sustainability of an Interdisciplinary Approach to Reduce 30-day Readmission Rates for Acute Exacerbation of Chronic Obstructive Pulmonary Disease: It Is Possible!	September 20, 2021	Morristown Medical Center Nurse Research Day	In-Person	Western Region

POSTER PRESENTER	TOPIC	DATE	ORGANIZATION	LOCATION	SITE
Mackwell, C., Kendra, M., Ziegenfuss, M.B., Lichtenwalner, B., O'Sullivan, C., & Watridge, D.M.	Sustainability of an Interdisciplinary Approach to Reduce 30-day Readmission Rates for Acute Exacerbation of Chronic Obstructive Pulmonary Disease: A Quality Improvement Project	October 27-28, 2021	New Jersey State Nurses Association (NJSNA) Conference (canceled)	In-Person	Western Region
Mackwell, C., Kendra, M., Ziegenfuss, M.B., Lichtenwalner, B., O'Sullivan, C., & Watridge, D.M.	Sustainability of an Interdisciplinary Approach to Reduce 30-day Readmission Rates for Acute Exacerbation of Chronic Obstructive Pulmonary Disease: A Quality Improvement Project	December 9, 2021	9th Annual Penn Medicine Nursing Research Conference	Virtual	Western Region
Mackwell, C., Kendra, M., Porter, L., Rosica, K., LaVere, D., McGreevey, J., Ziegenfuss, M.B., Watridge, D.M., O'Sullivan, C., Lichtenwalner, B., & Vnenchak, K.	Sustainability of an Interdisciplinary Approach to Reduce 30-Day Readmission Rates for Acute Exacerbation of Chronic Obstructive Pulmonary Disease	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Western Region
Trehearn, S., Connors, L., Vnenchak, K., Eggleston, K., Lichtenwalner, B., O'Sullivan, C., Watridge, D.M., & Mackwell, C.	Intertwining Simulation and Electronic Documentation Education: A Quality Improvement Project	September 20, 2021	Morristown Medical Center Nurse Research Day	In-Person	Western Region
Mackwell, C., Spadafora, D., John, A., O'Sullivan, C., & Watridge, D.M.	ROX, Paper, Scissors, Shoot: ROX Wins Every Time!	September 20, 2021	Morristown Medical Center Nurse Research Day	In-Person	Western Region
Granata, D., Ziegenfuss, M.B., Engelhardt, C., Lipnickey, D., Rosica, K., Truppo, D., LaVere, D., O'Sullivan, C., Lichtenwalner, B., Watridge, D.M., & Mackwell, C.	Standardizing Report to Skilled Nursing Facilities: A Quality Improvement Project	September 20, 2021	Morristown Medical Center Nurse Research Day	In-Person	Western Region
Mackwell, C., Watridge, D.M., Rosica, K., Porter, L., Truppo, S., Lavere, D., O'Sullivan, C., Kowalski, M.O., Sarinelli, J., Chen, S., Janssen, A., Peleg, N., & Fochesto, D.	Harnessing the Electronic Health Record to Reduce Rapid Response Calls and Inpatient Mortality	September 20, 2021	Morristown Medical Center Nurse Research Day	In-Person	Western Region
Mackwell, C., Spadafora, D., John, A., O'Sullivan, C., & Watridge, D.M.	I Wanna ROX!	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Hybrid	Western Region
Trehearn, S., Connors, L., Vnenchak, K., Eggleston, K., Lichtenwalner, B., O'Sullivan, C., Watridge, D.M., & Mackwell, C.	Simulation and Documentation in the Electronic Health Record at the Same Time?	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Hybrid	Western Region
Trehearn, S., Connors, L., Vnenchak, K., Eggleston, K., Lichtenwalner, B., O'Sullivan, C., Watridge, D.M., & Mackwell, C.	Simulation and Documentation in the Electronic Health Record at the Same Time? A Quality Improvement Project	December 9, 2021	9th Annual Penn Medicine Nursing Research Conference	Virtual	Western Region

Poster Presentations

POSTER PRESENTER	TOPIC	DATE	ORGANIZATION	LOCATION	SITE
Engelhardt, C., Mickel, A., Ziegenfuss, M.B., Lichtenwalner, B., & Mackwell, C.	Quality Improvement and Innovation on Wheels	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Western Region
Granata, D., Ziegenfuss, M.B., Engelhart, C., Lipinkey, D., Rosica, K., LaVere, D., Truppo, S., O'Sullivan, C., Lichtenwalner, B., Watridge, D.M., & Mackwell, C.	SBAR, for Real? Standardizing Report to Skilled Nursing Facilities: A Quality Improvement Project	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Western Region
Mackwell, C., Watridge, D.M., Rosica, K., Porter, L., Truppo, S., Lavere, D., O'Sullivan, C., Kowalski, M.O., Sarinelli, J., Chen, S., Janssen, A., Peleg, N., & Fochesto, D.	Predicting Patient Decline, Can the Computer Really do That?	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Western Region
Granata, D., Kendra, M., & Chiu, S.	Effect of a Pneomonia Care Bundle on 30-Day Readmission Rates for Patients Discharged From a Hospital to a Sub-Acute Rehabilitation	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Western Region
Granata, D., Kendra, M., & Chiu, S.	Implementation of Pneumonia Care Bundle in Sub-Acute Rehab Facility Decreases Readmissions	December 9, 2021	9th Annual Penn Medicine Nursing Research Conference	Virtual	Western Region
Mackwell, C., Spadafora, D., John, A., Walker-Way, G., & Watridge, D.M.	ROX, Paper, Scissors, Shoot: A Quality Improvement Project to Identify Patients at Risk for Intubation	December 9, 2021	9th Annual Penn Medicine Nursing Research Conference	Virtual	Western Region
Trehearn, S., Connors, L., Vnenchak, K., Eggleston, K., Lichtenwalner, B., Watridge, D.M., & Mackwell, C.	Simulation and Documentation in the Electronic Health Record at the Same Time? A Quality Improvement Project	December 9, 2021	9th Annual Penn Medicine Nursing Research Conference	Virtual	Western Region
Granata, D., Ziegenfuss, M.B., Engelhardt, C., Lipnickey, D., Rosica, K., Truppo, D., LaVere, D., O'Sullivan, C., Lichtenwalner, B., Watridge, D.M., & Mackwell, C.	Standardizing Report to Skilled Nursing Facilities: A Quality Improvement Project	December 9, 2021	9th Annual Penn Medicine Nursing Research Conference	Virtual	Western Region
Mackwell, C., Spadafora, D., O'Sullivan, C., John, A., & Watridge, D.M.	Let Us ROX Your Socks Off!	December 9, 2021	9th Annual Penn Medicine Nursing Research Conference	Virtual	Western Region
Trehearn, S., Mackwell, C., Connors, L., McGreevy, J., Vnenchak, K., Eggleston, K., Lichtenwalner, B., O'Sullivan, C., & Watridge, D.M.	Intertwining Simulation and Electronic Documentation Education: A Quality Improvement Project	December 9, 2021	9th Annual Penn Medicine Nursing Research Conference	Virtual	Western Region

POSTER PRESENTER	TOPIC	DATE	ORGANIZATION	LOCATION	SITE
Kendra, M.	Effects of a Pneumonia Care Bundle on 30-Day Hospital Readmissions	May 14-19, 2021	American Thoracic Society International Conference	Virtual	Combined Atlantic Health System Sites
Mackwell, C., Watridge, D.M., Rosica, K., Porter, L., Truppo, S., Lavere, D., O'Sullivan, C., Kowalski, M.O., Sarinelli, J., Chen, S., Janssen, A., Peleg, N., & Fochesto, D.	Optimizing the Electronic Health Record to Reduce Response Calls and Inpatient Mortality	September 20, 2021	Morristown Medical Center Nurse Research Day	Morristown, NJ	Combined Atlantic Health System Sites
Granata, D., Ziegenfuss, M.B., Wilkerson, M., Engelhardt, C., Lipnickey, D., Kayla, R., Truppo, S., Lavere, D., O'Sullivan, C., Lichtenwalner, B., Watridge, D.M., & Mackwell, C.	Standardizing Report to Skilled Nursing Facilities: A Quality Improvement Project	September 20, 2021	Morristown Medical Center Nurse Research Day	Morristown, NJ	Combined Atlantic Health System Sites
Schill, K.O., Kowalski, M.O., Ratchko, K., Samaras, A., Feldman, D., Vitale, T., & Kaminski, K.	Mobile Integration Health Heart Failure Patients and Decreased ED Returns	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Combined Atlantic Health System Sites
Mackwell, C., Rosica, K., Porter, L., Truppo, S., Lavere, D., O'Sullivan, C., Watridge, D.M., Kowalski, M.O., Sarinelli, J., Chen, S., Janssen, A., Peleg, N., & Fochesto, D.	Predicting Patient Decline, Can the Computer Really Do That?	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Combined Atlantic Health System Sites
Mackwell, C., Stratton, M., Herlihy, W., Giaquinto, J., Kibitlewski, D., Eggleston, K., Martins, K., Chen, H., Muckel, T., Shah, K., & Lise, K.	You Want Me to Use What Kind of Calculator?	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Combined Atlantic Health System Sites
Griffin, I., Viera, Y., Donohue-Ryan, M.A., Paris, G., Moriarty, D., Peleg, N., & Chen, S.	Development of an Electronic Medical Record Tool to Facilitate Allocation of Limited Resources in Times of Crisis	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ	Combined Atlantic Health System Sites
Mackwell, C., Watridge, D.M., Rosica, K., Porter, L., Truppo, S., Lavere, D., O'Sullivan, C., Kowalski, M.O., Sarinelli, J., Chen, S., Janssen, A., Peleg, N., & Fochesto, D.	Harnessing the Electronic Health Record to Reduce Rapid Response Calls and Inpatient Mortality	September 20, 2021	Morristown Medical Center Nurse Research Day	In-Person	Combined Atlantic Health System Sites

Podium Presentations

AUTHOR	TITLE	DATE	ORGANIZATION	LOCATION	SITE
Schneider, M., & Donohue-Ryan, M.A.	Leadership Beyond the Pandemic: Care Delivery Innovations	April 2021	American Organization of Nurse Leaders (AONL)	Podcast on Spotify	Chilton Medical Center
Schneider, M., & Donohue-Ryan, M.A.	ADAPT: Advocacy and Development Amidst Pandemic Today: Further Promoting Resilience	May 5, 2021	Republic of the Philippines, University of Makati, College of Allied Health Studies	Virtual	Chilton Medical Center
Schneider, M., & Donohue-Ryan, M.A.	Caring for the Caregiver	May 20, 2021	Felician University	Virtual	Chilton Medical Center
Schneider, M., Deluca, A., & Donohue-Ryan, M.A.	Creating a Family Communication Program During a Pandemic	July 13, 2021	American Organization for Nursing Leadership (AONL)	Virtual	Chilton Medical Center
Donohue-Ryan, M.A., & Schneider, M.	Resiliency Rounds and Other Strategies to Elevate Morale. Leadership Beyond the Pandemic	April 2021	American Organization for Nursing Leadership (AONL) Podcast	Podcast	Chilton Medical Center
Misa, D.	At the Front Lines During a Pandemic: Emergency Nursing Sees It All” and “On the Road Again ... See the Sights through Travel Nursing	February 25-26, 2021	New Jersey Nursing Students Annual Convention	Virtual	Chilton Medical Center
Schneider, M.	Chilton Medical Center’s COVID-19 Journey	September 22, 2021	Region 1, New Jersey State Nurses Association (NISNA)	Annual Dinner Meeting. Rockaway, NJ, In-Person	Chilton Medical Center
Wendt, C.	Prone Positioning of Nonintubated COVID-19+ Patients in Hypoxic Respiratory Distress	March 20, 2021	New Jersey State Nurses Association (NISNA) Conference (canceled)	Virtual	Morristown Medical Center
Sabatini, R.	An Exploration of Nurse Residents’ Experiences During a Pandemic Surge	August 3-6, 2021	Association for Nursing Professional Development (ANPD)	Chicago, IL	Morristown Medical Center
Horan, K.A. & Foley, S.L.	Adapting to the COVID-19 Pandemic: Implementation of a Pilot Hybrid Clinical Model	November 6-10, 2021	SIGMA International, 46th Biennial Convention	Indianapolis, IN, Hybrid	Morristown Medical Center
Boyle, S.	Outcomes Evaluation of a Nurse-Driven Emergency Department Palliative Care Program	November 6-10, 2021	SIGMA International, 46th Biennial Convention	Indianapolis, IN, Hybrid	Morristown Medical Center
Boyle, S.	Outcomes Evaluation of an Emergency Department-Based Palliative Care Program	September 20, 2021	Morristown Medical Center Nurse Research Day	Morristown, NJ, In-Person	Morristown Medical Center
Sabatini, R. & Hinic, K.	Learning to fly during a pandemic surge: Newly licensed nurses’ experiences working in COVID-19 units	November 6-10, 2021	SIGMA International, 46th Biennial Convention	Indianapolis, IN, Hybrid	Morristown Medical Center

AUTHOR	TITLE	DATE	ORGANIZATION	LOCATION	SITE
Millspaugh, J., Errico, C., & Mortimer, S.	Jin Shin Jyutsu® Self-Help Reduces Nurses' Stress: A Randomized Control Study	April 10, 2021	Seton Hall Nursing Research Conference	So. Orange, NJ, Virtual	Morristown Medical Center
Hinic, K. & Millspaugh, J.	Integrative Health Strategies in Postpartum Women: A Review of the Literature	April 10, 2021	Seton Hall Nursing Research Conference	So. Orange, NJ, Virtual	Morristown Medical Center
Larkin, L., Marrero, M., & Amiro, L.	Squeeze me please: An evidence-based program to reduce recidivism of venous leg ulcers in patients with chronic venous disease	April 10, 2021	Seton Hall Nursing Research Conference	So. Orange, NJ, Virtual	Morristown Medical Center
Sabatini, R.	Nursing students' experiences using a communication mnemonic	April 10, 2021	Seton Hall Nursing Research Conference	So. Orange, NJ, Virtual	Morristown Medical Center
Cohen, M., Gregory, C., deGrandpre, K., Elkin, N., & Melfi, R.	Adapted Point of Care Testing (POCT) for Patients with COVID-19	September 20, 2021	Morristown Medical Center Nurse Research Day	Morristown, NJ, In-Person	Morristown Medical Center
Sabatini, R., Thomas, J., McKnight, A., & Silverstein, W.	Looking at Novice Nurses' Experiences During the First COVID-19 Surge Through the Roy Lens	September 20, 2021	Morristown Medical Center Nurse Research Day	Morristown, NJ, In-Person	Morristown Medical Center
Rodgers, P.	Stopping the Sparks: The Critical Management of Status Epilepticus	March 12-15, 2021	American Association of Neuroscience Nurses (AANN)	Phoenix, AZ, In-Person	Morristown Medical Center
White, K., & Petzoldt, O.	Cardiac Surgery and the Prevention of Pressure Injuries	September 20, 2021	Morristown Medical Center Nurse Research Day	Morristown, NJ, In-Person	Morristown Medical Center
Safirstein, J., Kowalski, M.O., Cooper, L., Harb, M., Chiu, S., Levine, L., Ziegenfuss, M.B., & Mobus, C.	Knowledge Retention After Percutaneous Coronary Intervention	May 15-17, 2021	American College of Cardiology's (ACC) 70th Annual Scientific Session	Atlanta, GA, Virtual	Morristown Medical Center
Weaver, S., Skarek, A., Mastro, K.A., Kowalski, M.O., & Caruso, J.	The RESEARCH Healthy Work Environment	July 7, 2021	NWESC Commission	Princeton, NJ, Virtual	Morristown Medical Center
Tedeschi, A.	Using the Teach-Back Method and Formula Feeding Kit to Improve Patient Reporting of Receiving Education	September 20, 2021	Morristown Medical Center Nurse Research Day	Morristown, NJ, In-Person	Morristown Medical Center
Wendt, C.	Smartboard Technology Implementation in Emergency Department Huddle	September 20, 2021	Morristown Medical Center Nurse Research Day	Morristown, NJ, In-Person	Morristown Medical Center

Podium Presentations

AUTHOR	TITLE	DATE	ORGANIZATION	LOCATION	SITE
O'Kane, S.	Bedside geriatric rounds: An initiative to increase awareness of our NICHE committee as well as improving patient care	April 12-16, 2021	NICHE National Conference	Virtual	Overlook Medical Center
Pineda, L.	Early mobility in the prevention of hospital-acquired delirium	April 12-16, 2021	NICHE National Conference	Virtual	Overlook Medical Center
Gilpin, C. & Gallucci, S.	Sustaining high reliability during a pandemic: Nursing professional development for the front line	August 3-6, 2021	Association for Nursing Professional Development (ANPD)	Virtual	Overlook Medical Center
Myron, M.	A virtual extension of postpartum care, responding to mom's early discharge	July 11-14, 2021	American Organization for Nursing Leadership (AONL)	Virtual	Overlook Medical Center
Mackwell, C.	Second Victim Syndrome and Nursing Resiliency: Surviving and Thriving in Today's Health Care Climate	April 7, 2021	NNJ-American Association of Critical Care Nurses (AACN)	Virtual	Western Region
Wilkerson, M.	Too cool for school: Targeted temperature management modalities	April 17-20, 2021	American Association of Neuroscience Nurses (AANN) Annual Conference	Virtual	Western Region
Wilkerson, M.	The Brain Bone's Connected to the Heart Bone - Cardiovascular Complications in Brain Injuries	April 17-20, 2021	American Association of Neuroscience Nurses (AANN) Annual Conference	Virtual	Western Region
Mackwell, C.	Second Victim Syndrome and Nursing Resiliency: Can We Come Back From This?	June 12, 2021	New Jersey State Nurses Association (NJSNA) Conference (canceled)	Newton, NJ, Virtual	Western Region
Mackwell, C., Watridge, D.M., Rosica, K., Porter, L., Truppo, S., Lavere, D., O'Sullivan, C., Agaronin, I., Owens, P., Kowalski, M.O., Sarinelli, J., Chen, S., Janssen, A., Peleg, N., & Fochesto, D.	Harnessing the Power of the Electronic Health Record to Reduce Rapid Responses and Mortality	September 30-October 3, 2021	Academy of Medical-Surgical Nurses (AMSN) 30th 2021 Annual Convention	Orlando, FL, Hybrid	Western Region
Mackwell, C., Watridge, D.M., Rosica, K., Porter, L., Truppo, S., Lavere, D., O'Sullivan, C., Agaronin, I., Owens, P., Kowalski, M.O., Sarinelli, J., Chen, S., Janssen, A., Peleg, N., & Fochesto, D.	Optimizing the HER	October 6, 2021	Atlantic Health System 25th Annual Research and Innovation Symposium	Morristown, NJ, Virtual	Western Region
Mackwell, C.	Evidence-Based Practice, Quality Improvement, and Research, Oh My!!	September 30-October 3, 2021	Academy of Medical-Surgical Nurses (AMSN) 30th 2021 Annual Convention	Orlando, FL, Hybrid	Western Region

AUTHOR	TITLE	DATE	ORGANIZATION	LOCATION	SITE
Mackwell, C., Gallucci, S., Mascari, M., Mcknight, A., Pearl, C., & Stogner, K.	I am Not Counting That Many Contact Hour Evaluations: The Journey to Automation	September 20, 2021	Morristown Medical Center Nurse Research Day	Morristown, NJ, In-Person	Combined Atlantic Health System Sites
Boyle, S.	Outcomes Evaluation of an Emergency Department-Based Palliative Care Program	September 20, 2021	Morristown Medical Center Nurse Research Day	Morristown, NJ, In-Person	Combined Atlantic Health System Sites
Cohen, M., Gregory, C., deGrandpre, K., Nunez, E., & Melfi, R.	Adapted Glucose Point of Care Testing (POCT) for Patients with COVID-19	September 20, 2021	Morristown Medical Center Nurse Research Day	Morristown, NJ, In-Person	Combined Atlantic Health System Sites
Sabatini, R., Silverstein, W., Thomas, J., McKnight, A., Stroh, L., & Horan, K.	Looking at Novice Nurses' Experiences During the First COVID-19 Surge Through the Roy Lens	September 20, 2021	Morristown Medical Center Nurse Research Day	Morristown, NJ, In-Person	Combined Atlantic Health System Sites
Tedeschi, A.	Using the Teach-Back Method and Formula Feeding Kit to Improve Patient Reporting of Receiving Education	September 20, 2021	Morristown Medical Center Nurse Research Day	Morristown, NJ, In-Person	Combined Atlantic Health System Sites
Wendt, C., Mobus, K., & Primmer, P.	Smartboard Technology Implementation in Emergency Department Huddle	September 20, 2021	Morristown Medical Center Nurse Research Day	Morristown, NJ, In-Person	Combined Atlantic Health System Sites
White, K., & Petzoldt, O.	Reducing Pressure Injuries in the Cardiothoracic Surgical Patient Using an Alternating Pressure Surface	September 20, 2021	Morristown Medical Center Nurse Research Day	Morristown, NJ, In-Person	Combined Atlantic Health System Sites
Mackwell, K. Watridge, D.M., Rosica, K. Porter, L., Truppo, S., Lavere, D., O'Sullivan, C., Agaronin, I., Owens, P., Kowalski, M.O., Sarinelli, J., Chen, S., Janssen, A., Peleg, N., & Fochesto, D.	Harnessing the Power of the Electronic Health Record to Reduce Rapid Responses and Mortality	September 30-October 3, 2021	Academy of Medical-Surgical Nurses (AMSN) 30th 2021 Annual Convention	Orlando, FL, In-Person	Combined Atlantic Health System Sites
O'Keefe, T., & Gavi, S.	Defining, Aligning, and Integrating PX System-wide Through Extraordinary Caring™	November 15-17, 2021	Press Ganey National Client Conference	Orlando, FL, Virtual	Combined Atlantic Health System Sites

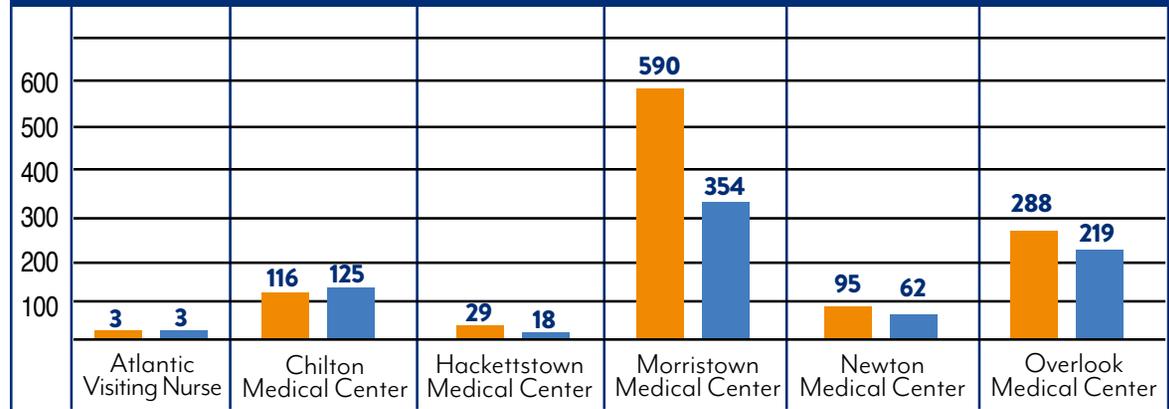
NURSING EDUCATION AND PROFESSIONAL PRACTICE



Throughout 2021, as our volume of patients with COVID-19 decreased across the system, our nursing staff were anxious to return to pre-COVID nursing normalcy. Access to information, didactic sessions, evaluation of recent literature and support of clinical nurses continued expanding throughout 2021. Hire Learner and our core nursing residency programs remained a focus to transition novice nurses into the profession as full-fledged Atlantic Health System nurses. Evidence-based practice is one example of a professional activity incorporated in the extensive Practice Transition Accreditation Program (PTAP) programs held at Morristown Medical Center, with applications in process at other Atlantic Health System sites.

Atlantic Health System is held to established standards in order to meet New Jersey State Nurses Association (NJSNA) designation as a provider unit for continuing education. The use of technology resulted in a 48% increase in attendance at classes. Technology provided an avenue for nurses to remain engaged and continue their professional development.

Atlantic Health System PACT Participants 2020 2021



Continuing Nursing Education (CNE)

Total # of courses/NEW CNE Activities in 2021	216/160
CNE Activities repeated	85
Total CNE Activity Offerings provided	602
Participants	12,958
Total Virtual Programs Offered	294 (48%)

Retaining valuable health care professionals is important at Atlantic Health System. The Professional Advancement Career Track (PACT), our clinical ladder program, recognized accomplishments by nurses and other team members throughout 2021. Aligned with the system's Mission, Vision, and Shared Values, the criteria to achieve recognition for nurses support the established values

Atlantic Health System nurses were proud to provide clinical affiliations to 1,100 nursing students, excited to facilitate alternative learning experiences, and pleased to welcome students for their clinical experiences at all of our many facilities.



Learning From the Past, Building for Our Future



Resiliency. Innovation. Transforming Care. Atlantic Health System nurses, having survived the initial tsunami of the COVID-19 pandemic in 2020, immediately set about the business of recovery and getting back to normal. To us, that was evidenced by the hope brought by the new vaccines, balanced with the realities associated with the presence of patients who were not willing and/or able to accept them. Clinical treatment modalities improved, as did the supply of PPE and other equipment and devices. Our locum tenens practitioners, who so greatly supported our ICUs during the height of the pandemic, soon accepted assignments elsewhere across the country, where the shifting epidemiologic need was greater. ICUs gradually returned to their own geographic units and staff began the hard work of psychological recovery, building **Resiliency** through organizational and peer support and individual healing.

Council and committee meetings began to be held regularly again, even face-to-face; our system Shared Governance Retreat was held in October, with strategic revisions to our Shared Governance model enthusiastically discussed. Nursing students began to appear once again at our sites, after much planning and collaboration with the region's deans and directors of colleges and universities. Dedicated education units (DEUs) and hiring events for nursing students who wished to expand upon their clinical capability and work as PCAs, restored a feeling of normalcy on the inpatient units.

RESILIENCY
INNOVATION &
TRANSFORMING

Between November and December, however, a surge of the Omicron variant of COVID-19 caused our emergency rooms to reach extremely high patient levels once more, and we found to our consternation that the acutely ill patients were nearly always unvaccinated. We processed our too-raw emotions through on-site and virtual Schwartz Rounds and other mental health resources created specifically for us, we expanded our recognition programs, and, incredibly, achieved never-before national board certification rates. It felt so good to attend Nursing Grand Rounds, go to external conferences such as the ANCC Magnet® Conference, and plan for the future in programs that raise the bar in **Innovation**.

We certainly learned that a safer work environment means caring for each other, managing the frustrated and aggressive behaviors exhibited toward us in our health care settings, and maximizing the availability of psychological support for ourselves and for each other. This year, Atlantic Health System called upon team members to rewrite the definitions of our PRIDE promise, and team members chose to have the “D” represent diversity and inclusion. As a welcoming, supportive, and responsive nursing organization, we realized the best way to accomplish our goals is to identify, address and strive to improve the patient experience by **Transforming Care** for both our patients as well as their caregivers.

Looking Ahead

Communication is paramount. A nursing “Message Map,” developed in partnership with Corporate Communications, will be disseminated throughout Atlantic Health System in the areas of practice, quality, research and evidence-based practice and professional development, along with featured spotlights, extraordinary caring moments, examples and recognition of great nursing teamwork and collaboration, education updates and thoughts from our Chief Nurse Executive Trish O’Keefe concerning current topics and issues.

RN staffing in our region, stabilized pre-pandemic, became a COVID-19-related challenge when nurses who were eligible for retirement began to do so in greater numbers than previously. All of our hospital sites are now ready to participate in Cohort #5 of the Nursing Workplace Environment and Staffing Council program (NWESC) of the

Organization of Nurse Leaders of New Jersey (ONL). The NWESC program amplifies the voice of the clinical nurse in the establishment of healthy work environments. Co-led by the CNOs, the NWESC councils are empowered to make recommendations and decisions to drive policy at the organizational levels, with the potential for high impact across the continuum of care.

Strengthening our relationships with nursing students became even more critical, and every Atlantic Health System site participates in enhanced efforts to make our hospitals and ambulatory areas the destination of choice for our newest learners. Nurse residencies have been established, with an evidence-based curriculum that builds enduring building blocks associated with life-long learning.

Our inaugural Staffing Summit, held on September 10, 2021, will be repeated quarterly in order to capture the best available national and regional nursing workforce trends and to incorporate goals into actionable workplans for nurse leaders and all system- and site-councils. Workforce planning, education, practice/innovation, well-being and leadership/diversity and inclusion are the identified sub-groups being developed. This initiative will greatly help us as we provide the most well-prepared nurses to meet the needs of our patients and their families.

Our Shared Governance model is expanding to include two new councils: a Management Council as well as an Advanced Practice Council to include our operational nursing leaders and nurse practitioner, clinical nurse specialist and other advanced nursing roles throughout our system. A more robust orientation for our hardworking and creative Council chairs and co-chairs will be developed and include a supportive mentoring component to grow our own leaders as never before.

In 2022, our clinical nurses will partner with our entire interdisciplinary team, to bring about improved health care outcomes for all patients and families. As our patients may receive care from any one of our settings (hospital, ambulatory specialty care practice, long-term care, home health, rehabilitation) it is paramount that we vigorously work to safeguard communication throughout each transition of care that they experience. We are so grateful – grateful for the Resiliency, Innovation and Transforming Care that Atlantic Health System nurses exhibit every day, and of course, for the extraordinary acts of caring that have prepared us to meet the challenges of COVID-19 head on and to rise above, into the future.

CARE

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

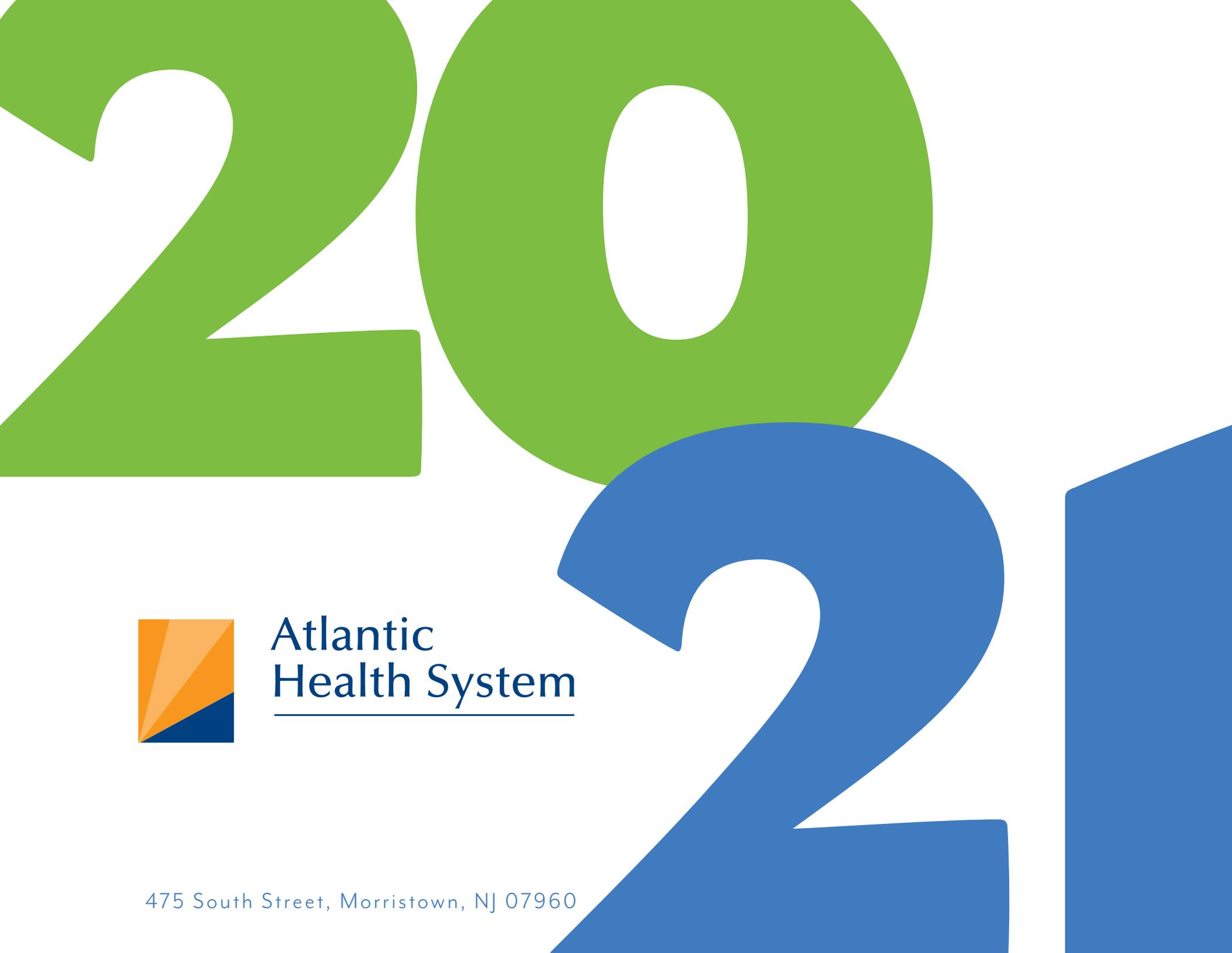
Extraordinary Caring: inspires us to deliver excellence and compassion to our patients, to our communities and to each other

Atlantic Health System Shared Governance Council Chairs

The 2021 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.



Left to right: Kathleen (Kalli) Ricciuti, RN, OCN (Nursing Quality Improvement Council); Cristen Mackwell, MSN, RN, CMSRN, NPD-BC (Research and Innovation Council); Kathryn Smith, MSN, RN (Professional Development Council); Christina Barter, MSN, RN, CCRN (Practice Council)



Atlantic
Health System

475 South Street, Morristown, NJ 07960