

magnetattractions

How We Attract and Retain the Best



**Magnet
Redesignation**

Join us on our road trip



o u r m a g n e t s t o r y

Magnet hospitals are so named because of their ability to attract and retain the best professional nurses. *Magnet Attractions* profiles our story at Lehigh Valley Hospital and Health Network and shows how our clinical staff truly magnifies excellence.



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Veronica Wilhelm, R.N., Kim Yerger, R.N., and Felix Figueroa are helping us reach our destination: Magnet redesignation.



Together, We're the 'Smartest Guys in the Room'

Did you know Enron's former chairman and CEO were ironically known as the "smartest guys in the room?" Large staircases led to their offices that overlooked a huge room filled with Wall Street traders. Well...we all know how that turned out.

Corruption aside, in a team model, no one can be singled out as the "smartest guy" or woman in the room. We're all smart. We all bring different strengths to our team. Good leaders surround themselves with good people — people who are motivated and enthusiastic. It's my personal management style, and it mirrors one of our Forces of Magnetism, management style, defined by the American Nurses Credentialing Center, which designated us a Magnet hospital.

For instance, when it was time to develop our goals for nursing, I could have written them myself, but I wanted to know what you wanted. So, a team of more than 130 professionals created a vision statement that includes 30 goals for nursing through 2015. You can read more about our nursing goals on pages 6 and 7 of this issue and review the full vision statement at www.lvhnurses.org.

I realized just how important staff involvement is while I was an administrator many years ago. We were having staffing shortages on one of the units, so the director and I worked out what we thought was a manageable scheduling process. We presented it to staff members, and they were less than pleased. So we asked them to develop their own plan. It turns out their process was similar to ours. The difference was they owned it. It was theirs. Your voice and participation is important to me. It's the reason we have an R.N. Advisory Council and professional practice model on all patient care units. Also, each month our clinical services managers meet. I, however, don't lead these meetings. They are run and organized by a different director each year.

No matter what we do, you are involved. When we implemented T-system, an electronic documentation system, in the emergency departments, staff was involved. When home care developed its CORE program to improve staff retention, patient outcomes and patient satisfaction scores, staff was involved. (You can read more about these projects in this issue.) Even this year as we apply for Magnet redesignation, you will be involved. (Learn how you can help on pages 6 and 7.)

Together, we are the smartest guys and gals in the room. The ultimate proof: our Magnet designation.

*Terry A. Capuano, R.N.
Senior Vice President, Clinical Services*

Our clinical leaders
create an environment
supporting participation.
They encourage, value and

Management Style

incorporate feedback
from staff at all levels.
They are visible,
accessible and committed
to communicating
effectively with staff.

Discover how Lehigh Valley Home Care and Hospice blossomed

getting to the

CEO



Kim Yerger, R.N.

COMMUNICATION

"It used to be that if you talked to five different people, you'd get five different answers," says Kim Yerger, home care R.N.

Home care colleagues hosted "Breaking Down the Walls" to learn about each other's roles in the organization. "We now realize how our jobs are interrelated. For example, if I don't get my paperwork done, it affects my colleague who needs it to complete his job," says Brenda Shaffer, R.N., patient care specialist. "Now we function as a team."

"If the weather's bad or there's an accident on Route 22, we text message warnings to each other," Yerger says. "Little changes like this add up to better communication."

OUTCOMES OF CARE

Two years ago, readmission rates for patients suffering from chronic heart failure were 1 percent higher than the national average. Poor communication was affecting patient care. "Because we care for patients in their homes, we rely heavily on the phone to communicate with colleagues," Yerger says. "When we couldn't get in touch with someone, we left messages. But, it would have been helpful to know who else could help right away or what could be done in the meantime."

So staff designed protocols and wrote procedures to help nurses provide better care and receive answers more quickly. In June 2005, there were no readmissions for chronic heart failure.



CORE Team Tips

- Be polite and nonjudgmental in your interactions.
- Ask your patients and colleagues if there is anything else you can do for them before leaving or ending a phone call.



CORE Team Tips

- Find ways to provide consistent care to patients, like scheduling regular visits by the same individual.
- Take responsibility for all aspects of care, including ordering of supplies and obtaining referrals.

Lehigh Valley Home Care and Hospice was facing a crisis: R.N. turnover was high, patient satisfaction was low, and outcomes weren't at the desired level. So, with the encouragement of management, staff members took the initiative to change things for the better. They focused on peer accountability and developed CORE standards of behavior. The results speak for themselves: the R.N. turnover rate plummeted 40 percentage points within 18 months to just 4.44 percent. Here's how they got to the CORE:

B R E

RESPECT/RELIABILITY

"It used to be weeks before I would see my colleagues," Yerger says. "Staff meetings were held every four months. I felt disconnected from everyone."

As part of "Breaking Down the Walls," colleagues summarized their responsibilities, years of service and personal interests and shared them with each other. "This helped us get to know everyone on our team," Shaffer says. "When you're friendly with someone, it's easier to develop a respectful relationship. We understand everyone has an important role, and we can rely on each other."

ENGAGEMENT/TEAMWORK

Colleagues knew that in order to improve patient care and R.N. retention and morale, they needed to become a team. So, instead of management developing the CORE program, staff did it together. "If they're your ideas, it's easier to buy into them," says Vickie Cunningham, R.N., home care clinical director. "Because everyone had a voice, everyone's needs are being met."

"We really are a team now. We're all a piece of the pie...apple pie," Yerger says with a smile.



Brenda Shaffer, R.N.



CORE Team Tips

- Approach every situation with the attitude that "I am 100 percent accountable for identifying and addressing all of the patient's needs."
- Never use the phrase, "It is not my job."



CORE Team Tips

- Recognize all employees are equal members of the team and each is devoted to high-quality patient care.
- Be a positive member of the team and encourage others to reach their full potential.

Kimberly Hassler

Our Road to Magnet

Join us on an adventure
Magnet redesignation

In the summer of 2002, we earned our Magnet designation from the American Nurses Credentialing Center (ANCC). We became nationally known as a hospital with proven excellence in nursing care, able to attract and retain quality clinicians. But our Magnet status is not a final destination; it's an ongoing journey and we're on our way to our destination: maintaining our Magnet designation. Learn what you can do to help get there.

Our Magnet steering committee, comprised of a diverse group of clinicians, met for two hours every week over eight months to gather evidence on how we meet our Forces of Magnetism and have taken our care to a higher level since our initial designation. These are examples of how you provide quality patient care every day. A small team from our Center for Professional Excellence is compiling the evidence into a detailed document that cannot exceed a thickness of 15 inches.



Our Evidence



In the

WELCOME

LEHIGH VALLEY
HOSPITAL
AND HEALTH NETWORK

Winter '06

Our evidence will be sent to the ANCC for review. If we attain a minimal required score, Magnet appraisers will visit us in late spring or early summer. To prepare, clinicians from each unit will be selected to serve as "Magnet Champions" (a concept pioneered by Mary Del Guidice, R.N., vice president of patient care services, while she was at Hackensack University Medical Center, which went through the redesignation process twice). Our Magnet Champions will help prepare colleagues for the site visit.



Magnet
Redesignation



re toward

tionally and internationally
ot permanent. It's an
us there.



Future

Part of maintaining our Magnet status is looking toward our future. A year ago, about 150 nurses – patient care coordinators, patient care specialists and members of the R.N. Advisory Council and Patient Care Operations Council – began working with organizational development consultants to determine what the future of nursing will be like at LVHNN through 2015. Through a nationally known program called Future Search, they drafted 30 goals regarding family presence, nurse-to-patient ratios, technology and more. To review our goals, visit www.lvhnurses.org or call 610-402-CARE.

Summer '06

Get ready to celebrate! This summer we will know whether we've maintained our Magnet status. With your participation and teamwork, we hope to keep shouting, "We are Magnet!"

"Are We There Yet?"

To reach our destination, we've have to prove we're better and brighter than when we first became Magnet. It's likely Magnet surveyors will ask you how we're doing just that. Here's what some of your colleagues are ready to tell them:



"As the people we care for become more diverse, we follow suit. We now have certified medical interpreters and specially educated bilingual clinicians to ensure we're giving the best care. As a bilingual case manager, I've noticed improved communication puts my Spanish-speaking patients more at ease."

– Felix Figueroa
Case Manager



"Our Nursing Practice Council welcomes input from our colleagues as we make decisions to improve patient care. Council members have the autonomy, integrity and confidence to make decisions that make a significant difference at a patient's bedside."

– Donna Polaha, R.N.
Nursing Practice Council Chair



"Since becoming a member of the National Association of Orthopedic Nurses in 1982, I've attended its national conference multiple times. During the most recent conference, I delivered my first oral presentation. Since becoming Magnet, we've put a greater emphasis on mentoring to help staff achieve professional goals."

– Barbara Larsen, R.N.
5C medical/surgical unit



"Since we became Magnet, I've noticed an improvement in our ability to retain and recruit the 'best of the best.' I plan to talk about that in an oral presentation I'll give at the annual Magnet Conference. Simply put, Magnet attracts excellence."

– Diane Weslosky, R.N.
Specialty Team
Coordinator

Rick Martuscelli

Fitting Them to a “T”

How nurses helped create an ideal electronic documentation system in the emergency department

For Laura Scheetz, R.N., this was the moment of truth. She and 17 of her emergency department (ED) colleagues typed and clicked nonstop, testing every scenario to ensure a proposed electronic documentation system would work in the fast-paced ED. “The system passed with flying colors,” she says.

A nurse in the LVH—17th and Chew ED, Scheetz joined a committee of nurses and technical partners to help develop and customize this new software, called T-System. Instead of having information services technicians or administrators implement it, management empowered staff from all campuses to work with the system before choosing to implement and use it.

How it developed

T-System launched last May, but the committee began testing it eight months earlier. “We met every two weeks,” says LVH—Muhlenberg ED nurse Donna Beahm, R.N. “We familiarized ourselves with the program, then helped mentor other nurses.”

The committee also customized the system for each ED. For example, staff could choose between using either handheld computers or computers atop carts. “The ED at 17th Street is smaller,” Scheetz explains, “so when we saw the carts, it made sense for our ED to mostly use handhelds.”

They also customized the templates for each ED. “The original system doesn’t take into account things we do regularly, like screening patients for domestic violence,” says Veronica Wilhelm, R.N., at LVH—17th and Chew. “We added a template for this screening.”

How it works

T-System allows caregivers to input patient information into a computer, eliminating handwriting errors and creating more accurate, detailed records. Separate screens also walk colleagues through each step of patient assessment and ensure answers to JCAHO-required questions are documented. The system can be modified to view each nurses’ patients separately or, for charge nurses, all patients.

If a patient is discharged from the ED, he receives a printout of his prescriptions, discharge and medication instructions. If he’s admitted, ED colleagues check bed availability on T-System and send his electronic chart to the receiving unit’s printer.

“Our computers work with T-System and LastWord, so we can access a patient’s prior medical records,” Wilhelm says. “I wasn’t too computer-savvy before T-System, but getting involved helped me learn it faster. I’m glad I did it.”

A time-saver – With T-System, nurses like Veronica Wilhelm, R.N., improve patients’ experiences. From July through September 2005, T-System supported colleagues at all three EDs to see a combined 2,300 patients without increasing patient wait times. High school student Kelly Browning of Allentown, a member of our Health Care Career Exploration Program, learns what it’s like to be in a patient’s shoes.



Mentoring in Style

Precepting brought them together.

Mentoring made them friends.

by Joanie Hottle, R.N., the mentor

From the time I was a candy striper at Muhlenberg Hospital, I wanted to be a nurse. Thirty-one years later, I still love caring for people and feel good knowing I have the opportunity to make a difference in people's lives.

It's one reason I have precepted nurses who are new to our profession or to our hospital for more than 20 years. At most hospitals, preceptors answer questions and familiarize nurses with policies and procedures, but we take our responsibilities a step further to become mentors. As a mentor, I share my personal experiences, give new nurses feedback and support their nursing goals. It's part of one of our Forces of Magnetism, management style, to mentor and prepare nurses — our future leaders.

Recently, I was humbled to be nominated for the Service Star of the Month

by Vanessa Pasch, R.N., for whom I served as a preceptor and a mentor. We spent a lot of time together as her career began. I shared my experiences and helped her meet her goal of being a patient advocate. She is a true asset to every patient.

As mentors at a Magnet hospital, we do everything we can to make sure our units are staffed with first-rate nurses. Whether it's supporting new nurses as they perfect their skills or offering feedback to improve the quality of care we provide, one thing is clear: we're making a difference in people's lives — colleagues and patients alike.

by Vanessa Pasch, R.N., the protégé

Becoming a great nurse was very important to me. I graduated with honors from Cedar Crest College and was selected by faculty and nursing alumni to receive two different leadership awards. But what I learned on the unit from my preceptor, Joanie Hottle, R.N., was more than I could learn in any nursing textbook. She taught me the culture of nursing.



As a preceptor, Joanie Hottle, R.N. (left), helps nurses become familiar with LVH—Muhlenberg's Regional Heart Center. As a mentor, she helps nurses like Vanessa Pasch, R.N. (right), become excellent caregivers.

Joanie became my mentor; my personal cheerleader. It was obvious she remembered what it was like to be a new nurse. She made me feel welcome and introduced me to all the players on our team. While she gave me guidance, she also allowed me to be an independent thinker. Her encouragement and support ultimately translated into great patient care and patient satisfaction. When I passed the boards, she even treated me to lunch.

She certainly went above and beyond my expectations.

That's why I nominated Joanie for a Service Star award. I still carry in my backpack a note she wrote to me. It says: "I knew right from the start that you wanted to become a successful and dedicated R.N. I wish you only the best in your nursing career. Feel free to call on me at any time, and never lose that pro-patient attitude."

I feel privileged to have had the opportunity to begin my nursing career with such an exceptional nurse. Thank you, Joanie.

Joanie Hottle, R.N., and Vanessa Pasch, R.N., are nurses in the LVH—Muhlenberg Regional Heart Center.

Our Magnet Moments

continuing education

JANUARY		FEBRUARY	
3	Employee Heart Healthy Program 7-9 p.m., 1st Fl., Cardiac Rehab, LVH-M	2	2nd Annual Advances in Cardiac Care 8 a.m.-4:30 p.m., Holiday Inn, Bethlehem
10	Employee Heart Healthy Program 7-9 p.m., 1st Fl., Cardiac Rehab, LVH-M Progressive Neurosciences 8 a.m.-4:30 p.m., Classroom #1 – LVH-CC		Introduction to Basic Dysrhythmias – Day 2 8 a.m.-4:30 p.m., School of Nursing Auditorium – LVH-17th & Chew
12	Bedside Scientist Institute 8:30-10 a.m., ECC #1 – LVH-CC	8	Code Orange Recertification 7:30-11:30 a.m. or 12:30-4:30 p.m. Banko 1 & 2 – LVH-M
17	Advanced Concepts in Cardiac Care 8 a.m.-4:30 p.m., Classroom #1 – LVH-CC Assessment and Management of Behavioral Dyscontrol – Part I (Code Orange Certification) 8 a.m.-noon, Banko Rm. 1 & 2 – LVH-M Employee Heart Healthy Program 7-9 p.m., 1st Fl., Cardiac Rehab, LVH-M	9	Bedside Scientist Institute 8:30-10 a.m., ECC #1 – LVH-CC
18	Pediatric Critical Care Course – Day 1 8 a.m.-4:30 p.m., Auditorium – LVH-CC Assessment and Management of Behavioral Dyscontrol – Part II (Code Orange Certification) 8 a.m.-4:30 p.m., Banko Rm. 1 & 2 – LVH-M	13	Preceptor Preparation 8 a.m.-4:30 p.m., Classroom C – 2024 Lehigh St.
19	Pediatric Critical Care Course – Day 2 8 a.m.-4:30 p.m., Classrooms 2 & 3 – LVH-CC	23	Bedside Scientist Institute 10-11:30 a.m., ECC #1 – LVH-CC
23	Trauma Nurse Course – Day 1 8 a.m.-4:30 p.m., EMI – 2166 S. 12th St.		
24	Employee Heart Healthy Program 7-9 p.m., 1st Fl., Cardiac Rehab, LVH-M Trauma Nurse Course – Day 2 8 a.m.-4:30 p.m., Auditorium/ECC #1 – LVH-CC		
25	Trauma Nurse Course – Day 3 8 a.m.-4:30 p.m., Auditorium – LVH-CC		
26	Trauma Nurse Course – Burn/Tissue Trauma 8 a.m.-4:30 p.m., Auditorium – LVH-CC Bedside Scientist Institute 10-11:30 a.m., ECC #1 – LVH-CC		
27	Burn Workshop 8 a.m.-4:30 p.m. Classroom #2 & Auditorium – LVH-CC		
30	Introduction to Basic Dysrhythmias – Day 1 8 a.m.-4:30 p.m., School of Nursing Auditorium – LVH-17		
31	Employee Heart Healthy Program 7-9 p.m., 1st Fl., Cardiac Rehab, LVH-M		

**Contact Donna Stout at
610-402-2482 to register
for a course.**



Have a Healthy New Year!

Be sure to take advantage of your \$500 Culture of Wellness benefit. Several new programs have been added. Here are some examples:

Back Care: Alleviate back pain by learning stretching and strengthening techniques

Mindfulness-Based Childbirth and Parenting: Step into parenting with greater self-awareness and improved communication skills

Read the Culture of Wellness brochure you received in the mail and visit a wellness fair:

- Jan. 11 in LVH-CC
Anderson Lobby and Classroom 2
- Jan. 16 in the LVH-M Lobby
- Jan. 19 in LVH-17
Center for Healthy Aging

All fairs will be held from 11 a.m.-2 p.m.

Want to enroll in a class? Call 610-402-CARE.



Tribute to Nurses

Fallen firemen, policemen and military have long had special ceremonies following their passing. Now nurses also have a ceremony that acknowledges their lifelong commitment to serving others. The Nightingale Tribute, designed by the Kansas State Nurses Association, honors a deceased nurse during his or her funeral or memorial service. Both the national and state nurses associations have endorsed the ceremony. Our Professional Excellence Council has introduced the practice at Lehigh Valley Hospital and within the Lehigh Valley community.

The brief ceremony begins with a colleague giving a synopsis of the nurse's career, followed by creative readings. The presenters place a white rose with the casket or urn, symbolizing honor and appreciation for their nursing colleague. For more information about the tribute, call the Center for Professional Excellence at 610-402-1789.

sharing our knowledge

PUBLICATIONS

Journal of Trauma-Injury Infection & Critical Care

July 2005

Daniel T. Harrison, D.O., Jason Laskosky, registered pharmacist, Omid Jazaeri, M.D., Michael D. Pasquale, M.D., and Mark Cipolle, M.D., Ph.D.: "Low-Dose" Recombinant Activated Factor VII Results in Less Blood and Blood Product Use in Traumatic Hemorrhage

Magnet Status Advisor

August 2005

Kim Hitchings, R.N., and Terry Capuano, R.N.: Interviewed and quoted within: Define and Measure Shared Governance for True Nurse Empowerment

RT

August 2005

Kenneth Miller, R.R.T., and Robert Lichtstein, R.R.T.: APRV for the Burn Patient Population

The PA Nurse

September 2005

Kim Hitchings, R.N., Terry Capuano, R.N., Joni Bokovoy, R.N., and Janet Houser: A Validated, Model-Specific Tool to Measure the Developmental Stage of a Shared Governance, Professional Practice Model

Joint Commission Journal on Quality and Patient Safety

October 2005

Robin Anthony, Marlene Ritter, Ruth Davis, R.N., Kim Hitchings, R.N., Terry Capuano, R.N., and Zubina Mawji, M.D.: Lehigh Valley Hospital: Engaging Patients and Families

PRESENTATIONS

Sigma Theta Tau International Conference

Big Island, Hawaii, July 2005

Marjorie Lavin, R.N.: Integrating Evidence Based Protocols into a Computerized Workflow (poster presentation)

The Forum on Health Care Leadership

Las Vegas, Nev., August 2005

Holly Taviani, R.N.: Friends of Nursing: An Extraordinary Innovation that has Transformed the Work Environment and Optimizing Capacity in an Acute Care Hospital (poster presentations)

Emergency Nurses Association Annual Meeting

Nashville, Tenn., September 2005

Julie Albertson, R.N.: Core Trauma Nursing in the ED: Improving the Care of the Trauma Patient (poster presentation)

Cheryl Celia, R.N.: Meeting Stroke Center Standards: Stroke Alert (poster presentation)

Karen Jost, R.N., Gina Natale, R.N., Cheryl Celia, R.N. and Courtney Vose, R.N.: Leadership Development for the Front Line (poster presentation)

Gina Natale, R.N.: An Effective Patient Decontamination Response Plan (poster presentation)

Courtney Vose, R.N. and Charlotte Buckenmyer, R.N.: Forces of Magnetism in the Emergency Departments: May These Forces Be With You! (oral presentation)

Nursing Management Congress 2005

Orlando, Fla., October 2005

Vickie Cunningham, R.N.: Peer Accountability: Empowering One Another to Create a Positive Workplace (poster presentation)

Kim Kelly, R.N.: Redirecting the Vascular Patient Flow to Ensure Coherent Staffing (poster presentation)

Tami Lee, R.N.: Collaborating for Quality Care: Implementation of an Express Admissions Unit at LVHNN (poster presentation)

Academy of Medical Surgical Nurses Annual Convention

Las Vegas, Nev., October 2005

Sue Eckhart, R.N. and Fran Hassler, R.N.: Challenging Nurses to Face the Postoperative Educational Needs of the Transplant Patient (poster presentation)

Jennifer Gazdick, R.N., and Claranne Mathiesen, R.N.: Acute Stroke in 2005: Inpatient Stroke Alert at a Primary Stroke Center (poster presentation)

Susan Gross, R.N. and Eileen Sacco, R.N.: Changing Staff Perspectives Through The "Eyes" of Patient Safety (poster presentation)

Debra Peter, R.N.: Fall Coordinators: A New Face for Fall Prevention (poster presentation)

Pat Matula, R.N.: Charting the Course for Evidence-based Practice: One Institution's Story (oral presentation)

Remmington Report Teleconference

July 2005

George McCracken: How to Insure Your Wound Care Program is Cost Effective, Not Cost Destructive (oral presentation)

The Lehigh Valley Military Affairs Council Meeting

Allentown, Pa., August 2005

Kim Bartman, R.N. and Karen Groller, R.N.: Amputee Support Groups (oral presentation)



Effective Education

While recovering from transplant surgery, it's important for patients to understand how to take their medications, monitor their fluids and be aware of signs of infection.

Susan Eckhart, R.N. (left), patient care coordinator for 5B medical/surgical unit at LVH-Cedar Crest, helped develop an in-service program to teach staff how to educate patients before they're discharged. "As part of the program, staff uses a quiz to test patients' knowledge to make sure they understand the instructions," she says. Recently, Eckhart and Fran Hassler, R.N. (right), shared how the program works in a poster presentation at the Academy of Medical Surgical Nurses Annual Convention in Las Vegas, Nev.

Nominate a colleague for a Friends of Nursing Award!



The 2006 Friends of Nursing (FON) Awards nomination books are now available in designated departments and on the intranet. Nominations must be received in the Center for Professional Excellence, 1247 S. Cedar Crest Blvd., Suite 104A, Allentown, by 5 p.m. on Jan. 20.

Questions regarding the FON Awards process may be referred to Kim Hitchings, Center for Professional Excellence manager, or Barb Zuppa, nursing excellence specialist, at 610-402-1704 or via e-mail.



Clinicians celebrate at the 2005 Friends of Nursing Celebration. Clockwise from top: Award recipient Jake Zimmer (fourth from right) with colleagues; 5C colleagues (from left) Tami Meltsch, R.N., Chris Reichard and Beth Kessler, R.N.; and 6B colleagues (from left) Carol Cyriax, R.N., Julie Shattah, Megan Dodge, R.N., and Tracie Heckman, R.N.

Mark your calendars for the Friends of Nursing Celebration!

Celebrate our joys and successes during the past year.
Thursday, May 25, 2006 • Holiday Inn, Fogelsville



Internet: www.lvhnurses.org

MAGNET ATTRACTIONS is a magazine for clinical services staff of **LEHIGH VALLEY HOSPITAL AND HEALTH NETWORK**

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