



2023 Nursing Annual Report

Caring

nurses
making a
difference



On the cover

Leslie St. Andrew, MBA, BSN, RN

AHN Jefferson Hospital

Our nurses practice at many AHN facilities including:

- Allegheny General Hospital
- Allegheny Valley Hospital
- Canonsburg Hospital
- Forbes Hospital
- AHN Grove City
- Jefferson Hospital
- Saint Vincent Hospital
- Westfield Memorial Hospital
- West Penn Hospital
- Wexford Hospital
- Citizens School of Nursing
- West Penn School of Nursing

A message from AHN Nursing Executive Leadership

It is with great pleasure and pride that we present to you Caring, our 2023 AHN Nursing Annual Report. As AHN's chief nurse executive and vice president of Nursing Operations and Innovation, we are privileged to have the opportunity to reflect on the remarkable achievements of our nursing team over the past year.

2023 was a year of transformative change and exponential growth for our health system. With a dedicated team of 6,000 nurses, we've successfully provided exceptional care across various practice settings, including inpatient, outpatient clinics, surgical units, and in the community.

We express our heartfelt gratitude to all AHN nurses for their unwavering commitment and dedication to our patients and their families. Their hard work, compassion, and expertise have not only elevated the standard of care we provide, but also made a lasting impact on the lives of those we serve.

Along with changes, 2023 brought numerous challenges that provided us with opportunities for growth and innovation. We embraced new technologies, advanced nursing practices, and implemented evidence-based strategies to enhance patient outcomes and experiences. Together, we navigated uncharted territories, adapted to new protocols, and demonstrated remarkable resilience in the face of adversity.

As we look to the future, we recognize the importance of unity within our nursing team. We firmly believe that when we work together, we become an unstoppable force for positive change. We continue to advocate for the highest standards of patient care, professional development, and a nurturing work environment.

In the coming year, we will continue to foster a culture of collaboration and shared vision. We will invest in our nurses' growth through educational programs and mentorship opportunities. Our aim is that all nurses feel empowered to reach their full potential, ensuring that AHN remains at the forefront of health care excellence.

In conclusion, we extend our deepest appreciation to our incredible nursing team for their remarkable accomplishments throughout the year. Their dedication, clinical excellence, and unwavering commitment have set new benchmarks for excellence in patient care. Together, let us forge ahead, as we shape the future of nursing practice and continue to make positive differences in the lives of those we serve.

With gratitude and admiration,



Angela Costa
MPM, BSN, RN
Chief Nurse Executive



Hope Waltenbaugh
MSN, RN, CNOR, NEA-BC
Vice President, Clinical
Nursing Operations
and Innovation

Succession planning

Our new associate chief nursing officer role

Our talented, compassionate nurses are our greatest strength, and AHN Nursing provides opportunities for nurses to grow in their careers within AHN. With an eye on succession planning and leadership development, AHN Nursing created an additional leadership role in 2023: Associate Chief Nursing Officer (ACNO). This role will be instrumental in driving high quality, patient-centered care across our network and opens a new pathway for leadership advancement.

We are proud to announce AHN's two new ACNOs. Jill Direnzo, DNP, RN, CCRN, will assist in overseeing nursing operations at AHN Forbes Hospital and AHN Allegheny Valley Hospital, and Charmaine Rohan, MSN, RN, CNOR, will do the same for AHN Saint Vincent Hospital and AHN Grove City.

With many years of experience at AHN, most recently as directors of Nursing, Jill and Char bring frontline and operational expertise to their new positions and enhance our exceptional nursing leadership team.



JILL DIRENZO, DNP, RN, CCRN
Associate Chief Nursing Officer

Welcoming graduates

AHN's Nursing Pipeline

In 2022, AHN Nursing formed strategic academic partnerships and awarded grant-funded scholarships to establish a pipeline of new Bachelor of Science in nursing (BSN), nursing diploma, and licensed practical nurse (LPN) graduates to help meet AHN's pressing need for more nurses. During 2023, scholarships were awarded to 63 students expected to graduate between Fall 2023 and Spring 2025 in exchange for the student's commitment to work at an AHN hospital after graduation. The program is funded by three grants totaling almost \$2 million.

The largest grant, \$1.1 million from the Highmark Foundation, is funding scholarships for 52 BSN students at Robert Morris University, Carlow University, Misericordia University, Penn State Behrend, and Gannon University. In late 2023, AHN celebrated the first 12 BSN graduates as they embarked on their nursing careers at various AHN hospitals in the Pittsburgh and Erie regions.

The Colcum Grant of \$250,000 aims to promote economic mobility locally by educating diverse students with socioeconomic needs at AHN's two schools of nursing (SON): AHN West Penn Hospital and AHN Citizens. As of Fall 2023, seven students

enrolled at AHN West Penn Hospital SON and four enrolled at Citizens SON are receiving scholarships through this grant. Two are due to graduate in Spring 2024 and the other nine in Spring 2025.

A \$605,000 grant from the West Penn Foundation and Will Allen Foundation (WAF) is engaging and supporting a diverse population of local high school students interested in a nursing career. Grant funds provide for a full-time WAF Nurse Pathway Coach in Clairton High School, Perry High School, and The Neighborhood Academy. The Pathway coach identifies 10 – 12 students within cohorts who have the interest and aptitude to participate in an LPN training program. The coach provides talent coordination and case management to be sure the students are attending classes, advancing in the program, and demonstrating the commitment and ambition to achieve success in school. The Carlow University Partnership provides the LPN program while also offering college credits in high school to the grant-funded students enrolled in this program. Those who complete the program successfully are offered LPN positions at AHN West Penn.

“We hope to increase grant funding in the future so we can continue engaging students interested in a career in nursing at AHN.”

Nancy Tamilya, MHA, MSN, RN, AHN
Nursing Pipeline Coordinator

AHN's Nursing Pipeline for Increasing Nurse Staffing (as of Fall 2023)

Program type	Fall 2023 graduation	Spring 2024 graduation	Summer 2024 graduation	Fall 2024 graduation	Spring 2025 graduation	Total students
BSN	13	25	3	5	2	48
Diploma	0	2	0	0	9	11
LPN	0	0	0	4	0	4

Fostering inclusivity

A spotlight on AHN Forbes Hospital and its exemplary achievements in diversity, equity, and inclusion

AHN Forbes Hospital's Diversity, Equity, and Inclusion (DEI) Council celebrated and raised awareness of DEI in 2023 with a full calendar of events:

February — Black History Month

Department submissions of poster boards featuring influential African Americans throughout history were displayed in the cafeteria, which featured culturally meaningful food choices.

March — Ramadan and Eid

Interviews with employees who celebrate Ramadan were posted on the electronic bulletin board (EBB) to educate others about this culture and holiday.

April — Diversity Fair

Features included poster boards from past DEI events, a visit from Pet Therapy, and a guest speaker from the Caring Place.

June — Pride Month

A party on the patio offered food, drinks, educational games, and poster presentations.

June — Juneteenth

A table in the cafeteria displayed education materials regarding the holiday's history, and red punch and red velvet cake were served, with descriptions of the significance of red foods.

August — Overdose Awareness Month

Tables in the front lobby and cafeteria were decorated in purple signifying overdose awareness, and about 250 NARCAN® cards were distributed.

September — Recovery Awareness Month

An employee presented Grand Rounds on recovery, with CEUs offered to all who attended. Quality Fair: DEI presented a table at the fair for the first time and offered educational materials on DEI and the council.

October — Oktoberfest

German heritage was recognized by an informational table offering pretzels and guessing games with gummy bears, with information about the cultural significance of gummy bears and the brand Haribo, German cuisine in the cafeteria with descriptions of the cultural importance of the food choices, and interviews that were posted on the EBB. Annual Competencies: A DEI table was trialed as a mandatory competency for Forbes employees.

“One of our goals was to celebrate and raise awareness, so we focused on information sharing on the EBB, display tables, and food choices in the cafeteria to reach our staff members.”

Randy Geiselhart, MSN, RN, PCCN
Nurse manager, telemetry, and chair,
Forbes DEI Council

AHN Nursing's first DEI summit

As part of our ongoing commitment to DEI, AHN Nursing's DEI Council partnered with the Enterprise Equitable Health Institute (EEHI) to host an inaugural Nursing DEI Summit. The purpose of the summit was to provide diverse nursing staff with an opportunity to share their ideas on ways to strengthen our organization's culture and make it a more inclusive environment for both our workforce and community.

The summit, held at Highmark's Fifth Avenue Place in downtown Pittsburgh on November 2, 2023, was attended by 23 nurses from across AHN, representing both inpatient and ambulatory practice settings. The day-long event focused on creating space for participants to candidly share the positives and negatives of their experiences working at AHN, as well as their ideas for improvement.

AHN has accomplished much over the past few years to increase inclusivity, including creating DEI councils at all hospitals, providing training and education, and celebrating diverse cultures. Nursing's DEI summit provided insight into additional ways to serve our workforce: increasing awareness of ongoing DEI efforts; supporting new staff; ensuring that education, celebration, and awareness events reach off-shift staff; and exploring additional communication methods.

The Nursing DEI Council is excited to explore new avenues to strengthen inclusivity at AHN so nurses of all backgrounds feel welcome and valued.



MELANIE HUTCHERSON,
MSN, RN-BC
AHN Jefferson Hospital



KATHY SIKORA, RN

Director of Emergency Services,
AHN Allegheny General Hospital

Supporting employees in crisis

Forming a critical incident stress management team

Workplace violence (WPV) presents a serious threat to health care workers. The Joint Commission reports that WPV has steadily increased over the last decade,¹ and OSHA found that nearly 75% of about 75,000 workplace assaults reported annually occur in a health care or social service setting.² The US Bureau of Labor Statistics reported that health care and social services workers are five times more likely to be the victim of a WPV incident than all other workers.³ Yet, despite these statistics, no one ever expects it to happen to them.

“I had to intervene when a behavioral health patient was assaulting a social worker in our emergency department, and I was injured,” says Kathy Sikora, RN, director of emergency services at AHN Allegheny General Hospital. “It was traumatic – not just the physical injuries, but the shock of this happening after all my many years of nursing.”

Fortunately for Sikora and others at AGH, the critical incident stress management (CISM) team exists. It is a peer support program for those whose jobs expose them to traumatic events, such as firefighters, police officers, paramedics, soldiers, air traffic controllers – and, increasingly, health care workers.⁴

“I kept saying ‘I’m fine’, ‘I’ll be fine’ over and over until one of my colleagues in CISM said, ‘I don’t think you’re fine’ – and honestly, I wasn’t fine. It took time to process something as brutal as this. That experience made me a much more powerful advocate for our CISM team.”

“During the COVID-19 pandemic,” notes Sikora, “our patients and families were feeling increased stress and anger, and they took it out on staff. Patient assaults increased, physical as well as verbal, leaving staff traumatized and impairing their ability to function.”

AGH formed a CISM team of 20 volunteers from Highmark Police, AGH Security leadership, nurses, nursing leadership, social workers, and physicians. In March 2023, they invited two instructors from the team to provide International Crisis Intervention Stress Foundation (ICISF) training. The class included presentations of scenarios to identify ways to de-escalate confrontations and provide support to involved staff.

In April 2023, AGH’s WPV Council held a violence prevention awareness campaign. Then, in May, the CISM team kicked off their operations with information presented in huddles and on posters about what the team offers and how to access services via pager 24/7. Support is confidential and provided when requested.

Between April and the end of 2023, AGH’s CISM team responded to 60 calls for support, including verbal or physical assaults, medication errors, challenges at home or work, loss of a colleague, or death of a patient the staff was close with.

AHN Jefferson Hospital surveys their nurses’ moral distress

AHN Jefferson Hospital nurses faced unprecedented professional, personal, and ethical dilemmas impacting patient care during the COVID-19 pandemic. Abigail Hebb, DNP, RN, NE-BC, CMSRN, Jefferson’s manager of Nursing

Quality and Patient Experience, collaborated with Duquesne University on a cross-sectional research study that sought to understand Jefferson nurses’ level of moral distress and their intention to leave.

Of the 550 inpatient and emergency department nurses invited to participate, 180 completed the questionnaires, gauging COVID-19 exposures, moral distress, and more. The results showed:

- The nurses’ moral distress was relatively low (mean 3.08 [SD=2.21] on a scale of 0 to 9). The factor that had the highest correlation ($r=0.51$, $p<0.001$) with individual nurses’ moral distress was the distress within the team/system.
- The mean score on the practice environment scale of greater than 2.5 (2.84, SD=0.42) showcased a strong professional practice environment at Jefferson, with the top three drivers being the scores for participation in hospital affairs, quality of care, and staffing.
- The mean intention to leave score of less than 18 (16.4, SD=3.45) emphasized that the nurses in this study had a low intention to leave Jefferson. In fact, 60% of the nurses reported an intention to stay.

Nurses in practice still report experiencing COVID-related moral distress. However, because issues related to resources and staffing have the greatest impact on intention to leave among the current nursing workforce, leaders are focused on providing guidance and support while maintaining an ethical practice environment in which nurses are encouraged to express their concerns about the care their patients are receiving.

1. The Joint Commission. 2021. R3 report: requirement, rationale, reference. Accessed February 8, [wpvp-r3_20210618.pdf](#) (jointcommission.org)
2. Occupational Safety and Health Administration. Guidelines for preventing workplace violence for health care and social services workers. United States Department of Labor. 2016. Accessed February 8, [osha.gov/sites/default/files/publications/osha3148.pdf](#)
3. US Bureau of Labor Statistics. 2018 Workplace violence in healthcare, April 2020. Accessed February 8, Workplace Violence in Healthcare, 2018 : U.S. Bureau of Labor Statistics (bls.gov)
4. Muller-Leonard et al. Critical incident stress management (CISM) in complex systems: cultural adaptation and safety impacts in healthcare. *Accid Anal Prev.* 2014;68:172-80. doi: 10.1016/j.aap.2013.12.018. Epub 2014 Jan 15.

Excelling in nursing

AHN Nursing's continuous improvement shines through in the achievements of our incredible nurses over the past year. Our hospitals were acknowledged for nursing excellence, and we made remarkable progress in patient safety and in nurse education and certification rates.

Magnet^{®1} designation

The highest honor in nursing, Magnet recognition signifies AHN's unwavering dedication to creating an environment where nurses can thrive. We celebrated AHN West Penn Hospital's fourth designation in January 2023 and AHN Allegheny General Hospital's inaugural designation in January 2024.

AHN Jefferson Hospital and AHN Saint Vincent Hospital have also earned this coveted distinction, placing AHN at the forefront of nursing excellence in the region. AHN Forbes Hospital and AHN Wexford Hospital have embarked on their Magnet journeys.

Pathway to Excellence designation

Focusing on creating a supportive and enriching work environment for nurses, Pathway to Excellence is further testament to AHN's commitment to its nursing staff. Three AHN hospitals started the journey to Pathway to Excellence designation from the ANCC² – AHN Allegheny Valley Hospital, AHN Grove City, and AHN Canonsburg Hospital. And in December 2023, AHN Canonsburg became the

first Pathway to Excellence–designated hospital in western Pennsylvania, joining an elite group of nine such hospitals in the state and only 214 in the world.

Canonsburg achieves Pathway to Excellence designation

The Pathway designation highlights the hospital's commitment to creating a healthy work environment where nurses feel empowered and valued. Pathway steps include creating a practice environment that demonstrates the six standards/elements of the Pathway Framework, submitting an application, presenting written documentation that the hospital has the Pathway standards in place, accepting the documentation as demonstrating excellence, and successfully completing the Pathway.

Canonsburg began their journey in late 2019 by addressing specific areas in their Pathway Framework gap analysis before submitting their application to the ANCC in December 2022. They then prepared required documentation (more than 90 stories) and submitted it by their due date of August 1, 2023.

After documentation review, the ANCC gave the green light for Canonsburg to conduct their nurse validation survey.

"Although only 60% of eligible respondents were required to complete the survey, Canonsburg achieved an 84% response rate," reports Alissa Hutchins, DNP, RN, NE-BC, Canonsburg's director of Professional Practice and Nursing Education and Pathway program director. "The survey's overwhelmingly positive results reflect our nurses' engagement and commitment to excellence in serving the community they care so much about."

¹Magnet is a registered trademark of the American Nurses Credentialing Center. All rights reserved. Reproduced with the permission of the American Nurses Credentialing Center.

²American Nurses Credentialing Center. (2017 October 14). Overview of the ANCC Pathway to Excellence[®]. American Nurses Association. nursingworld.org/organizational-programs/pathway/overview/



PATHWAYS CELEBRATION
AHN Canonsburg Hospital

ANCC Pathway to Excellence Framework

Shared Decision-Making: Direct care nurses have opportunities to network, collaborate, share ideas, and be involved in decision-making.

Leadership: Leaders support shared governance and facilitate collaborative decision-making. And there is leadership development, orientation, retention, accountability, and succession planning.

Safety: Patient and nurse safety are a priority, and there is a respectful workplace culture free of incivility, bullying, and violence.

Quality: Quality is central to the organization's mission, vision, goals, and values and is based on person- and family-centered care, evidence-based care, and continuous improvement.

Well-Being: The workplace recognizes the contribution of nurses and health care provider team and provides support and resources to promote staff physical and mental health.

Professional Development: Nurses receive mentoring and opportunities for lifelong learning.

Investing in our nurses' future

AHN believes that investing in our nurses is an investment in the future of health care. We encourage and support continued education, fostering a culture of lifelong learning and professional growth. The increasing rates of AHN nurses continuing their education and obtaining nursing certifications, as seen in the chart below, is a testament to this commitment and promotes the highest caliber of care for our patients.

AHN West Penn Hospital's Butterfly Suite for perinatal loss

Labor and delivery units are usually the happiest in a hospital, which makes a stay on the unit extra hard for families with a perinatal loss. But thanks to a gift to the West Penn Foundation from a bereaved family, AHN West Penn created a Butterfly Suite. In a quiet corner of the labor and delivery unit, families experiencing loss can receive palliative perinatal care.

The Butterfly Suite is a first of its kind in western Pennsylvania. It is a fully equipped clinical space with an adjacent, private waiting area for families coping with stillborn births or babies whose lives will be brief. Nursing partners with the food and nutrition team to stock the room and make it as comfortable as possible. Books focused on

perinatal loss are available for adults and children. Nursing worked with the palliative care physicians to ensure patients were able to have access to the room when needed.

In addition to the comprehensive clinical care the patients receive, labor and delivery nurses provide respectful and compassionate care based on the individual's needs to help the family begin their healing journey. Nurses help provide the families with keepsakes to help remember their children. They make cast footprints, take photographs, and make memory boxes.

The nurses hope that these mementos and the compassionate care families receive in the privacy of the Butterfly Suite will begin a healing journey for those who have suffered perinatal loss.

Tremendous accomplishments for AHN Saint Vincent Hospital's maternal child health (MCH)

Promoting safe sleep for babies

During 2023, the hospital maintained its Gold Certification through the Cribs for Kids® National Infant Safe Sleep Hospital Certification Program® and MCH nurses held awareness events to promote safe sleep and reduce sleep-related infant deaths. During the month of August, they

Education and Certification Achievements

Hospital	BSN	MSN	Doctorate	Certificate
AHN Allegheny General Hospital	50%	7%	1%	18%
AHN Allegheny Valley Hospital	32%	5%	0%	5%
AHN Canonsburg Hospital	44%	17% (MSN or higher)		17%
AHN Forbes Hospital	47%	9%	1%	18%
AHN Grove City	7%	1%	0%	0%
AHN Jefferson Hospital	53%	10%	0%	21%
AHN Saint Vincent Hospital	59%	7%	1%	24%
AHN West Penn Hospital	68% (BSN or higher)		0%	32%
AHN Wexford Hospital	46%	11%	0.5%	25%

hosted Safe Sleep® displays in the hospital's main lobby and at Saegertown Public Library that were viewed by an estimated 13,000 hospital patients, visitors, and community members. And on August 12, 2023, they gave a presentation at the Friendship Baptist Church that was attended by 100 community members of all ages. The presentation included demonstrations, handouts, and opportunities for questions about the "ABCs of Safe Sleep": Babies should sleep Alone without other people or objects, on their Backs, and in Cribs that meet federal safety standards.

Specialized care for addicted mothers and newborns

AHN Saint Vincent Hospital has also been recognized for the specialized care they provide to mothers and babies affected by addiction. They met all milestones required by the Pennsylvania Perinatal Quality Collaborative (PA PQC) and have earned \$25,000 in sub-awards to date that will be used to support care for pregnant women experiencing substance use disorder (SUD)/opioid use disorder (OUD) and newborns experiencing neonatal abstinence syndrome (NAS), and initiated work toward obtaining Gold-Level PA PQC designation.

Additional nursing quality initiatives for the care of these mothers and newborns include rolling out the Eat Sleep Console model of care for neonates and families experiencing NAS and their collaboration with House of Healing™, an inpatient drug and alcohol treatment program. Most recently, House of Healing helped them to incorporate the "patient's voice" into education for MCH nurses about maternal and newborn addiction.

Nurses learned from and shared their work with others at the PA PQC meeting in Harrisburg in May 2023 the National Magnet Conference in Chicago in October 2023, and by hosting a well-received Trauma Informed Care Workshop on October 17, 2023 in the hospital's McGarvey Learning Center.



REBEKAH HODGE, BSN, RN
AHN Saint Vincent Hospital

Wexford Surgery Center nurse averted patient catastrophe

“We would like to honor Frances Campbell, RN, for her extraordinary work that prevented a potentially catastrophic patient incident,” reports Catherine Beatty, MS, RN, administrator of Perioperative Services at AHN Wexford Surgery Center.

In late 2023, Ms. Campbell’s nursing assessment of a patient scheduled for a urologic procedure at the surgery center identified trouble breathing, a low blood oxygen saturation level, a high heart rate, and a recent medical history indicating there could be a life-threatening lung problem. As a result, the scheduled surgery was canceled, and the patient was instructed to go to the emergency department at AHN Wexford Hospital. Further evaluation led to identification of blood clots in the lungs and an immediate thrombectomy to remove the clots. This was followed by hospital admission for recovery from the procedure and treatment to prevent further clots.

Wexford achieves Primary Stroke Center certification in just over a year

On March 11, 2023, a year and a half after opening, AHN Wexford Hospital was awarded Primary Stroke Center® certification by The Joint Commission®. The designation, offered in collaboration with the American Heart Association (AHA)/American Stroke Association®, recognizes the hospital for making exceptional efforts to foster better outcomes and for providing the quality of care that meets the unique and specialized needs of stroke patients.

To establish a strong culture of engagement in the care of stroke patients from day one,

Wexford hired a stroke manager five months before opening and assigned a stroke nurse navigator to coordinate post-acute stroke care. A multidisciplinary stroke oversight committee was formed to guide development of the program and integrate leaders from all areas involved with either direct or indirect care of stroke patients.

In the months before the program’s go-live date, policies and order sets were implemented, and stroke alert processes specific to each unit, with scenarios, were reviewed. All nursing staff on the designated stroke units completed eight hours of stroke education, including the National Institutes of Health Stroke Scale certification (NIHSS). Additionally, six mock stroke alerts were completed with help from AHN’s Simulation, Teaching, and Academic Research Center.

In the first nine months the hospital was open (September 30, 2021 – June 30, 2022), 122 patients were diagnosed with stroke, 115 of them with acute ischemic stroke or transient ischemic attack, and 34 were added to the hospital’s stroke care pathway and closely followed for 90 days. The hospital was 100% compliant with all but one of the AHA Get with the Guidelines® quality measures for treating stroke patients, which was still above the national benchmark.

The stroke team described their successful initiative in an abstract* and poster, which was presented at three different conference platforms in 2023, including the International Stroke Conference held in Dallas. For 2024, the team has worked endlessly to continue their success and represented AHN Wexford at the International Stroke Conference in February in Phoenix, Arizona, with an abstract and moderated poster presentation.

*Abstract TP25: Implementing a Stroke Systems of Care Program in a New Hospital by Kristen Ronosky, MSN, SCRNP, manager, Stroke Program; Chris Hackett, project sr manager tech; Mary Wood, MSN, RN, director, emergency services; Russell Cerejo, MD; Julie Pasquella, BSN, RN, stroke nurse navigator; and Kathleen Latouf, DO, director, emergency department and Stroke Program. Published 2 Feb 2023 at https://doi.org/10.1161/str.54.suppl_1.TP25 Stroke. 2023; 54:ATP25.



ADRIENNE NOVAK, MSN, RN, CL

AHN Wexford Hospital

KRISTEN RONOSKY, RN, MSN, SCRNP

AHN Wexford Hospital

MARY WOOD, MSN, RN, CEN, BC-NE

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LISA GRAPER, DNP, MSN, RN, NE-BC

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**SHARON UNDEREINER,
MBA, MSN, RN, NEA-BC**

AHN Wexford Hospital

**LINDSAY BLINKY,
MSN, RN, CCRN, CNL**

AHN Wexford Hospital

KATHLEEN LATOUF, DO, MPM

AHN Wexford Hospital

Applauding our efforts

Competency and Credentialing Institute: CNOR Strong Award

Certification promotes professionalism and validates the specialized knowledge of clinicians in the health care field. Annually, the Competency and Credentialing Institute recognizes facilities that support CNOR (certified perioperative nurse) certification with the CNOR Strong award. Facilities are eligible for this recognition when more than 50% of staff eligible for CNOR certification achieve this certification.

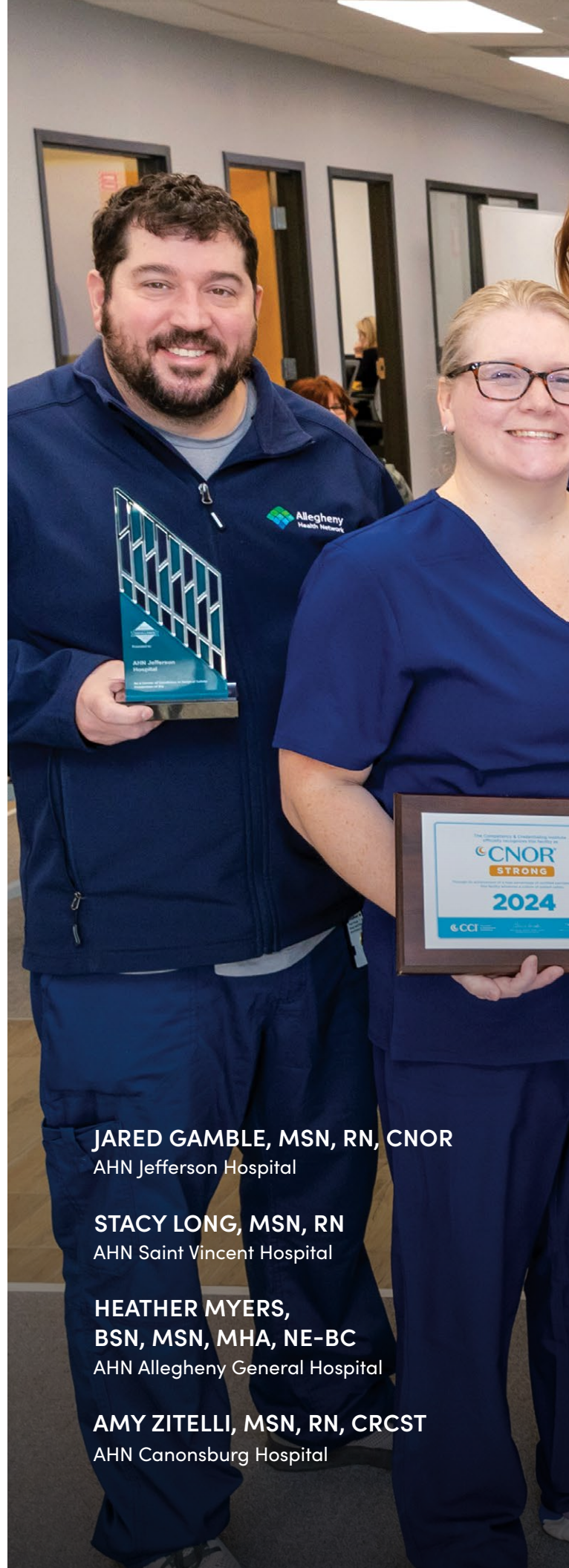
In 2023, we congratulate Saint Vincent Hospital as a three-time CNOR Strong facility, Forbes Hospital as a two-time CNOR Strong Facility, and Wexford Hospital on their first CNOR Strong designation.

Excellence in perioperative nursing practice

Unintentionally retained surgical items (RSIs) are objects such as surgical sponges, instruments, or devices that are mistakenly left in a patient at the completion of a surgical procedure. According to The Joint Commission, RSIs are among the top five most reported sentinel events.

In 2023, six AHN hospitals received the Association of Perioperative Nurses (AORN) Center of Excellence award for preventing RSIs: AHN Saint Vincent Hospital, AHN Wexford Hospital, AHN Forbes Hospital, AHN Jefferson Hospital, AHN West Penn Hospital, and AHN Canonsburg Hospital.

Of the more than 6,100 hospitals in the United States, fewer than 50 had achieved this designation by December 2023. Hospitals receiving this award have completed a comprehensive program, including multidisciplinary education on the prevention of RSIs and demonstration of evidence-



JARED GAMBLE, MSN, RN, CNOR
AHN Jefferson Hospital

STACY LONG, MSN, RN
AHN Saint Vincent Hospital

HEATHER MYERS, BSN, MSN, MHA, NE-BC
AHN Allegheny General Hospital

AMY ZITELLI, MSN, RN, CRCST
AHN Canonsburg Hospital



ROBERT MCCOY, MBA, BSN, RN, CNOR
AHN Allegheny Valley Hospital

AMANDA BOLEKY, BSN, RN, CNOR
AHN Wexford Hospital

DANA MARIANO, MSN, RN, CNOR, CAPA, CRCST
AHN Forbes Hospital

based best practices for surgical counts. One strategy AHN adopted to prevent RSIs is the use of adjunct technology with radiofrequency tags to electronically support the manual surgical count and minimize count discrepancies for surgical soft goods.

Delivering a superior patient experience

AHN Wexford Hospital and AHN Westmoreland Endoscopy Center were once again honored with the Press Ganey Guardian of Excellence® Award in the patient experience category in 2023. This prestigious award is granted annually to health care facilities that rank in the top 5% for performance in patient experience, employee or physician engagement, or clinical quality performance among the more than 40,000 health care facilities that work with Press Ganey.

The AHN Westmoreland Endoscopy Center received this award for the third consecutive year, while AHN Wexford earned a second consecutive award for the emergency department and a first-time recognition for inpatient care. These AHN facilities represent two of only four health care facilities in the greater Pittsburgh region to be honored with this impressive award. Additionally, the addition of the inpatient award makes AHN Wexford the only full-service hospital in the region to hold the award in both emergency and inpatient care.

Awards for greatness

Each year, AHN is thrilled to celebrate nurses at all levels of practice for their extraordinary contributions to patient care and the communities we serve. Throughout the year, we routinely recognize remarkable performance through:

- The DAISY Award® and BEE Award, honoring nurses and patient care technicians.
- Departmental awards from AHN, Highmark, and hospital leadership.

- Celebrations and shout-outs shared at our biweekly nurse leader meetings and daily huddles.

Leading the Way Awards

At the conclusion of Nurses Week in May 2023, nurse leaders from across the network gathered for an afternoon of networking and celebration, with a particular focus on honoring our AHN Nursing Leading the Way Award winners:

- Excellence in Advanced Practice Nursing, Carol Mayfield, RN, BSN, MSN, CRNP
- Excellence in Advanced Practice Nursing, Janelle Johns, MSN, CRNP
- Excellence in Ambulatory Nursing, Marjorie Leslie, DNP, ACNP-BC, AOCNP
- Excellence in Ambulatory Surgery Nursing, Jennifer Hartz, MSN
- Excellence in Care Management, Hilary Johnson, RN, BSN
- Excellence in Evidence Based Practice, Abigail Hebb, DNP, RN, NE-BC, CMSRN
- Excellence in Nursing Leadership, Assistant Nurse Manager, Gina Cecchi, BSN, RN
- Excellence in Nursing Leadership, Assistant Nurse Manager, Stacy Mainwaring, BSN, RN
- Excellence in Nursing Leadership, Carlyn Goodrich, MSN, RN, ONC
- Excellence in Nursing Leadership, James Monack Jr., DNP, RN, MSN, NE-BC
- Excellence in Perioperative Nursing Leadership, Robert McCoy, MBA, BSN, RN, CNOR
- Excellence in Perioperative Nursing Leadership, Dana Mariano, MSN, RN, CNOR, CAPA, CRCST
- Nightingale Lifetime Achievement Award, Kim Kiley, MSN, RN
- Friend of Nursing, Annie Ricciardi, director of Finance, Nursing

Accolades outside of our walls

In addition to numerous awards presented within AHN, it is a testament to their excellence that many of our nurse leaders receive external recognition at the local level for their leadership and exemplary commitment to nursing.

Pittsburgh Magazine recognizes nurses across western Pennsylvania in their annual Excellence in Nursing Awards. In 2023, there were eight honorees and 11 honorable mentions for outstanding contributions to health care in their respective categories. AHN is proud to have two of our nurses recognized: Faye Harris, RN, BSN, Clinical Coordinator, Cardiology at Allegheny General Hospital, was honored in the Community/Ambulatory category. Jamie Elise Malone, MSN, RN, NPD-BC, WTA-C, Education Manager, Behavioral Health at AHN, received an honorable mention in the Clinical Instructor/Educator category.

Cameos of Caring

The Cameos of Caring® Program, established in 1999, honors exceptional nurses at acute care hospitals for excellence in nursing care within five award categories. We are delighted to share the 2023 AHN awardees:

General

- Sidney Gropp, BSN, RN, AHN Allegheny General Hospital
- Melinda Nikolaevich, BSN, RN, AHN Allegheny Valley Hospital
- Bridget Vollmer, BSN, RN, CCRN, AHN Canonsburg Hospital
- Sarah Anderson, BSN, RN, AHN Forbes Hospital
- Amy Gentilcore, BSN, RN, CCRN, AHN Jefferson Hospital

- Charles Auen, RN, ASN, AHN Saint Vincent Hospital
- Christopher Fee, RN, AHN West Penn Hospital
- Justyna Wyman, BSN, RN, CGRN, AHN Wexford Hospital

Advanced practice

- Taylor J. Criste, MSN, MBA, RN, CCRN, AHN Allegheny General Hospital
- Mary Anne Richert, MSN, RN, CCRN, AHN Allegheny General Hospital
- Claire Roman Madden, DNP, CRNP, AGACNP-BC, AHN West Penn Hospital
- Alycia Kerstetter, MSN, RNC-OB, AHN Wexford Hospital

Case manager

- Elaine Chisom, RN, CM, AHN Allegheny General Hospital

Nurse educator

- Courtney Klink, MSN, MBA, RN, AHN Citizens School of Nursing
- Eric Dietrick, MSN, RN, AHN West Penn School of Nursing

Quality and safety

- Jacquelyn D'Amico, MSN, BSN, RN, AHN Saint Vincent Hospital

Innovating and improving patient care

Preparing for stroke certification

AHN Grove City has set its sights on certification by The Joint Commission in 2024 as a Primary Stroke Center (PSC), and their achievements during 2023 have them well on their way to success.

In preparation for applying for certification, AHN Grove City tracked their achievement of compliance from January to November 2023 with 13 American Heart Association/American Stroke Association stroke quality measures. They found only one needing significant improvement – administering antithrombotic therapy within 60 minutes of diagnosing an acute ischemic stroke. Because their 2023 data was based on only nine of the hospital's 250 patients who presented with possible stroke actually meeting criteria for this treatment, they are planning mock stroke alerts to provide caregivers with more practice in identifying when the treatment is indicated and providing it in a timely manner.

To prepare for mock (and real) stroke alerts, they provided stroke awareness education to hospital volunteers, increased stroke awareness on the inpatient units, and implemented a standardized process hospital-wide for identifying the need for and calling a stroke alert and for the care of patients with acute stroke.

In addition to mock stroke alerts, preparations for applying for PSC certification in 2024 include conducting a mock PSC survey, continuing to provide the community with stroke awareness information and blood pressure screenings, and providing stroke education to local emergency medical services personnel.

Digital nursing frees bedside nurses for more hands-on care

The future of nursing care arrived at AHN Allegheny General Hospital (AGH) with go-live of the network's Digital Nursing Project on January 4, 2023. This innovative initiative, spearheaded by AHN's nurses and IT project team, has already begun to reshape patient care and improve nurses' workflow and efficiency.

The COVID-19 pandemic led to health care providers and patients learning how to interact remotely using mobile digital devices such as iPads. AHN's digital nursing program connects patients and nurses in a similar manner to complete time-consuming "hands-off" nursing responsibilities such as patient discharges.

During 2023, AHN's digital nursing team successfully discharged more than 1,000 patients from AGH virtually. Reporting from the platform used to conduct video sessions showed that the work completed by digital nurses effectively freed up more than 2,000 hours of additional time for the bedside staff.

“The Digital Nursing Project promises not only increased efficiency but also a renewed focus on patient and nurse well-being. It's setting a new standard for patient care and nursing excellence.”

Rachel Urosek, MSN, RN
Director, Clinical Informatics
and Digital Health



KAREN DEMMLER, RN

Central to the program's success has been the invaluable feedback from bedside nurses. They validated the program's premise, that giving them more time for direct patient care by taking on the discharge process improves their job satisfaction. As a result, the program has been expanded to encompass rounding and admissions as well as discharges.

An exciting change for 2024 is improvement in the technology used for digital nursing. Initially, iPads on stands were used. In the next phase of the project, more robust technology from the vendor care.ai will be piloted for 90 days on the 3N Unit at AHN Forbes Hospital. Care.ai transforms patient televisions into smart TVs so that:

- Digital nurses can seamlessly enter the patient's room (rather than needing to have an iPad or other smart device set up).
- The camera faces up and away from the patient when it is off. To initiate digital visits, nurses establish an audio connection, introduce themselves, and ask permission for the video connection; the camera then turns toward the patient and the video visit begins.
- Digital nurses can add family and friends via a secure text link into any patient conversation or interaction.
- Language interpretive services can be pulled into the conversation at any time.
- When no video visit is in progress, the TV can be used as a digital white board that functions similar to a TV channel or the patient can simply change the channel to watch TV.

The results of the care.ai pilot at AHN Forbes will guide development of a timeline to scale the initiative network-wide over the next 2.5 years.

TeleICU monitors acutely ill patients

TeleICU, a new centralized model of critical care, celebrated a grand opening on October 3, 2023, at a total of 91 beds at AHN Allegheny Valley Hospital, AHN Canonsburg Hospital, AHN Grove City, AHN Jefferson Hospital, AHN Saint Vincent Hospital, and AHN Wexford Hospital.

TeleICU leadership collaborated with enterprise executive teams and AHN clinicians – critical care charge nurses, respiratory therapists, nurse managers, assistant nurse managers, and physicians – to tailor the TeleICU clinical workflows for each of the six hospital sites.

The TeleICU, staffed by AHN critical care nurses and physicians, addresses a change in a patient's condition using these steps:

- eCM software and Caregility in-room cameras with two-way audio-visual and 360-degree pan-tilt-zoom capabilities monitor the patients' electronic health record (EHR), real-time cardiac rhythms, vital signs, medications, and lab results.
- eCM uses predictive analytics and sophisticated clinical algorithms to complete advanced data analysis.
- If the analysis identifies subtle changes in the patient's condition, a "Sentry Smart Alert™" will be generated indicating a need for a potential proactive clinical intervention to improve patient outcomes.
- Depending on the nature of the alert, the TeleICU nurse may consult with a TeleICU physician or complete a physical assessment via video to address the identified issue.

In one dramatic example, a TeleICU nurse received a Smart Alert indicating a decreased pulse oximetry reading, completed a physical assessment using the in-room camera, and noted an abnormal appearing femoral site. The TeleICU nurse immediately notified the TeleICU physician and bedside nurse of the clinical findings. A femoral arterial bleed was diagnosed, and the patient was transferred to a higher level of care.

In addition to such alerts, the system allows TeleICU nurses to:

- Complete proactive patient rounding.
- Ensure care plans adhere to evidence-based practices such as stress ulcer and venous thromboembolism prophylaxis.
- Function as clinical role models to mentor on-site nursing staff.
- Collaborate with physicians to improve quality care measures.

Since the TeleICU launch, clinicians at the hospitals have embraced the new care model and expressed thanks to their virtual colleagues. TeleICU nurses have received recognition from on-site leaders for proactive patient rounding and peer mentoring. Physicians have received peer recognition for improved clinical collaboration.

“The TeleICU model can be customized to allow for individualized hospital needs,” notes Chris Wise, DNP, RN, TeleICU director of nursing. “For example, we collaborated with Jefferson Hospital to implement a mobile, On-Demand Rapid Response Team program and with West Penn Hospital to implement a 24/7 On-Demand Virtual Intensivist program. Ultimately, the goal of every TeleICU encounter is to improve patient outcomes while simultaneously assisting on-site staff.”

AHN streamlines workflows and boosts functionality with Epic Refuel

In 2023, AHN embarked on a transformative journey: aligning its electronic health record (EHR) and IT processes with the Epic™ (EHR vendor) “out of the box” foundation tools. This ambitious project, dubbed Epic Refuel, aims to enhance Epic’s efficiency and functionality and pave the way for smoother future upgrades.

To guide this comprehensive overhaul, advisory groups were established across departments, including a dedicated Nursing Epic Refuel Advisory Group. This group of bedside clinicians, nurse managers, directors, and clinical informatics experts actively shaped the project’s direction throughout its nine-month duration. They meticulously assessed proposed EHR changes and provided vital recommendations to ensure optimal workflow for nursing staff. Although many projects originated from nursing needs, collaboration with other disciplines such as Pharmacy (the Willow Advisory Group) led to tools such as the Heparin MAR Calculator that affect nursing care.

“By actively engaging nurses and fostering partnerships, Epic Refuel paves the way for future collaborations to optimize technology support for the delivery of exceptional patient care.”

Jennifer Schroeter
DNP, MS, MLHR, RN
Director, Nursing Innovation
and Performance Development,
IT Officer, AHN Nursing Institute

Refuel's suite of innovative solutions will significantly streamline nursing workflows and improve patient care. Some key features of the upgrade include:

- **Copy Forward Flowsheets** — Nurses can document more quickly by copying forward the flowsheets they are using to the next assessment period.
- **Brain/Brain Sidebar** — Nurses can use this centralized hub for enhanced schedule management and task prioritization.
- **Heparin MAR Calculator** — This feature reduces the risk of medication error by eliminating the need for nurses to manually calculate the patient's heparin dosage.
- **Vaccine Administration Charges** — Vaccine administration charges are now captured automatically in the EHR, freeing nurses from the clerical task of entering charges manually, allowing them to focus on patient care.
- **Flowsheet Macros** — Macros streamline charting by enabling nurses to document common data points with a single click.

Center for Inclusion Health Clinic nurses deliver innovative solutions for underserved patient populations

Two nurses at AHN's Center for Inclusion Health (CIH) Clinic are delivering innovative solutions to meet the special needs of underserved patient populations.

Mary Catherine Clarke, BSW, RN, a member of CIH's Street Medicine team, has been offering free eye exams for people experiencing homelessness and providing prescription lenses at no cost to them, if required. She has also supported the Humane Health Coalition (HHC) for the past year.

The HHC, a unique collaboration between AHN's CIH and Humane Animal Rescue of Pittsburgh, follows the CDC's "One Health" model of care to keep healthy pets and people together.

The caregivers take HHC's mobile clinic to underserved areas in the greater Pittsburgh region to provide low- to no-cost health care services to pets and their owners:

- **For Pets** — Preventive care and checkups, spay/neuter, microchipping, vaccines, hygiene, common medications, basic pet supplies (such as collars and leashes), and triage for more extensive care.
- **For Pet Owners** — Basic medical care, connection to additional health care services, benefits coordination, housing support, and preventive care and checkups.

The clinics are primarily intended for underserved individuals who face financial hardship and other social challenges, such as housing instability and limited access to traditional care, that make it difficult to care for a furry companion.

Talitha Smith, MA, BSN, RN, a nurse navigator, is on the clinic's RIVeR (Rethinking Incarceration and Empowering Recovery) team that rapidly, effectively, and compassionately addresses the health needs of individuals post-release from incarceration. She was asked to share her insights about harm reduction and her passion for RIVeR's unique programming as a member of a professional panel sponsored by the Pennsylvania Action Coalition to address "Harm Reduction in the Context of Interactions with Law Enforcement."

At the event, held on October 25, 2023 in Philadelphia, panelists discussed harm reduction during interactions with law enforcement, the challenges faced by survivors of law enforcement trauma, and ways to promote well-being.



MARY CATHERINE CLARKE, BSW, RN
Center for Inclusion Health Clinic, Street Medicine

TALITHA SMITH, MA, BSN, RN
Nurse Navigator, RivER Clinic



**ZACHARY ALLAN,
MHA, MSN, RN, CEN, PHRN**

Director of Critical Care and
Emergency Services at AHN Forbes

AHN Forbes Hospital secures ED area for mental health patients

AHN Forbes identified a need to improve emergency department (ED) care for patients with mental health complaints. Assessments of community needs and collaborations among architects, mental health professionals, and ED leaders and staff led to creation of a designated secure area designed to promote safety and optimal care for these individuals in crisis.

The new area features calming colors, natural light, quiet spaces, and nature elements to promote a sense of well-being. It also has robust security measures, including furniture that is ligature-resistant as well as comfortable, access controls, camera surveillance systems, panic alarms, and shatterproof glass to separate staff from patients when needed.

The new space meets local, state, and federal regulations governing mental health facilities, including privacy laws and other licensing requirements, and ED staff received specialized training and education in patient care and the safety features of the new environment.

Since the new area in the ED opened on August 9 through December 31, 2023, AHN Forbes has seen remarkable improvements in patient outcomes and employee safety, including:

- Improved time from “first provider evaluation” to “disposition;” shortening this time by more than half an hour compared to Q1/Q2 2023 improved the patient experience as well as departmental efficiency.
- Zero patient elopements from the secure area.
- Decreased length of stay for patients with psychiatric complaints by a median of one hour.
- No employee injuries since implementation of the new safety protocols and staff training.
- Decreased crisis response calls since implementation of specialized care and proactive interventions in the secure area.


“The new secure treatment area in Forbes’ ED has not only met but exceeded expectations for improved outcomes for our community’s patients in mental health crisis.”

Zachary Allan,
MHA, MSN, RN, CEN, PHRN
Director of Critical Care and
Emergency Services at AHN Forbes

“By implementing a dedicated mental health area in the emergency room, we not only prioritize the well-being of our patients, but also ensure a safer work environment for our staff. Investing in mental health resources allows us to provide comprehensive care while mitigating risks and fostering a supportive atmosphere where our team can thrive,” states Tinamarie Estes-Washington, DNP, RN, PCCN, nursing director at AHN Forbes.



RUTH TARENTINE, DNP, RN
Director, AHN Schools of Nursing



Citizens School of Nursing launches new program for part-time education

In January 2024, AHN's Allegheny Valley Hospital Citizens School of Nursing (SON) launched a part-time nursing program that complements the network's existing full-time nursing school options at Citizens SON and AHN West Penn Hospital SON.

"Feedback we received from our survey of current and prospective students, alumni, faculty, and health care leaders told us that working adults want an alternative to full-time nursing education," states Ruth Tarantine, DNP, RN, director, AHN Schools of Nursing.

"The program we developed allows students to obtain their nursing education at a slower pace than the full-time program, with completion typically occurring in 36 months."

Ruth Tarantine, DNP, RN
Director, AHN Schools of Nursing

The Pennsylvania State Board of Nursing granted Citizens SON approval to launch the part-time program with an initial cohort of 25 students. The first cohort quickly filled up, with about 50% of students representing AHN and Highmark employees. The curriculum is offered on Wednesday evenings from 5 – 9 p.m. at the Citizens SON Pittsburgh Mills campus, and the clinical experience for students occurs on Saturdays from 7 a.m. – 3 p.m. at AHN hospitals.

"Nursing education is rigorous and requires many hours of devoted study time," notes Dr. Tarantine. "We designed our program to allow working adults to continue to meet personal obligations while being academically successful in nursing school."

Improving patient safety

Multidisciplinary team focuses on better labeling practices

Many factors can contribute to errors in administering medications. One seemingly small but potentially fatal source of error is how intravenous (IV) medications are labeled. A multidisciplinary team of staff from pharmacy, anesthesia, radiology, nursing, nursing education, and executive leadership from facilities and outpatient programs across AHN examined current IV medication labeling and administration practices and recommendations of the Institute of Safe Medication Practices (ISMP). Facilitated by Brenda Jones, manager, Procurement Operations, the team then collaborated with AHN's preferred drug list vendor Identiplus to align AHN practices with those of the ISMP. They selected two strategies to improve the safety of IV medication labels:

1. Use color coding to differentiate medication classifications according to the American Society of Testing and Materials and American Society of Anesthesiologist guidelines.
2. Use "tallman" lettering to differentiate between look-alike medications. Tallman lettering uses uppercase letters to emphasize dissimilar letters in similar medication names.

The team developed an AHN policy to define expectations for how IV infusion line labels should appear, including the label for when the infusion administration set should be changed and best practices to minimize infusion line infections.

These simple changes in label color and design can be strategic in protecting patients from harm due to misidentification of high-risk medications, infusion of incompatible medications, or improper programming of IV medication infusion pumps.

AHN Westfield Memorial Hospital nurses target falls prevention

In 2023, the patient fall rate at AHN Westfield Memorial was 21%. Several factors contributed to this high rate, most notably that the hospital has only four inpatient beds, all medical, and these are usually occupied by elderly patients who are at high risk of falls.

“Although we cannot change our bed capacity or inpatient population, nursing leaders asked the nursing staff their opinion on developing a safe patient handling committee to identify and address factors we can change.”

Rodney Buchanan, DNP, RN, CFRN,
AHN Westfield Memorial,
Hospital administrator

The idea was well received, and at the first meeting the nurses listed the following ideas to decrease patients' risks of falls and staff injuries:

- New beds that can go low to the ground was a priority.
- A sit-to-stand device would help a single staff person move patients more safely.
- Upgraded bed/chair alarms would better warn staff when a patient tries to leave the bed or chair without calling for assistance.

Nursing and hospital leadership obtained quotes for the equipment upgrades, which totaled about \$100,000 (\$80,000 for beds). AHN capital was used to purchase the sit-to-stand device and bed alarms. A meeting with the AHN Westfield Memorial Hospital Foundation resulted in grants being obtained from the Oishei Children's Hospital Foundation for \$50,000 and The Lenna Foundation for \$30,000 to purchase eight beds – four to replace the hospital's four existing beds and four to have as backups in the event of a disaster or surge.

Westfield's Safe Patient Handling Committee continues to meet and review data; track the progress of education on falls reduction, safe patient handling techniques, and equipment; and provide feedback to leadership and the hospital's Safety Committee.



**RODNEY BUCHANAN,
DNP, RN, CFRN**

AHN Westfield Memorial Hospital

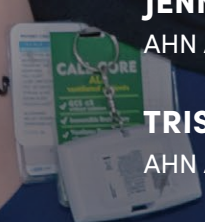


are for yo
AHN Nursing

ICU Days since last	
7/4/19 CLABSI	1595
1/29/23 CAUTI	290
1/23/22 FALL	661
9/15/23 C. Diff	229
3/29/23 VAP	231
12/15/23 HAPI	78

JENNA MOORE, RN
AHN Allegheny Valley

TRISTIAN KELLY, RN
AHN Allegheny Valley





CHELSEA KRISTOPHEL, BSN, RN
AHN Allegheny Valley

RACHEL KAUFMAN, RN
AHN Allegheny Valley

AHN Allegheny Valley Hospital's unique approach

AHN Allegheny Valley's ICU nursing staff have a winning recipe for decreasing their patients' risks of hospital-acquired infections and falls. They keep a running tally of "ICU Days since last [quality measure]" on the Operational Excellence board.

ICU Nurse Manager Holly Burtner, MSN, RN, CMSRN, reports that posting the tally encourages staff momentum with the initiatives and helps them celebrate their successes. At the end of 2023 they celebrated no CLABSIs (central line-associated bloodstream infection) for more than four years (1,595 days) and no falls for two years (669 days).

Additional ingredients for the ICU's success in preventing CLABSIs include:

- Ongoing unit education.
- Regular assistant nurse manager audits.
- Staff questioning at ICU interdisciplinary rounds whether patients' central lines need to be continued or could be removed.

Additional measures for success in preventing falls include:

- Ongoing education.
- Assistant nurse manager audits.
- Ensuring that all beds are plugged into the call bell system so that staff are alerted if a patient tries to exit the bed without help.
- Communicating patients' fall risk at bedside shift report.

The ICU celebrated their first year with no falls by throwing a "falls party" with cake and kudos all around.

Language accessibility and nondiscrimination

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