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New hospital will serve western Monroe County.

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Our COO wants you to enjoy coming to work.

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For Love of Country: A Story  
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# LVH–Pocono West Plan Approved

BY [ADMIN](#) · NOVEMBER 14, 2017

**This message is from Terry Capuano, LVHN Executive Vice President and Chief Operating Officer, and Elizabeth Wise, President, Lehigh Valley Hospital–Pocono.**

At LVHN, we are committed to providing the very best care to the communities we serve. Part of providing exceptional care is ensuring people have access to the services they need close to home. When LVHN and Pocono Health System merged in January, we vowed to abide by the commitment to build a new hospital campus along Route 715 in Tannersville. Since then, the leaders of LVH–Pocono and LVHN have been taking the time required to assess the community’s needs and identify the appropriate services for that campus.

To further our commitment to the people of Monroe County, we are pleased to announce that the LVHN Board of Trustees has approved the business plan, timeline and services for the new Lehigh Valley Hospital–Pocono West campus.

The new hospital will give people in the western region of Monroe County access to the quality health care services they need most. The state-of-the-art facility and campus will include:

- Emergency room
- Operating rooms (including preoperative and postoperative areas)
- Inpatient medical-surgical unit with all private rooms
- Advanced imaging (MRI, CT scan, X-ray, nuclear medicine)
- Medical office building for physician offices
- Sleep Disorders Center
- Outpatient rehabilitation services

We plan to break ground in the spring of 2018, and open the new campus by summer of 2020.

While plans progress for our new campus, LVH-Pocono continues to grow to fulfill our community’s needs. We have built upon our already strong foundation by recruiting even more primary care and specialty providers to Monroe County, and by providing more ExpressCARE locations, an inpatient



rehabilitation facility and access to the expertise from our LVHN Heart Institute, LVHN Cancer Institute and LVHN Institute for Special Surgery close to home. To enhance convenience and a seamless experience with LVHN, the integrated Epic electronic medical record for our ambulatory services launched in October.

Please share in our excitement as we grow. We will keep you informed of progress of LVH–Pocono West and all our new services to enhance care in the Pocono community.

# Terry's Take: 'Yes' Can Save a Life

BY TERRY CAPUANO · NOVEMBER 15, 2017



If you're like me, your day is packed with a full schedule of priorities. Most weeks go off without a hitch, and I move easily from one task to another. Yet when something goes wrong – like when the warning light suddenly appears on my car's dashboard – all my best-laid plans grind to a halt.

Car trouble has a way of reordering the day's priorities. Suddenly, the most important call of the day is to the mechanic. If he's too busy and can't get me in, I'll call someone else who can fix my problem right away. And if that shop does a good job by meeting my needs, I'll call them first the next time I have car trouble.

Health care is like that too. When patients have a health concern, they want and need to be seen right away. If we don't provide access when they need a diagnosis, test or treatment, they'll look for care somewhere else.

## **Problem versus opportunity**

Access is a problem and an opportunity for everyone in health care. When we can't see a patient today, tomorrow or the next day, we risk losing them to another provider or hospital.

No one should have to wait to have their health problem addressed or seek care somewhere else. When we "Just Say Yes" to the patient, we meet their needs, reduce their stress level and show them we care about their well-being.

Recently, I heard about a man who came to us for cancer care. He waited weeks for an appointment with a hospital in the Philadelphia area. As he waited, his



condition worsened and his family became more distressed. Finally, the man reached out to colleagues on our radiation oncology team and they found him an appointment right away.

Pamela Tobias, Administrator of Oncology Services, recently met the couple during rounding. They were frustrated by the experience in Philadelphia, and grateful that LVHN could meet their needs by delivering timely care close to home. Within two hours, the man had an appointment, tests and other care coordination in place so he could begin radiation treatment right away.

Providing care when he needed it lessened the couple's anxiety and made a difference in his quality of life. That's what patients expect from LVHN and what we must deliver every day.

### **Circle of care**

Chances are, you chose a career in health care because you are compassionate and caring – you want the very best for the people in our community.

Recently, we held a leadership retreat to discuss how we can provide better access. We discussed how the key to serving our community is supporting you. Leaders are working hard to create the right conditions to give you the time and tools you need to do your job, and remove barriers in your way.

Life is a big circle that connects each and every one of us. At LVHN, the circle begins with you. We want to assure that your needs are met so that you can, in turn, meet the needs of our patients and families. We want you to enjoy coming to work every day to serve our patients and our community. So when people like our cancer patient call, we can get them in quickly, treat them with PRIDE and deliver the best care experience possible. You'll learn how we're working to support you and our community in Dr. Nester's State of the Health Network Address that will be shared on LVHN Daily and LVHN Weekly later this month.

Just like the mechanic who understood my situation, diagnosed my car trouble and got me back on the road, let's keep driving our services forward so our patients can get back on the road to health.

*What kind of support do you need to keep the momentum going at LVHN? Share your ideas and your challenges with me here.*



*Terry Ann Capuano*

**About me:** My name is Terry Capuano, RN, and I am the Executive Vice President and Chief Operating Officer at LVHN. I have worked at LVHN for more than 30 years and consider it an honor to serve as your COO. I greatly enjoy meeting colleagues, sharing stories and enhancing relationships throughout the health network. [Learn More](#)

# LVHN Colleagues Celebrate Turkey Toss 2017 – PHOTOS

BY [EMILY SHIFFER](#) · NOVEMBER 17, 2017

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Thanksgiving is less than a week away, and colleagues kicked off the start of the holiday season by picking up their turkeys during the seventh annual LVHN Turkey Toss. It was the first time colleagues at LVH-Pocono received a free turkey. In total, more than 6,600 turkeys were gobbled up at six Turkey Toss events across the region. The warmth of the season and the camaraderie of colleagues could be felt as leaders presented colleagues with their turkey and thanked them for all they do to heal, comfort and care for the people of our community.

You can still pick up your turkey through Jan. 31 at the Jaindl Farms retail location, 3150 Coffeetown Road, Orefield. Visit [Jaindl.com](http://Jaindl.com) or call 610-395-3333 for store hours.

You may choose from:

- 12-14 pound frozen Jaindl turkey

## LVHN Colleagues Celebrate Turkey Toss 2017 – PHOTOS – LVHNDaily

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- 8-10 pound Jaiindl bone-in turkey breast
- 5 pounds of turkey barbecue (Pennsylvania Dutch style or pulled)



# Service Star of the Month – November 2017

BY SHEILA CABALLERO · NOVEMBER 16, 2017



## **Jack Dunleavy, Organizational Effectiveness**

When you work for LVHN you have the potential to impact hundreds of lives over the course of a year. If you're Jack Dunleavy, multiply that impact by a factor of 100 – possibly more. That's because Dunleavy has made an impact on thousands of colleagues and patients over the course of his 31-year career.

Dunleavy is the health network's PRIDE champion. He connects the dots for every new hire who walks through our doors. During his time with LVHN, Dunleavy has spoken at more than 720 Connections sessions and hosted more than 450. In his role as master of ceremonies for the health network's Connections orientation, he sets expectations for the PRIDE experience and models those behaviors for every new hire regardless of his or her role, tenure or background.

Dunleavy provides the very first warm welcome our new hires experience, and encourages everyone in the room to do the same. No question is too trivial, no issue unimportant. He helps new colleagues embrace LVHN and its workplace culture by helping create a great place to work.

"Jack shows PRIDE in every interaction, every time. He walks the talk," say nominators and

organizational effectiveness colleagues Kathy Schuyler, Kelly Payne and Gerald McGlynn. “He is a teacher and a mentor who takes great care in modeling PRIDE behaviors because he knows it has a direct impact on patient care. He is a man of integrity who models the ‘involvement’ behavior every day.”

## **Next Steps**

### **Nominate a Service Star.**

Congratulate these PRIDE Award recipients. [The PRIDE Award is part of our expanded Service Star Award program.](#)

- **Aubrey Reeves and Kelly Kiefer, LVPG Adult and Pediatric Psychiatry**

Reeves and Kiefer used their professional instinct to intercede on behalf of a suicidal patient. The patient arrived at the office without an appointment. Rather than turning her away, the colleagues secured help from a case worker. After a detailed assessment the woman was taken to the ER and admitted for her own safety.

- **Morgan Horton, NORI, LVH–Cedar Crest**

After a patient enrolled in a clinical cancer trial had a reaction to his medication, Horton stepped in to ensure the patient could complete his infusion despite the late hour. Horton’s involvement made it possible for the patient’s assigned colleague to keep a personal commitment, while also giving the patient his best, and most likely last, chance to extend his life.

- **Lynn Mohr, William Ciotala and Elizabeth Pereira, outpatient diagnostics, LVH–Muhlenberg**

A patient wrote a letter to praise the excellent care LVH–Muhlenberg staff provided when she needed blood work and a CT scan. Ciotala provided a helpful escort in his golf cart that made the woman “feel extra special.” Mohr and Pereira were “sensitive” to her needs and put her “completely at ease.” Colleagues were knowledgeable, positive and provided excellent care throughout the entire experience.

- **Andrea Kneeder, human resources, LVHN–Mack Boulevard**

Kneeder is self-motivated, driven and dedicated. Colleagues consider her one of the hardest working people they have ever met. Recently, she completed four demanding projects, which she completed with the utmost attention to detail while maintaining exceptional service to colleagues in her role as Benefits Counselor.

# Staffing Part 2: How a Magnet® Organization Manages Staffing

BY KIM JORDAN, DNP, RN · NOVEMBER 17, 2017

Last week we talked about budgeted nurse staff ratios, with a big picture view of where we are and how external forces impact staff hiring – specifically an aging nurse population, fewer nurse educators who are educating even fewer nurse candidates, and high demand across the country for nurses – which places LVHN in one of the most competitive RN hiring environments in history.

Budgeted nurse ratios are developed with daily hospital scenarios in mind, which should indicate to you that this is a fluid situation. In my experience, we will never have a one-size-fits-all solution – nor should we. Daily flexibility (sometimes hour-to-hour flexibility) is necessary to have the right people, in the right place, at the right time.



I wanted to continue looking at this topic; but this time, thinking about Magnet® principles and how they can guide us to solutions, or reinforce what we are already doing to manage staff ratios.

## ***Exemplary Professional Practice (EP)***

***EP9 “Nurses are involved in staffing and scheduling based on guidelines to ensure that RN assignments meet the needs of the patient population.”***

The key words in this statement are: “...RN assignments meet the needs of the patient population.” As an organization, we refer to the ANA’s Principles for Nurse Staffing for general guidance. Our ratios are partly based on these external guidelines and external benchmarking, along with other qualifiers including patient census and acuity. Patient care services directors and supervisors know their staff and which combinations can provide optimal care, even when staffing is not what we budgeted for.

***EP11 “Nurses participate in recruitment and retention assessment and planning activities.”***

We are now several months into our Retention Committee work, which will allow us to focus on topics nursing colleagues have identified as important for retention:

- Building our nursing culture

- Reinvigorating shared governance on our units
- Developing a clinical ladder model proposal for LVH–Cedar Crest and LVH–Muhlenberg

I look forward to activities that will build and reinforce our work culture – **you** make LVHN what it is, so I anticipate good things. (As reported a few weeks ago, we have some events in planning stages for early 2018.)

I also support re-invigorating shared governance. This is a crucial avenue to have your voice heard and to help develop solutions at the unit level – but it can only grow if colleagues remain and offer their input.

When we have had strong shared governance previously, it gave each of you a voice in the operations of your unit. Not only that, it inspired ideas, suggestions and practice changes that improved both the colleague experience and the patient experience. This is a powerful tool and I urge patient care colleagues to contribute to its success.

Exploring a clinical ladder model will help colleagues see potential in themselves, and in time, develop nurses and other clinical and ancillary caregivers who have LVHN roots. In the meantime, encourage your support team members to learn more and enhance their skills – each added proficiency will build confidence in patient care.

By working on each of these strategies, we will have additional reasons for you and the rest of our patient care colleagues to stay with us.

### **Transformational Leadership (TL)**

***TL1EO “Nursing’s mission, vision, values and strategic plan align with the organization’s priorities to improve the organization’s performance.”***

The last several years have stressed not just our organization, but all health care organizations. Prompted by the demands of health care reform, LVHN adopted the Triple Aim – **Better Health, Better Care, Better Cost**. Nursing has supported the Triple Aim, recognizing the value nurses bring to this equation: When we work at the top of our professional licenses, we can do more for our patients (better care and better health) at a better cost. One example: the dramatic reduction in CAUTIs among inpatients at LVHN, an initiative that is nurse-driven.

As nurses, we thrive on doing what is best for our patients. We also recognize we need a team of people to support that mission – our tech partners, administrative partners, medical assistants, dietary and respiratory colleagues, patient transporters, etc. Registered nurses help lead patient care with assistance from our support team. We find evidence to support practice change and lead the improvement by implementing the change, all while aligning with our organization.

### **Magnetism works**

Thanks for sticking with me as we talk about staff ratios. It is an important topic that I want you to

understand as it affects us all in some way. By looking at our Magnet sources of evidence, I see ways we can involve nurses even more in securing the delicate balance of staff ratios – I hope you will be part of the recruiting and retention solution because we need you!

Thank you for your dedication to our patients. I know that even when you ask about nursing ratios, you are doing it from a good place – the place that puts patients first. Please know that I put patients first too, and will do all I can to continue to recruit and retain staff. When new staff arrive, do your part to bring them in to the LVHN family and show kindness. Though it seems simple enough, the impact is tremendous and will make it hard for colleagues to leave your Magnetic attraction!

Kim

P.S.: I invite you to share your thoughts, kudos to colleagues, and concerns with me. My email is: [Marie.Jordan@lvhn.org](mailto:Marie.Jordan@lvhn.org).

As I did last week, here are a few resources for reference:

[http://www.pressganey.com/Press\\_Ganey\\_Newsletter/A-Contingency-Model-for-Nurse-Staffing](http://www.pressganey.com/Press_Ganey_Newsletter/A-Contingency-Model-for-Nurse-Staffing)

<http://www.nursecredentialing.org/Magnet/ProgramOverview/New-Magnet-Model.aspx>

If you want more information about Magnet and our organization's Magnet status, contact our nursing colleagues in the [Center for Professional Excellence](#).



*Kim Jordan*

**About me:** My name is Kim Jordan, DNP, RN, and I am Senior Vice President and Chief Nursing Officer at LVHN. I came to LVHN 15 years ago as director of the open-heart and transitional open-heart units. I consider it an honor and a privilege to lead our outstanding nursing colleagues.

# Research Day: Building a Sustainable Infrastructure for Evidence-Based Practice

BY SHEILA CABALLERO · NOVEMBER 15, 2017



How do you build and sustain an infrastructure where evidence-based practice (EBP) can thrive? That was the focus of a Tuesday evening presentation during this year's Annual Research Day 2017 (Oct. 24-25) at Lehigh Valley Hospital (LVH)—Cedar Crest.

An overflow crowd of more than 200 nursing, clinical and other colleagues packed the auditorium for the address presented by Kathleen Murphy White, PhD, RN, Associate Professor, Johns Hopkins University, School of Nursing and the Carey Business School, in Baltimore.

"Evidence-based practice improves quality and promotes safety," White says. "It starts with a clinical question and ends with a practice change."

## **Making the commitment**

Johns Hopkins Hospital and the School of Nursing first committed to EBP as a way to integrate best practices clinically and administratively. A focus on EBP helps them satisfy consumer demands for high quality care, stay abreast of new research on best practices and meet evolving accreditation

requirements. It's also a way to respond to a new generation of nurses prone to asking "the why" behind interventions and protocols.

"Why is a powerful question," White says. "The answer can't be 'because we've always done it that way'."

Johns Hopkins colleagues are encouraged and supported to ask "why?" Nurses bring evidence to the attention of their managers and leaders. Next they review it together to determine if further research or a practice change is warranted.

Early on, Johns Hopkins recognized a need to create a culture and infrastructure that supports and encourages inquiry.

They began by encouraging colleagues to:

- Identify high risk, high cost or high volume problems
- Identify best practices
- Define the current practice
- Implement interventions to promote best practices
- Document outcome improvements
- Ensure outcomes improve health related quality of life

Learnings over the years include an awareness that project managers need to gather teams and resources in the early stages. Projects must align with the organization's philosophy. And colleagues need to question if a new practice will require more time, cost or personnel.

"Every time we ask a practice question we use the same systematic model to answer it," White says. "Once results are in, we get to work diffusing evidence throughout our organization and disseminating it outside our walls so others will benefit."

Today, EBP is part of the Johns Hopkins culture. Every functional unit must complete an EBP project annually. Nursing students are required to write an executive summary evaluating a policy or protocol, with some developing into full-blown evidence-based practice or research projects. In turn, managers and leaders remain open to change, identify barriers and are committed to giving nurses the time they need to conduct research.

Once research produces solid evidence and results, it becomes part of standard work. Evidence is shared at staff meetings, with organizational councils and on the committee level with patient care, education and research colleagues.

"Evidence-based practice can lead to new clinical standards and improved decision making," says White. "The goal is to decrease practice variation and improve outcomes. We've done that by building a questioning organization focused on reducing quality and safety gaps."

## **Moving research forward**

Do you have a burning clinical question? Contact [Christine Yatsko, RN](#), with your suggestions for an evidence-based research project that has the potential to standardize processes, improve quality and patient care.

## **Research Day Quality Awards 2017**

LVHN's Research and Quality Awards are intended to promote quality and support professional practice; identify excellence in nursing; and disseminate best practices.

### **Quality and Research Awards**

“Impact of EBP Team-Based Care on Nursing and Patient Satisfaction Scores”: Jennifer Silva, DNP, RN

“Impact of EBP on a Nurse Residency Program”: Christine Yatsko, DNP, RN

“Reducing Pressure Injuries in Non-Invasive Ventilation”: Munawer Kermalli, BA, MBA and Kenneth Miller, M. Ed., RRT-NPS

“Improvement in Nurse Sensitive Clinical Empirical Outcomes”: TNICU and MSICU staff

### **Unit Quality Awards**

Presented in recognition of the units' outstanding work to improve patient outcomes:

- Platinum award recipients: 2K, TNICU
- Silver award recipients: 7C, LVH–Cedar Crest ED, LVH–Muhlenberg ED, labor and delivery, pediatrics, PICU, 4K, 2KS, PCU, NSICU
- Bronze award recipients: CICU, 7K, 4KS, 6C, 6K, TTU, LVH–17<sup>th</sup> Street ED, Burn, 7A, Children's Hospital ER, APSY, BH1, BH2, 4T, 5T, 6T, RHC, PNU, MBU, IPCU, OHU, TOHU, 6KS.

### **Special Recognition Award**

- Dr. and Mrs. Peter Keblish Special Recognition Award for Nurse Leadership at the National Level: Barb Larsen, RN



# There's Still Time to Win. Give to the United Way Then Look for Your Name on our Winner List.

BY [ADMIN](#) · NOVEMBER 16, 2017

Our annual LVHN United Way campaign runs through Dec. 1. This year's theme is "Our Future. Our Community." Your donation will help the United Way of the Greater Lehigh Valley support vital community-based programs that focus on education, food access, healthy aging and emergency services.

Each week, colleagues who donate are entered into a drawing for a variety of exciting prizes. Don't fret if you don't win. Your name will automatically be entered into the following week's drawing. Below is the list of winners for week seven.



## Winner

## Prize

Helen Carazo                      Gift certificate: Recreation Committee tickets/trips

Donated by:                      LVHN Recreation Committee

Renee Shelly                      VIP Parking June 1-Dec. 31: LVH-17<sup>th</sup> Street, LVHN–Mack or LVH–Muhlenberg

Donated by:                      LVHN Security

Willard Mest                      Gift card: 3 Men & a Bagel

Donated by:                      3 Men & a Bagel

Linda Pflueger                      Gift card: Feasta Italiana

Donated by:                      Feasta Italiana

Tina Everett            UV Facial

Donated by:            LVPG Esthetics

Jamie Blowars            Gift card: Giant

Donated by:            United Way Committee

Tori Hollinger            Personal Training Session

Donated by:            LVHN Fitness

Kristin Kocher            Personal Training Session

Donated by:            LVHN Fitness

Denise Parker            Personal Training Session

Donated by:            LVHN Fitness

There's still time to donate. You can give to the campaign by clicking the United Way icon on your SSO toolbar. *(Please note: To donate to the United Way, you must click the "United Way" icon. If the icon does not appear, refresh your toolbar under the "Options" drop down. The "Give Now" icon is for colleagues to donate to Lehigh Valley Health Network.)*

# LVHN Exclusive: NCAA Men's Ice Hockey Presale Tickets

BY [EMILY SHIFFER](#) · NOVEMBER 17, 2017

Catch the top NCAA men's ice hockey teams as they battle for the title of NCAA Champion on Saturday, March 24, and Sunday, March 25, at the PPL Center.

Tickets go on sale at 12:01 a.m. on Monday, Nov. 20, and ends Thursday, Nov. 30 at 11:59 p.m.

To purchase tickets, click on [LVHN's presale link](#) and enter code DEALS.

