



Rush University Medical Center

2023 Nursing Annual Report



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Chief Nursing Officer's Message



Angelique L. Richard, PhD, RN, CENP

Chief Nursing Officer,
Rush University Medical Center and
Rush University System for Health

Senior Vice President of Hospital Operations,
Rush University Medical Center

I am pleased to share with you
the 2023 Nursing Annual Report.

The world looks to Rush Nursing to set the standard for nursing practice. In this year's report, you will read stories of how Rush Nursing continues to set that standard across the globe. These stories are innovative, inspiring, courageous, and demonstrate our long-standing commitment to excellence.

Enjoy reading about how Rush Nursing is impacting health equity, creating career pathways, improving patient care and outcomes, and advancing nursing practice through research and more in this year's Nursing Annual Report.



Shared Governance

RUSH nurses continue to have a voice to ensure excellence in patient care and staff engagement. Professional Nursing Staff gives RUSH nurses a structure to achieve excellence and to move forward together.

PNS President's Message

FY22 Professional Nursing Staff Accomplishments



Lisa Phalen, BSN, RN-BC
President, Professional Nursing Staff

As we close fiscal year 2023 at Rush, I am excited and proud to present the accomplishments of the Professional Nursing Staff (PNS). During my time as president, I observed how well our nurses faced the many challenges that healthcare continues to bring. Our nurses reengaged and reinvigorated the power of professional governance, while maintaining the safest practice for our patients.

The focus of FY23 included engagement for our nurses in the PNS, continued participation in clinical ladder advancement and collaboration with executive nurse leaders to ensure the highest quality in patient care.

This fiscal year, we continued work on the goals and aspirations for the PNS that we started in FY22 with the think tank that focused on three areas: PNS committee succession planning, PNS education/engagement and innovation. The PNS executive team and committee chairs continued to work through succession planning to instill a smooth transition to new roles on the executive committee and as co-chairs for committees. The executive committee invited Tim Porter O'Grady, EdD, PhD, FN, FAAN, to revitalize our front-line nurses and leaders. His keynote helped re-educate and remind nursing staff of the power we have as nurses to influence the profession.

We decided to expand Nurses Week to Nurses Month to spread events throughout May to give more opportunities for nurses to celebrate themselves and each other for their hard work. The executive committee hosted author Ben Nemtin at Rush University Medical Center where he helped us recognize that all aspects of one's life impact work performance. He also discussed ways to increase well-being during times of stress, anxiety and burnout.

Lastly, PNS was able to participate in a community engagement event. We invited high school seniors to the medical center to follow and experience a day with a Rush nurse on many units. The students saw first-hand what it's like working as a Rush nurse. A panel of nurses comprised of the executive committee, Angelique Richard, PhD, RN, CENP (former CNO), and Men of Nursing was available to answer any questions regarding our wonderful profession.

I am proud of all our FY 2023 accomplishments, and I know that there is always more work to be done. I am confident that deep down, this Rush team and family will come together to find the best practice that works for the Rush nurse and our patients.

Lisa Phalen, BSN, RN-BC
President, Professional Nursing Staff

PNS Accomplishments and Goals

Fiscal Year 2023

Accomplishments

People

- Rounding on units (both day and night)
- Attending all Unit Advisory Councils on a cadence
- Tim Porter O'Grady retreat
- Changed RN3 validation process for tenured nurses
- Nurses week becomes nurses month
- Ben Nemtin wellness event

Quality and Safety

- Visitor policy changed to accommodate post pandemic life
- Campus assessment completed - weapon detection technology installed in the emergency department
- Continued work on aggressive behavior

Growth and Reach

- North Lawndale College Prep high school students shadowing event
- Mercy Home for Boys & Girls community drive

Goals

People

- Foster the professional development of clinical nurses in Rush University Medical Center and Rush University Medical Group through increased participation in clinical ladder advancement, involvement in PNS committees, and mentorship

Quality and Safety

- Maintain work within Safe Campus Committee to promote safer work environment

Growth and Reach

- Re-establish community outreach by hosting two activities in alignment with the organization's commitment to achieve health equity



Lisa Phalen
PNS President



Rachael Simoneau
PNS President-Elect



Cherie Hopkins
Secretary



Recognition

RUSH nurses have a lot to be proud of. We celebrate the awesome achievements of our nurses, from winning prestigious awards to publishing research papers and making presentations, sharing their findings and advancing the practice of professional nursing.

Awards

Daisy Award

The DAISY Award is an international program that rewards and celebrates the clinical skill and compassionate care given by nurses every day. The following DAISY Award winners are recognized as role models in our nursing community.

July 2022: **Sophie Barrett, 12 West Tower**



August 2022: **Christina Koehler, 11 West Tower**



September 2022: **Laura Hernandez, Professional Nursing Practice**



October 2022: **James Mielnikowski, 10 West Tower**



November 2022: **Clare Lucey, Labor and Delivery**



December 2022: **Caroline Nguyen, 13 East Tower**



January 2023: **Michelle Fleury, RUSH Rehabilitation**



February 2023: **Kara Pedersen, Emergency Department**



June 2023: **Andreia Ceh, 7 North Atrium**



March 2023: **Elyse Adkins, RUSH University Medical Group, Ears, Nose and Throat**



Illinois Nurses Foundation 40 Under 40 Emerging Nurse Leaders

The Illinois Nurses Foundation chose eight nurses and nursing faculty members from the medical center as recipients for their annual 40 Under 40 Emerging Nurse Leaders Award.

Aaron Franklin, DNP, RN, NEA-BC, CMSRN, RUSH University Medical Center, Human Resources

Margaret Gladman, DNP, RN, CMSRN, CBCN, RUSH University Medical Group, Surgical Oncology Nurse Navigator

Colleen Haynes, MSN, CMSRN, RUSH University College of Nursing, Clinical Faculty

Katie Kean, RN, BSN, OCN, RUSH University Cancer Center, Clinical RN Manager

Hyejin Kim, PhD, RN, RUSH University, Assistant Professor

Annie Lally, BSN, RN, RUSH University Medical Center, Cardiovascular Surgery

Michael Liwanag, DNP, MBA, RN-BC, NEA-BC, RUSH University Medical Center, Unit Director

Shannon O'Shea, MSN, RN, CNE, CNL, RUSH University College of Nursing, Instructor

April 2023: **Sonisha Mosley, RUSH University Cancer Center**



May 2023: **Ethan Chadwick, 12 East Tower**



Ellen Elpern Voice of the APRN Nominees

The Ellen Elpern Voice of the APRN Award is given annually to Advanced Practice Registered Nurse (APRN) working at RUSH who exemplifies the characteristics of leadership, commitment and excellence in advanced practice nursing as demonstrated by former colleague Ellen Elpern MSN, APRN. This award celebrates the contributions that APRNs make toward continually improving patient care at RUSH.

Sarah Anderson, DNP, AGACNP-BC, OCN, WCC, Radiation Oncology

Susan Budds, DNP, ANP-BC, AOCN, Hematology/Oncology

Paulina Crescimone, DNP, APRN, AGACNP-BC, Internal Medicine

Kelly Fitzgerald, DNP, WHNP-BC, Obstetrics and Gynecology



Brandy Hatcher, DNP, FNP-C, CNL, Internal Medicine

Megan Jones, BSN, MSN, NNP-BC, Pediatrics, Neonatology

Meghan Kelly, APRN, AGACNP-BC, Hematology/Oncology

Denise Kirsten, DNP, NNP-BC, Pediatrics, Neonatology

Colleen Masters, ACNP-BC, MSN, BSN, Radiation Oncology

Teresa O'Brien, MSN, APRN, OCN, AGNP-C, Hematology/Oncology

Erin O'Donohue, MS, APRN, NP-C, Community Engagement

Anita Sharko, DNP, AGNP-C, OCN, Hematology/Oncology

Adam Spurlock, DNP, AGACNP-BC, FNP-C, CNL, Emergency Medicine

Veronica Yeung, MSN, WHNP, Obstetrics and Gynecology

Magnet Course for Excellence Awards

The RUSH Magnet Course for Excellence Award recognizes individual nurses and teams that exemplify the excellence conveyed by Magnet status, the highest honor in nursing.

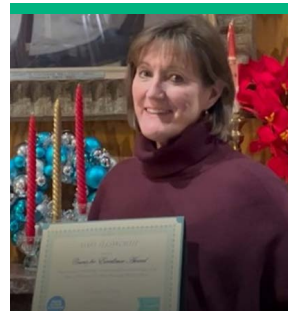
Individual Nominees

Natalie Laverty, Ambulatory (Urology)

Ryan Franklin, Emergency Department

Mary Heitschmidt, Center for Clinical Research and Scholarship

Mary Ellsworth, Professional Nursing Practice



Emily Louange, Interventional Services

Team Nominees

Adult Critical Care Clinical Nurse Specialist Team

Medical Intensive Care Unit Skin Assessment and Treatment Team

RUSH Cancer Center Tumor Board Coordinators

4 Tower Recycling Program

Wound/Ostomy Consultation Services

Glycemic Taskforce

COVID Team

4 Tower Wellness Ambassadors

Post-Anesthesia Care Unit Beacon Committee

Emergency Department Adult Care Unit Team



Clinical Nurse Leaders

Rescue Team

Annual Nurses Week Awards

RUSH University Medical Center honored nursing excellence at the Professional Nursing Staff Awards Ceremony during Nurse’s Month. The PNS Recognition Committee each year chooses the recipients for the awards from nominations submitted by co-workers, managers and nursing leaders.

Mary Beth O’Holleran Mentorship Award

Additional Nursing Areas

Mary Ellsworth, Professional Nursing Practice

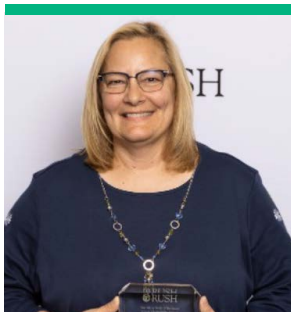


Adult Critical Care/RUSH Vascular Access Team/ Critical Care Outreach Team

Jennifer Corcoran, 11 West Tower

SaraLouise Dawson, 10 East Tower

Barbara Lettiere, 11 East Tower



Margaret Rivelli, 10 West Tower

Annemarie Tarpey, Vascular Access Team

Ambulatory

Shaina Daniels, Access Center

Ashley Marenzi, Radiation Oncology



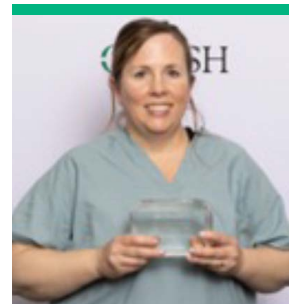
Melissa Ortiz, Primary Care

Clinical Staffing Office

Jennifer Hattan, Clinical Staffing Office

Interventional and Perioperative Services

Cathleen Byrne, Interventional Radiology Prep



Sean Jeffords, Operating Room

Ellen Tran Yu, Endoscopy

Medicine/Behavioral/Emergency Department

Lauren Drysdale, 13 Kellogg

Joanna Kane, 7 North Atrium

Amy Keleher, 14 East Tower

Josh Mendoza, 14 West Tower



Natalie Plovovich, Emergency Department

Melissa Rivera, 9 North Atrium

Dee Dee Sanford, RUSH Day Hospital

Robin Stephen, 9 Kellogg

Elsie Vasquez, 9 South Atrium

Surgical and Rehabilitation

Brenda Giacalone, 7 South Atrium

Angeline Muday, 12 East Tower



Women's and Children's Department

Nicole Albold, 8 Atrium

Mariah Larson, Pediatric Intensive Care Unit

Mary Ellen Sarna, Labor and Delivery



Rachael Simoneau, Neonatal Intensive Care Unit

Luther Christman Clinical Excellence Award

Additional Nursing Areas

Andrea Fidai, Professional Nursing Practice



Adult Critical Care/RUSH Vascular Access Team/ Critical Care Outreach Team

Andrea Chepkevich, 11 West Tower

Cathy Heinzinger, Vascular Access Team

Erin Holden, 11 East Tower

Kelly King, 10 West Tower



Stephanie Pearson, 10 East Tower

Ambulatory Department

Sarita Brooks, Neurology

Sofia Figueroa, Surgical Colorectal

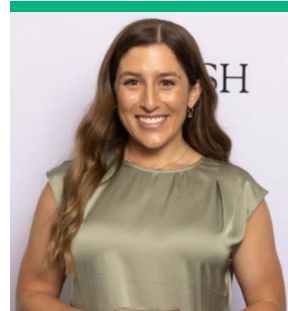


Natalie Paoella, Urology

Janaki Sha Desai, Primary Care

Clinical Staffing Office

Elaina Bartoli, Clinical Staffing Office



Interventional and Perioperative Services

Camille Valiente, Electrophysiology Laboratory



Brenda Williams, Endoscopy

Medicine/Behavioral/Emergency Department

Ashlee Bertram, 9 North Atrium

Claudia Carrillo, 5 Kellogg



Natalia Filinowicz, 14 West Tower

Angela Hurley, 7 North Atrium

Daniel Hurowitz, 9 South Atrium

Nora Kennelly, 13 Kellogg

Angela Min, Emergency Department

Paul Zurbano, 9 Kellogg

Surgical and Rehabilitation Department

Karen Fisher Doyle, 13 East Tower



Agnieszka Hedberg, 7 South Atrium

Lauren Mason, 12 East Tower

Jakub Zubrycki, 13 West Tower

Women's and Children's Department

Barbara Biel, 8 Atrium

Clarissa Gradilla, Labor and Delivery



Sarah Hehmann, Pediatric Intensive Care Unit

Briana Johnson, Neonatal Intensive Care Unit

Professional Practice Model Awards

Relationships and Caring

Helema Abdeljabar, 7 North Atrium

Keeley Binion, 5 Kellogg/9 Kellogg

Alicia Birchler, Clinical Staffing Office

David Bracho, 7 North Atrium

Emily Brey, Professional Nursing Practice



Diana Campos Gudino, Rush Rehabilitation

Shelby Chinappi, Pediatric Intensive Care Unit

Hannah Cooper, Pediatric Intensive Care Unit

Jessica Cozzi, Neonatal Intensive Care Unit

Maria Delmille Marasigan, RUSH University Cancer Center

Tanya Friese, College of Nursing

Alexis Giegling, Clinical Staffing Office

Dana Goodin, 9 North Atrium

Shelby Gross, 7 North Atrium
Marissa Hensley, 10 West Tower
Nicole Kaliski-Martinez, Preparatory and Recovery
Alexandra Kickert, Emergency Department
Lynna La Manna, 14 East Tower
Madeline Laurencelle, 14 East Tower
Emily Louange, Interventional Radiology
Alexandra Lunneborg, Pediatric Intensive Care Unit
Trudi Magiera, 11 East Tower
Sahara Martinez, 13 East Tower
Nicole Mikulski, 7 North Atrium
Morgan Morrash, Plastic and Reconstruction Surgery Clinic
Sonisha Mosley, RUSH University Cancer Center
Alexandra Murray, Electrophysiological Laboratory
Jenny Neustadt, 10 East Tower
Milan Norman, Clinical Staffing Office
Sammiejo Oswald, 7 North Atrium
Charlotte Page, 7 North Atrium
Katherine Pieprzyk, 10 West Tower
Rhonda Harbin-Rucker, 14 West Tower
Amy Schloss, Radiation Oncology
Elda Shehu, 14 East Tower
Morgan Skala, 7 South Atrium
Bridget Slevin, 7 South Atrium
Lauryn Streid, Pediatric Primary Care Clinic
Alma Sumale, Endoscopy
Chloe Thompson, 7 South Atrium
Catherine Turner, Labor and Delivery
Tamara Warden, 8 Atrium
Stephanie Watzke, Radiation Oncology
Aurelia Wilczek, RUSH University Cancer Clinic
Sara Young, 14 West Tower

Evidence-Based Practice

Alexandra Becker, Labor and Delivery
Alexandra Comes, 10 West Tower
Jean Flaws-Chervinko, 10 East Tower
Darwanna Flowers, 8 Atrium
Lynnese Frost, 13 East Tower
Dana Goodin, 9 North Atrium
Lynn Grenier, 11 East Tower
Christine Hull, 9 North Atrium
Donna Jackson, Clinical Staffing Office
Joanna Kane, 7 North Atrium
Zina Karana, 7 North Atrium
McKenzie Klee, RUSH University Cancer Center
Ann Lieb, 7 North Atrium

Jenna Maloney, 5 Kellogg/9 Kellogg



Antonella Mossa, Professional Nursing Practice
Barbara Piechowska, 7 North Atrium
Katie Schipfer, 14 East Tower
Morgan Skala, 7 South Atrium
Kelly Thompson, Pediatric Intensive Care Unit
Barbara Vivanco, Emergency Department
Francesca Wegener, 7 North Atrium

Critical Thinking

Patricia Blattner, Neonatal Intensive Care Unit
Michelle Brady, Clinical Staffing Office
Vanessa Clay-Ledoux, Labor and Delivery
Hannah Cooper, Pediatric Intensive Care Unit
Elyse Deleon, 7 North Atrium
Nicolette DeMicc, Pediatric Intensive Care Unit
Daisy Flores, 14 East Tower
Taylor Frahm, 9 North Atrium
Joanne Gianopoulos, RUSH University Cancer Center
Katelyn Huck, 7 North Atrium
Chelsea Intal, RUSH University Cancer Center
Joanna Kane, 7 North Atrium
Catherine King, 7 North Atrium
Rachel Kriz, Pediatric Primary Care
Brenna Langan, 14 East Tower
Emma Martinez, Labor and Delivery
Tegan McCarten, Catheterization Laboratory
Lilianna Mendoza, RUSH University Cancer Center
James Mielnikowski, 10 West Tower
Monica Oliver, 7 North Atrium
Heather Price, 7 North Atrium
Grace Reyes, RUSH Rehabilitation
Amy Rogala, 14 East Tower
Erin Salach, 10 East Tower
Emily Saperstein, 9 North Atrium
Rachel Shefchek, 9 North Atrium

Sarah Skeba, Professional Nursing Practice



Monet Supremo, 13 East Tower
Allison Szudrowicz, Radiation Oncology
Cristine Tancredi, Pediatric Primary Care
Donna Vainisi, 11 East Tower
Ashley Wade, Radiation Oncology

Leadership

Julie Anderson, Pediatric Intensive Care Unit
Cindy Beren, Labor and Delivery
Mary Beth Busby, RUSH Rehabilitation
Meghan Connery, Operating Room
Olga Corona, Community Health
Osvaldo Delaluz, 14 East Tower
Mia Dizdarevic, 5 Kellogg/9 Kellogg
Diane Doran, Primary Pediatrics
Rachel Filer, 12 East Tower
Jelissa Gonzalez, Oncology/Chest Tumor Clinic
Edgar Allan Gonzalez-Caracheo, 7 North Atrium
LaShon Gurrola, Ambulatory Care Management
Patricia Gwaltney, Interventional Radiology
Denise Hauser, RUSH University Cancer Center
Carter Hayes, 10 East Tower
Laura Hernandez, Professional Nursing Practice
Katelyn Huck, 7 North Atrium
Angela Hurley, 7 North Atrium
Lorraine Koh, 13 East Tower
Sara Krauss, 14 East Tower
Jenny Manson, 10 West Tower
Kate Mathias, Neonatal Intensive Care Unit
Jennise Matta, RUSH University Cancer Center
Shea Mckenna, Emergency Department
Maria Medina, Pediatric Primary Care Clinic
Christine Murphy, 8 Atrium
Lester Osano, 7 South Atrium
Victoria Pryal, 14 West Tower

Maggie Quinn, Labor and Delivery
Emily Sermersheim, Professional Nursing Practice
Sophia Shroff, RUSH Rehabilitation
Daniel Slutsky, Endoscopy
Emily Sullivan, Pediatric Intensive Care Unit
Taylor Tressel, 7 South Atrium
Ashley Wade, Radiation Oncology
Rebecca Willard, RUSH University Cancer Center
Glorious Wilson, Hospital Operations Administration
Kyle Wright, Emergency Department

Eric Zack, 14 East Tower



Technical Expertise

Bethany Aikenhead, 10 East Tower
Victor Ambrosio, RUSH Rehabilitation
Kylie Begue, Perioperative Care Unit
Ashlee Bertram, 9 North Atrium
Suzi Chung, 7 South Atrium
Angela Cooper, 5 Kellogg/9 Kellogg
Marianne Corrieri-Alaniz, Labor and Delivery
Jennifer Cranson, 14 East Tower
Anne Marie Delliquadri, Catheterization Laboratory
Kathryn Gianopolus, Neonatal Intensive Care Unit
Emory Goant, Endoscopy
Edgar Allan Gonzalez-Caracheo, 7 North Atrium
Shelby Gross, 7 North Atrium

Katelyn Huck, 7 North Atrium
Ofelia Jaczko, 13 East Tower
Ann Lieb, 7 North Atrium
Jennifer Manson, 10 West Tower
Kelly McCann, RUSH University Cancer Center
Jack Neylon, Pediatric Intensive Care Unit
Geysa Ng, RUSH University Cancer Center
Felicia Pautsch, Endoscopy
Jamie Schanz, 14 East Tower
Amy Schloss, Radiation Oncology
Melissa Silverlight, Professional Nursing Practice
Jordan Smith, 11 East Tower
Nicole Sulima, 10 East Tower
Christine Joy Villaros, 14 West Tower

Kaelin Walsh, Operating Room



Chandala Watson, General Pediatrics
Francesca Wegener, 7 North Atrium

Jane Llewellyn Transformational Leadership Award

Nellie Barry, 10 East Tower

Rachel Corrado, Pediatric Intensive Care Unit

Jacqueline Erickson, RUSH University Medical Group, Neurology

Kendra Gates, 13 West Tower

Angela Geschrey, Professional Nursing Practice

Carline Guerrier, 9 North Atrium

Maggie Heraty, Pediatric Intensive Care Unit

Christine Hull, 9 North Atrium



Angela Hurley, 7 North Atrium

Joanna Kane, 7 North Atrium

LaTanya Kennedy, RUSH Rehabilitation

Maria Mietus, Perioperative Care Unit

Candace Moore, RUSH University Cancer Center

Margie Par, RUSH Rehabilitation

Humberto Rodriguez, Endoscopy

Christin Scott, Labor and Delivery

Angelika Stachura, RUSH University Medical Group

Arlene Todd, Perioperative Care Unit

Colleen Wallek, 14 West Tower

Whitney Willis, RUSH University Cancer Center

Excellence In Nursing Management Award

Ashley Boumgarden, Emergency Department

Karla Cavazos, RUSH University Cancer Center

Andrea Crawford, RUSH University Medical Group, Ears, Nose and Throat

Karyn Dionne-Quiros, Access Center

Jacqueline Erickson, RUSH University Medical Group, Neurology

Justin Erwin, Pediatric Intensive Care Unit

Joi Evans, Rush Rehabilitation

Melissa Gerr (Jankes), Operating Room

Kirsten Gidd-Hoffman, 10 East Tower

Carline Guerrier, 9 North Atrium

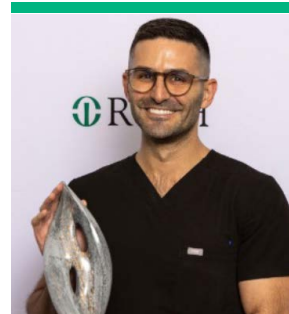
Diane Jakubik, 14 West Tower

Sheila Levins, Pediatric Intensive Care Unit

Orlando Maldonado, Catheterization Laboratory

Denina McCullum-Smith, Post Anesthesia Care Unit

Humberto Rodriguez, Endoscopy



Tammara Trice, Multispecialty Clinic Oak Brook

PNS Research Grant Award

Lisa Boudreau



Excellence in Professional Nursing Staff Award – Voice of PNS

Lisa Phalen



Samantha Medina, RUSH University Medical Group, Neurology

Deborah Nalian, RUSH University Cancer Center, Infusion

Kathleen O'Malley, Radiation Oncology

Giovanna Zito, RUSH University Cancer Center

Hope A. Clarke Award for Operating Room Nursing

Carmen Acevedo



Michael Bohnenstiehl

Meghan Connery

Serena Schoff

Beth Joksimovic Oncology Professional Development Scholarship

Lisa Maurer, 14 East Tower

Amy Schloss, Radiation Oncology

Jenna Thomas, RUSH University Cancer Center, Gastrointestinal Navigator

Gayle Fewer Ambulatory Nursing Award

Elyse Adkins, RUSH University Medical Group, Ears, Nose and Throat

Caitlin Carr, Pediatric Sub-Specialty

LaShon Gurrola, Ambulatory Care Management

Natalie Laverty, RUSH University Medical Group, Urology

Madeline McIntosh, RUSH University Cancer Center, Breast Coordinator

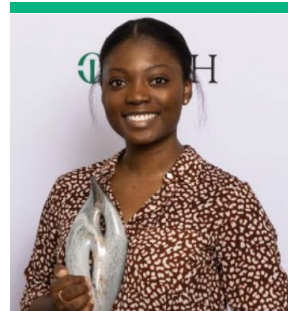


Elaine Scorza Excellence in Therapeutic Engagement Award

Janel Draxler, RUSH University Medical Group, Psychiatric Clinic

Maria Malalis, 4 Kellogg

Zainab Taiwo, RUSH University Medical Group, Psychiatric Clinic



Daphne Tse-Guillen, 4 Kellogg

Norah Vo, 13 Kellogg

Nursing Team Excellence Award

9N Patient Satisfaction Employee Engagement Committee

Glycemic Taskforce

Reducing Hospital-Acquired Pressure Injuries

Endoscopy Education Committee

Labor and Delivery Promoting Vaginal Births



Cardiac Cath Quality Committee

10 East, Recruitment, Retention and Recognition Committee

Post-Anesthesia Care Unit, Beacon Award

Clinical Staffing Office Spirit/Recognition

Emergency Department Education Committee, RN Comp Team

8 Atrium, Safe Sleep for Infants

RUSH University Medical Group, Lung Cancer Screening Program

Pediatric Intensive Care Unit, Braden QD

Larry Goodman Friend of Nursing Award

Cynthia Brincat



Marcia Pencak Murphy Presidential Mentorship

Rachel Start and Sharon Schonemann



Appointments

Aney Abraham, DNP, RN, NE-BC: National Association of Indian Nurses of America, Chair; American Nurses Association of Illinois, Election Committee, Bylaws Committee

Melissa Browning, DNP, APRN, CCNS, NE-BC, LSSGB: RUSH University College of Nursing, Alumni Board, Past President

Adelaide Caprio, MSN, APRN, ACCNS-N, RN: Greater Chicago Association of Neonatal Nurses, Treasurer, President-Elect

Sara Capalbo BSN, RN, CRN: Association for Radiologic and Imaging Nurses, Education Board

Elizabeth Casseday, BSN, RN, CPN: Pediatric Nursing Certification Board, Test Form Review Committee

Mary Heitschmidt, PhD, APRN, CCRN, FAHA: International Family Nursing Foundation, Board of Trustees

Jackie Hoskins, MSN, RN, CCRN: Sigma Global Nursing Excellence, Gamma Phi Chapter, Governance Board Member

Kerem Korkmaz, MSN, RN, CENP: American Organization for Nursing Leadership, Membership Committee, Certified Executive Nursing Practice, Exam Review Committee

Erik McIntosh, DNP, RN, ACNP-BC: Heartland Alliance Health, Board Member

Molly Moran, DNP, RN, CCRN: St. Paul of the Cross, Curriculum Board, Parent Liaison, Park Ridge, Illinois

Janice Phillips, PhD, RN, CENP, FAAN: Illinois Nurses Foundation, Advisory Council Member

Angelique Richard, PhD, RN, CENP: AVIA Health Innovations, Board of Trustees; Mercy Home for Boys and Girls, Board of Regents; National Comprehensive Cancer Network Foundation, Board of Trustees; Lake Forest College, Board of Trustee; RUSH University College of Nursing: Alumni Board, Trustee Member; Nursing Spectrum, Advisory Board Member

Kimberly Ray, RN: Pediatric and Congenital Interventional Cardiovascular Society, Deputy Executive Director, Development and Meetings; Pediatric and Congenital Interventional Cardiovascular Society, Board Member

Rachel Start, MSN, RN, NEA-BC, FAAN: Mytonomy, Advisory Board Member; American Academy of Ambulatory Care Nursing, President; American Academy of Ambulatory Care Nursing, Board of Directors; American Organization for Nursing Leadership, Faculty and Program Planning Committee Professional Governance Conference 2016-2024

Samantha Styne, MSN, RN, CPN: American Academy of Ambulatory Care Nursing, Pediatric Special Interest Group, Chair

Heather Todd, MSN, RNC-MNN: Health Care Education Association, Board Member

Stephanie Yohannan DNP, MBA, RN, NE-BC, CCRN: Glenview/Northbrook School Board District 30, Board Member; RUSH College of Nursing, Alumni Association, Board of Directors

Awards

Vivien Joy Lamadrid, BSN, RN, CCRN: Philippine Nurses Association of Illinois, Clinical Nurse of the Year (May 2023)

Geri Narsete-Prevo, MSN, RN-HROB, CEFM: American Nurses Credentialing Center (ANCC), Magnet Nurse of the Year in the Transformational Leadership category (Oct. 2022)

Fellowships

Jackie Hoskins, MSN, RN, CCRN: Illinois Organization of Nurse Leaders Fellowship

Bryan Manalo, MBS, BSN, RN, CPN: Illinois Organization of Nurse Leaders, Nurse Leader Fellow

Angelique Richard, PhD, RN CENP: Carol Emmott Fellowship, Cohort – 6

Adriana Rumoro, MEd BSN RN NPD - BS LSSGB: National League for Nursing Simulation Leadership Fellow

Posters or Presentations

Aney Abraham, DNP, RN, NE-BC: National Association of Indian Nurses of America Clinical Excellence and Leadership Conference, “Unconscious Bias – Diversity, Equity and Inclusion,” Panel Discussion (Oct. 2023); American Organization for Nursing Leadership 2023 Annual Conference: Inspiring Leaders, “Ready to GO! Implementation of a Discharge Suite Transforms Care,” Podium Presentation (May 2023)

Lisa Boudreau, RN, MSN, CWOCN; Andrea Fidai, MSN, RN, CWON, CNL, CMSRN; Vinati Molligoda; Oyeyemi Adeleye: Wound Ostomy and Continence Nurses Society Annual Professional Education Day, “Turn Team Implementation Guide,” Poster (Oct. 2023)

Adelaide Caprio, MSN, APRN, ACCNS-N, RN: Illinois Perinatal Quality Collaborative 11th Annual Conference, “A BASIC Analysis of Diversity, Equity & Inclusion,” (Caprio, A.B.; Berenz, A.; Jones, M.; Hatfield, A.; Banton, D.; Garay, R.; Galura, G.; Nash, C.; Seske, L.M.), Poster Presentation (Nov. 2023); Advocate Children’s Hospital Leadership Forum, “The Game of Change: Application of Gaming for Quality Improvement and Practice Change,” Presenter (Nov. 2023); Illinois Prenatal Quality Conference Face-to-Face OB and Neonatal Meeting, “Safe Sleep for Hospitalized Infants,” Facilitator (May 2023); RUSH Perinatal Nursing Conference, “Game Your Way Through Change: Using Games to Engage Nurses in Practice Implementation,” Presentation (May 2023); Synova NICU Leadership Forum, “Game Your Way Through Change: Using Games to Engage Nurses in Practice Implementation,” Presenter (April 2023)

Heather Cook, MSN, RN, CCRN, NE-BC, CNL; Holly Losurdo, MSN, RN, CCRN, CNE: National League for Nursing Education Summit, “The DART (decompensation, assessment, recognition, treatment) Workshop: Innovative Education to Improve Nurses’ Knowledge and Confidence in Early Detection and Management of Patient Deterioration,” Presentation (Sept. 2022)

Erin Dowding, MSN, APRN, ACNS-BC, OCN: National Association of Clinical Nurse Specialist Annual Conference, “Reducing Harm through CLABSI Reduction – The Value of the Clinical Nurse Specialist,” Poster (March 2023); RUSH Quality and Safety Fair, “Reducing Harm through CLABSI Reduction – The Value of the Clinical Nurse Specialist,” Poster (June 2023)

Justin Erwin, MSN, RN, CNL: Illinois Organization of Nurse Leaders Annual Conference, “Improving Staff Engagement/ Satisfaction Through Nurse Leader Rounding,” Poster (Sept. 2022)

Rachel Filer, MSN, RN, CNL, CMSRN; Samantha Herbert RN, BSN, CMSRN: RUSH Quality and Safety Fair, “12T Comp Day Sessions - Going Back to Basics,” Poster (June 2023)

Rachel Filer, MSN, RN, CNL, CMSRN; Jenna Maloney, MSN, RN, CNL; Colleen Wallek, MSN, RN, CNL, CMRN: Clinical Nurse Leader Summit, “Clinical Nurse Leader Impact on New Hire Confidence: Transitioning Out of the Post Pandemic Climate,” Presentation (Feb. 2023)

Mary Heitschmidt, PhD, APRN, CCRN, FAHA: 16th International Family Nursing Conference: Global Health Innovations in Family Nursing, “A Scoping Review of Nursing Practices and Strategies to Support Patients and Families in Acute Care Settings During the COVID-19 Pandemic,” (Meiers, S.; Heitschmidt, M.; Morman, A.) Poster (June 2023)

Jackie Hoskins, MSN, RN, CCRN: RUSH University Medical Center Ground Rounds, “Lived Experiences of Frontline Staff During COVID-19 Pandemic,” Presenter (Nov. 2023)

Tiffany Rose Kong, MSN, RN, CCRN-CSC, CNL: RUSH Quality and Safety Fair, “Multidisciplinary ECMO Program Sustains Quality Outcomes During COVID-19 Surge,” (Lambe, S.; Garcia, Y.; Rose, T.; Kong, McCarten, T.) Poster (June 2023)

Vivien Joy Lamadrid, BSN, RN, CCRN: RUSH Quality and Safety Fair, “Developing Strategies Towards Wellness,” Poster (June 2023); RUSH Nurse Wellness Awards Reception, “Developing Strategies Towards Wellness,” Poster (May 2023)

Sheila Levins, DNP, RN, NE-BC, CPN: American Association of Critical-Care Nurses National Teaching Institute & Critical Care Exposition, “Protecting the Largest Organ of the Smallest Patient: Preventing Skin Breakdown in the Pediatric ICU,” (Levins, S.; Simo, A.; Thompson, K.; McPartlin, M.; Heitschmidt, M.) Presentation (May 2023)

Deborah Mallers, MSN, PMHNP-BC, Connie Shay-Hadley: RUSH Quality and Safety Fair, “HAO on a poster for BART Calls (Behavior Action Response Team),” Poster (June 2023)

Bryan Manalo, MBS, BSN, RN, CPN: Sigma Theta Tau Global Academy, “Proud, Loud, and Strong: HIV Education Through the Power of Social Media,” Presentation (June 2023); Illinois Organization of Nurse Leaders Annual Conference, “Maximizing the Scheduling Process for Office Procedures,” Poster and Presentation (Sept. 2023)

Erik McIntosh, DNP, RN, ACNP-BC: RUSH University Medical Center, Department of Hospital Medicine, Faculty Development, “LGBTQIA+ Health: Why It Matters in Hospital Medicine,” Presentation (Oct. 2023); American Association of Nurse Practitioners National Conference, “Best Practices for LGBTQ Older Adults in Long-term Care Settings,” Presentation (June 2023)

Molly Moran DNP, RN, CCRN: American Academy of Ambulatory Care Nurses Annual Conference, “A New Paradigm of Care Coordination and Transition Management in Ambulatory Care,” Podium Presentation (April 2023); American Organization of Nurse Leaders Annual Conference, “Revisiting Ambulatory Care Delivery: A Case Study in Top of License Work,” Poster Presentation (May 2023)

Audrey Peri, MSN, RN, CPN; Mary Heitschmidt, PhD, APRN, CCRN, FAHA; Molly Moran, DNP, RN, CCRN: 2022 Illinois Organization of Nurse Leaders Annual Conference, “Development of a Comprehensive Car Seat Program on the West Side of Chicago,” Poster (Sept. 2022)

Lisa Phalen, BSN, RN, MS-BC: American Organization for Nursing Leadership Conference, “The Role of the President of Professional Governance,” Panel Presentation (June 2023)

Janice Phillips, PhD, RN, CENP, FAAN: Nurses Running for Elected Office Training Academy, “Infusing an Equity Lens into the Policy-Making Process,” Presentation (Feb. 2023)

Angelique Richard, PhD, RN, CENP: American Organization of Nurse Leaders Professional Governance Conference, “Addressing Health Equity: Nursing Imperative to Lead,” Plenary Session Featured Speaker (June 2023); MedCity INVEST Conference, “Protecting Health Workers from Violence,” Panelist (May 2023); White House Roundtable on Climate Change, “Healthcare Sectors Role on Reducing Greenhouse Gas Emission,” (July 2022)

Adriana Rumoro, MEd, BSN, RN, NPD – BS, LSSGB: Sigma International Nursing Research Congress, “Leading the Charge: A Wellbeing Focused Fellowship for Charge Nurses,” Presentation (July 2023)

Emily Sermersheim, DNP, MPH, RN, NPD-BC, PMP; Nathalie Rosado Ortiz: CleanMed 2023, “Unifying Efforts: How to Align Impact-driven Initiatives Through a Sustainability Lens,” Presentation (May 2023)

Rachel Start, MSN, RN, NEA-BC, FAAN: National Association of Indian Nurses of America Clinical Excellence & Leadership Conference, “Professional Governance: Leveraging Power Given to Synergize Health,” Presentation (Oct. 2023); National Association of Indian Nurses of America Annual Conference: Professional Governance, “Leveraging Power Given to Synergize Health,” Presentation (2023); American Organization of Nursing Professional Governance Leadership Conference, “Nursing Professional Governance: Leveraging Power Given to Synergize Health,” Presentation (June 2023); Indiana University Health Chief Nursing Officer Council, “Seizing the Moment: Professional Governance That Can Transform Healthcare and Nursing,” Presentation (2023); Indiana University Medical Group and Health System, “Emergence of Ambulatory Nursing: The Future is Now,” Presentation (July 2023)

Janet Stifter, PhD, RN, CPHQ: The Rita Kobb Nursing and Health Informatics Symposium, “Technology and Challenges in Nursing Practice: Where Have We Been and Where Are We Heading?” Presentation (Feb. 2023)

Samantha Styne, MSN, RN, CPN: American Academy of Ambulatory Care Nursing Annual Conference, Pediatric Special Interest Group Networking Session (April 2023)

Nicole Walkowiak, MSN, RN, CRRN, CWOCN, CNL; Lisa Boudreau, RN, MSN, CWOCN; Laura Hernandez, BA, MSN, RN, CWON, CNL; Andrea Fidai, MSN, RN, CWON, CNL, CMSRN: RUSH Quality and Safety Fair, “Assessing Various Skin Tones,” Poster (April 2023)

Colleen Wallek, MSN, RN, CNL, CMSRN: RUSH Quality and Safety Fair, “Project AIM: Access in Medicine,” (Dolan, N.; Maloney, J.; Wright, K.) Poster (June 2023)

Stephanie Yohannan, DNP, MBA, RN, NE-BC, CCRN: American Organization of Nursing Professional Governance Leadership Conference, “Implementation of Discharge Lounge Transforms Care,” Presentation (June 2023)

Eric Zack, DNP, RN, ACNP-BC, AOCN, BMTCN: 47th Biennial Convention by Sigma Theta Tau International Honor Society of Nursing, “Creating an Academic Electronic Health Record to Promote Critical Thinking in the Classroom,” Poster (Nov. 2023); Oncology Nursing Society’s 48th Annual Congress, “Putting Pieces of the Puzzle Together: Cancer Biomarkers for Hematologic Malignancies and Their Impact to Patient Care,” Poster (April 2023); Oncology Nursing Society’s 48th Annual Congress, “Disseminated Intravascular Coagulation Nursing Pearl,” Poster (April 2023)

Podcasts

Emily Sermersheim, DNP, MPH, RN, NPD-BC, PMP: Association for Nursing Professional Development Forecast, “Addressing Environmental Concerns Through an Equity Lens,” Podcast (May 2023)

Pheonix Silverlight, MSN, RN, CNL: Association for Nursing Professional Development Forecast, “A Discussion of NPD Practice at Every Experience Level,” Podcast (March 6)

Publications

Hoerr M, Heitschmidt M, Vondracek H. The Positive Effects of Manual Pronation in a United States Community-Based Hospital Intensive Care Unit During the COVID-19 Surge Crisis. *International Journal of Critical Care*. 2023;17(1), 22–35. doi.org/10.29173/ijcc34.

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Transformational Leadership

Transformational leadership is vital to transcend the challenges that we all have faced in the last few years. RUSH nurses embraced these challenges, seeking and implementing new solutions that result in better patient care.

Promoting Vaginal Births to Improve Care, Patient Outcomes

Christin Scott, MSN, RN, C-EFM, Melissa Holland, MSN, RN, CNL, RNC-OB, C-EFM

Reducing C-sections can decrease risks of fetal and maternal harm. In 2020 The C-section rate at Rush University Medical Center was 33%, which was above the Healthy People 2020 goal of 24.7%. A program was developed to decrease the percentage of patients having C-section deliveries and improve care and outcomes for our patients.

In January 2021, health care providers in the labor and delivery unit formed a team to analyze the increased C-section rates and develop an action plan for improvement.

The team, named Promoting Vaginal Births, was led by Christin Scott, BSN, RN, C-EFM (RN3); Melissa Holland, MSN, RNC-OB, C-EFM, CNL, CPPS (Perinatal Safety Nurse); Kalah Bermudez RN, C-EFM; Sophie Maynard, BSN, RN, DNP, C-EFM; Maggie Quinn, MSN, RN, C-EFM; Iheoma Nkemere, MSN, RN, C-EFM; Emma Martinez, MSN, RN, C-EFM; Olivia Bouchard, RN, MSN, C-EFM; Martha Curiel, APN; Lindsey Heffron, BSN, RN, C-EFM; Robin Drake, MD; Stacey Sudholt, MD; Laura Laursen, MD; and Baillie Bronner, MD.

The team's objectives were the following:

- Optimize health outcomes
- Decrease the percentage of women who have C-section deliveries
- Increase the percentage of providers, midwives and nurses trained on the American College of Obstetricians and Gynecologists and Society for Maternal-Fetal Medicine guidelines for C-section labor management strategies, response to labor challenges and protocols for facilitating decision-making huddles

Promoting Vaginal Births was led by nursing to improve the care of laboring women which included: researching best practices, implementing huddles, education and grand rounds, sharing C-section rates for nurses and physicians, and creating patient information packets on laboring.

Education focused on a review of the anatomy and physiology of labor, intentional positioning of patients and pain management techniques. In March 2023, coping in labor assessments replaced traditional pain assessments for laboring patients. A QR code, providing guidance on intentional labor positioning and positioning for labor dystocia, went live.

Obstetric (OB) informational packets were created and provided to patients in OB triage and in the office setting. The goal of the packets was to provide enough information that patients felt comfortable laboring at home for a period of time, which is an evidence-based practice technique to decrease C-section rates.

Promoting Vaginal Births has been an effective strategy for improving patient outcomes. The overall C-section rate decreased from 33% in December 2020 to 25% in January through June 2023.

It is notable to report that at the end of 2020, Black patients had a 40% C-section rate as compared to a 26% rate for white patients. In the first two quarters of 2023, Black patients saw a 19% reduction in C-section rate at 21% as compared to white patient's C-section rate of 24%. The rate for patients who identified as Asian had a 31% C-section rate at end of 2020 that dropped to 11% in 2023.

Project Access in Medicine

Rachel Start, MSN, RN, NEA-BC, FAAN

The Rush University Medical Center census on the medical acute care units is typically high with most admissions coming from the emergency department (ED). Because the medical units were having an increase in average length of stay (ALOS) in early 2023, this impacted throughput for patients being admitted from the ED. A decrease in patient satisfaction was seen for the medical acute care units. In February 2023, the patients admitted through the ED to the medical acute care units had a Top Box Press Ganey score for “Rate the Hospital” of 77.78% and an ALOS of 5.14 days.

A nursing team, together with unit directors met with Performance Improvement to develop the “Improve Access to Medicine Units (AIM)” project. The goal of the project was to increase the Top Box Press Ganey patient satisfaction score for the “Rate the Hospital” question for patients admitted through the ED and discharged from acute care medicine units.

The unit clinical nurse lead(s) engaged in the following daily tasks to improve throughput:

- Review patients on the unit who were within two days of their ALOS to identify any care progression or discharge barriers that could be addressed to facilitate discharge.
- Communicate concerns to a case manager or medical team member as appropriate
- Attend charge nurse report and multidisciplinary rounds to identify and solve potential barriers.
- Escalate delays to appropriate departments (e.g., procedures, therapies, dialysis, etc.)

Daily huddles were used to discuss, problem solve and escalate overall trends, identify patients with barriers to care progression or discharge and metric progression. Processes were put into place to track barriers and successes. These tools helped identify larger system issues that needed to be addressed along with improved relationships with the pharmacy and physical therapy. The huddles also supported earlier discharge from the ED.

The AIM project provided an increased awareness of ALOS within the multidisciplinary team. Acute care medicine nurses now ask questions during multidisciplinary daily rounds to identify discharge needs or potential issues earlier in the patient stay and identify delays in care with appropriate escalation. Clinical nurses also identify those ALOS issues unmoved by the clinical nurse efforts which escalate the issue to the associate vice president to provide additional support for the moving of the patient care needs forward. Subsequently, this project allowed the ED to focus on appropriate admissions — some patients were discharged from the ED — and advancing care while still in the ED.

Wound Ostomy Care Nurses Advocate for New Mattresses

Nicole Walkowiak, MSN, RN, CRRN, CWOCN, CNL

Hospital Acquired Pressure Injury (HAPI) prevention is a priority at Rush University Medical Center. In the spring and summer of 2022, wound ostomy care nurses (WOCNs) saw an upward trend in posterior (coccyx, sacrum and buttocks) hospital-acquired pressure injuries (HAPI). This increase coincided with the end of the acute care patients' mattress lifespan.

In August 2022, the rate for posterior HAPIs in the acute care and rehabilitation units was 0.018%. The WOCNs retrospectively reviewed previous posterior HAPI cases from a root cause perspective, which revealed additional data related to high-mattress age. The team shared the data with senior leaders and requested that mattresses be replaced. Using data, guidelines and expertise, WOCNs explored mattress replacement options and

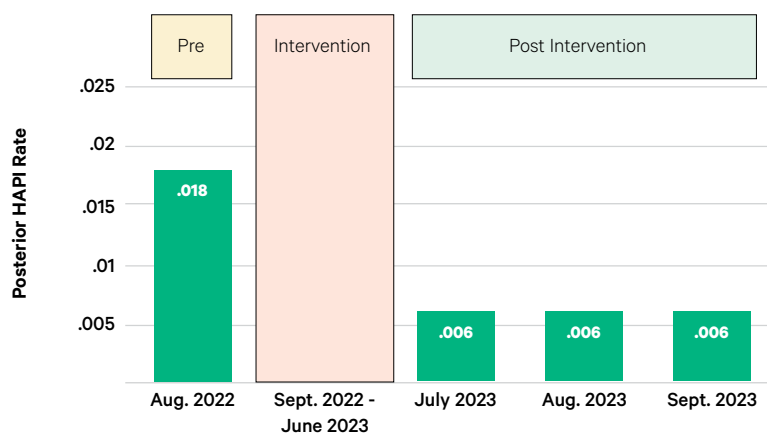
worked with leadership to secure the purchase. The mattresses were delivered and replaced from April to June 2023.

Because the WOCNs were closely monitoring the rate of posterior HAPIs, they were able to align this with the life span of the mattresses in acute care. The team used data to advocate for timely mattress replacement, which has resulted in a significant decrease of posterior HAPIs for several months.

The WOCN team included Lisa Boudreau, MSN, RN, CWOCN; Andrea Deja Fidai, MSN, RN, CWON, CNL, CMSRN; Laura Hernandez, BA, MSN, RN, CWON, CNL; and Nicole Walkowiak, MSN, RN, CRRN, CWOCN, CNL.

Adult acute care and rehabilitation units

Decrease in Posterior Hospital Acquired Pressure Injuries*



*Posterior HAPI rate is calculated from the number of posterior HAPI's per 1,000 days

2022 Magnet Nurse of the Year: Transformational Leadership

Geri Narsete-Prevo, MSN, RN-HROB, CEFM, has made it her life's work to improve the treatment and outcomes for women who hemorrhage during childbirth. Her commitment and excellence have earned her worldwide recognition as the 2022 Magnet Nurse of the Year in the Transformational Leadership category. She received the award from the American Nurses Credentialing Center (ANCC) National Magnet Conference in October 2022.

She was chosen from among an elite group of nurses worldwide who were nominated for the award, all of them from organizations that the ANCC has given Magnet designation — the highest honor in nursing.

A graduate from Rush University College of Nursing, Narsete-Prevo is an RN3 in labor and delivery at RUSH University Medical Center, where she has worked for her entire 41-year career. Since 2008, a major part of that work has been her role as chair of the unit's Post-Partum Hemorrhage Committee, leading the training of the unit's nurses, and doctors, in the fast-paced, complex care needed to save a hemorrhaging patient.

Narsete-Prevo's impact has been profound: No deaths from obstetric hemorrhage have occurred on the unit since 2014, and the number of patients who needed to be transferred to one of the medical centers intensive care units after hemorrhaging has decreased dramatically in the past several years.

"Because of Geri's passion to educate our teams on how to manage blood loss during childbirth, we have made a tremendous impact on patient safety," says Melissa Browning, DNP, APRN, CCNS, LSSGB, senior director of Professional Nursing Practice and the Magnet Program at the medical center.

Exemplifies RUSH Nursing Excellence

Narsete-Prevo volunteered to chair the committee after the Illinois Department of Public Health required that all hospitals in Illinois providing obstetric care participate in the state's **Obstetric Hemorrhage Education Project**, which was created to address the "astounding rate" of maternal hemorrhages.



"Compared to other countries, the United States has one of the highest rates of maternal morbidity and mortality" (complications and deaths), observes Denise Banton, MS, RN, unit director of the medical center's antepartum, labor and delivery and postpartum units. "A number of causes contribute to this maternal morbidity and mortality, and one of them is hemorrhage, which requires a concerted effort and prompt recognition and treatment.

"It was important that we find a champion for this project," explains Banton. "Geri has always had a passion and love for our more complicated and high-risk patients, and we thought she would be a great fit for it." Indeed, Narsete-Prevo welcomed the challenge, which also let her fulfill the expectation that senior nurses at the medical center undertake a project to improve patient care. "The environment we're in at RUSH empowers us to have a voice and implement projects that have a profound impact on our patients."

"Geri has made a difference on the patients, and she's made a difference on the staff, because they have the skills to take care of the patients," Banton says. Her leadership role overlaps with her clinical responsibilities and draws on her more than four decades of experience providing care in labor and delivery, where 2,600 babies were born in the last year.



Structural Empowerment

Structural empowerment is about making sure all RUSH nurses can access the path to changing what needs to be changed and improving how we care for each other, our community and our patients.

Critical Care Outreach Team Shares Expertise on International Stage

Heather Cook, MSN, RN, CCRN, NE-BC, CPPS, CNL, and **Holly Losurdo, PhD, RN, CCRN, CNE, NE-BC, CPPS**, the co-leads for the RUSH Critical Care Outreach Team (CCOT) traveled to Darwin, Australia, in July of 2023 to attend the International Society of Rapid Response Systems (ISSRS) annual conference.

Cook and Losurdo took part in two podium presentations. First, they shared the outcomes and structure of the Decompensation, Assessment, Recognition and Treatment (DART) workshop in their presentation, titled “On Target: Implementing a Decompensation Workshop for Acute Care Nurses.” The duo then presented “Developing a Critical Care Outreach Residency to Address Recruitment and Retention Challenges in the Wake of the COVID-19 Pandemic,” the CCOT’s onboarding re-branding into a CCOT residency.

“Both sessions were highly attended and created much conversation with attendees,” says Cook. “Many international CCOT nurses in attendance shared the desire to implement this type of training to acute care nurses in their organizations and identified clinical deterioration as a gap in knowledge in novice clinicians.”

Cook and Losurdo found it incredible how different environments and different countries experience the same concerns.

“Many international CCOT nurses in attendance shared the desire to implement this type of training to acute care nurses in their organizations and identified clinical deterioration as a gap in knowledge in novice clinicians.”

Emergency Department Named One of the Best

RUSH University Medical Center's emergency department received the **Emergency Nurses Association (ENA) Lantern Award** — the highest team honor given by the ENA — in July 2023. The emergency department was one of 53 departments nationwide to earn the distinction for demonstrating exceptional and innovative performance in leadership, practice, education, advocacy and research.

"We're extremely proud of our entire team because they have been so involved with the changes we've made to make everything better for our staff, patients and the hospital," said Chase Lodico, MBA, RN, CEN, unit director of the emergency department.

"This award recognizes that we truly are a standout emergency department."

Caring for the Community

The emergency department cared for more than 61,000 patients in 2023 as the pandemic eased. This included patients from Chicago's West Side safety net hospitals and victims of sexual assault. Through pilot programs and workflow improvements, patients received appropriate care quicker, medical errors were reduced and the department went almost a year without a patient fall that resulted in injury.

Caring for Each Other

Strong support systems were vital to clinical success. New employee orientation was strengthened with improved resources, including an enhanced preceptor program that fosters connections. Also, to further connect RUSH with its West Side neighbors, apprenticeships introduced community members to health care careers.

In addition, the team took ownership of ongoing education. Nurses proposed and developed their own programming to address competencies. Staff-led wellness initiatives also contributed to the knowledge base and overall team well-being.

As a result, the emergency department's turnover rate reached a low of 4% — far below national numbers.

"Our collaborative approach gives staff a sense of ownership," said Lodico. "Our team deserves great credit for building a culture where we support each other and work together to improve every day."



Post-Anesthesia Care Unit Receives Beacon Award

In October 2022, the RUSH University Medical Center post-anesthesia care unit (PACU) received the Beacon Award for Excellence from the American Association of Critical-Care Nurses (AACN).

The PACU cares for post-surgical inpatients with a wide range of conditions who have received anesthesia, including newborns and older adults. The Beacon Award honors excellence in intensive care nursing and is regarded as the top honor in the field.

“This was the pinnacle for us because we worked together as a team for many years to ensure that quality, positive patient outcomes and patient satisfaction are at the forefront of all we do,” says Michelle Smith, MSN, RN, CAPA, unit director of the PACU. “Receiving the Beacon Award means patients can know everything we do is evidence-based practice, ensuring they’re getting the highest quality of care, and we’re going to continue to build on that.”

Camille Brownlee, MSN, RN, CNL, education and quality coordinator, perioperative services, and endoscopy, led the team that prepared the PACU’s Beacon Award application. She stated, “belonging to a team that’s setting the standards of PACU care is a tremendous achievement. We know we do things really well here but seeing us be set apart from the state and the nation is great.”

The award further extends the Beacon Award recognition across RUSH, observes Katrina Blade, DNP, RN, CPPS, NE-BC, CPAN, assistant unit director for pre-operative surgery and pre-operative evaluation units. “The Beacon designation showcases and highlights what we do in perioperative services. We are proud to contribute to the outstanding standards of RUSH and to make our own mark as a team.”

“Across RUSH, we are committed to the highest standards of care for our patients and excellence in nursing practice, which is why our nursing team made it a goal for all our intensive care units to earn Beacon designation. With the PACU’s Beacon Award, we have taken this tradition of excellence in nursing practice and patient care even

further, setting a standard for Illinois and the country,” says Angelique Richard, PhD, RN, senior vice president of hospital operations for RUSH University Medical Center and chief nursing officer.

Beacon Awards recognize unit caregivers who successfully improve patient outcomes and align practices with the AACN’s six Healthy Work Environment Standards. Units that achieve this three-year award meet national criteria consistent with Magnet recognition. “The Beacon Award for Excellence is a testament to a team’s commitment to providing safe, patient-centered, and evidence-based care to patients and families. Creating healthy and supportive work environments empowers nurses and other team members to make their optimal contribution,” says AACN President Beth Wathen, MSN, APRN, CCRN-K.



The members of the PACU’s Beacon Committee are pictured above. From left to right: Mallarie Domke, RN, CPAN; Michelle Smith, MSN, RN, CAPA; Katrina Blade, DNP, RN, CPPS, NE-BC, CPAN; Anna Bresnahan, RN; Camille Brownlee, MSN, RN, CNL; Robbin Neville, RN, CPAN, CAPA; Maira Roman, MSN, RN. (Not pictured: Denina McCullum-Smith MSN, RN, CMSRN; Carmen Avila, RN, CPAN; and Heather Darnell, RN.)

Patient Library Developed for Inpatient Behavioral Health Unit

Lauren Drysdale, BSN, BS, RN, PMH-BC

After the COVID-19 pandemic, many reusable resources were removed from the inpatient behavioral health unit. Inpatient psychiatry is a locked unit where few personal items are allowed. This presents a challenge for the patients, which was addressed with a new patient library.

Patients admitted to psychiatry do not have access to mobile devices or media and have limited access to the world outside the unit. These measures are in place to supplement the therapeutic milieu but also to create a low-distraction environment. While the carefully curated environment assists patients in recovering from a crisis, the lack of ability to utilize media that is potentially comforting to them can be a challenge. The issue can manifest as a patient lashing/acting out and potentially harming themselves or others. Patients would frequently request books and magazines, but due to restrictions on multiple-use items, what little resources the unit had were eliminated or severely depleted.

In response to patients' requests for more reading materials, a patient library was created in early 2023. As staff received requests from patients that they felt bored, needed something to occupy their time, and wanted reading materials, the creation of the library began. Feedback from the Press-Ganey survey also supported the need for more resources.

A book drive was held in May 2023 amongst the behavioral staff. All the donated books were carefully assessed and curated. The books went through a thorough vetting process to screen for therapeutic value. A master list was created that included the book's title, author, synopsis and potential trigger warnings for the reader. Books containing content that included elicit behaviors, graphic violence or abuse and various other subjects that may be distressing to patients were restricted.

Surveys on the new library were conducted with the patients who were overwhelmingly satisfied with the resources. The library exists today with more than 70 books of multiple genres including non-fiction, informational, fantasy, fiction, religious texts and more. The reading materials have allowed for positive coping for patients, and have helped with the acquisition of knowledge regarding patient diagnosis.

Improved Efficiencies in the RUSH Operating Room

Sam Davis Jr., MHA, RN, NEA-BC, CNOR

At RUSH University Medical Center, the operating room (OR) is a critical component where surgical procedures are conducted to diagnose, treat and manage various medical conditions. The OR is a dynamic environment that requires precision, teamwork and state-of-the-art equipment for successful patient outcomes. Surgical practices and technology have improved significantly over the years, resulting in increased efficiency and more procedures completed within a given timeframe.

In March 2023, 2,118 surgical procedures were performed in the medical center, marking a significant increase compared to the same time frame in the previous year. Several notable factors contributed to achieving this record milestone. Efficiency improvements include streamlining pre-operative processes, optimizing surgical block scheduling, improving patient scheduling, reducing surgery turnaround times, and enhancing communication among surgical teams.

In 2022, Rose Andron, OR unit director, identified an opportunity to increase the scheduling team's capabilities. She reviewed the gaps that prevented the team from fully optimizing the ORs' technological capabilities and found what clinical expertise needed to be added to the current team. As a result, the scheduling team was restructured to include registered nurses from the OR. This restructuring provided clinical insight into scheduling cases and allowed for key decision-making capabilities from a capable clinician.

The record number of surgical procedures performed in the operating room in March 2023 is a testament to health care professionals' dedication, skill, and collaborative efforts, as well as the integration of advanced technology and optimized processes. This achievement reflects a commitment to providing high-quality patient care while efficiently managing surgical resources.

As we continue to grow, the health care facility will continue to build upon these achievements, further enhancing efficiency, expanding the scope of services and staying at the forefront of surgical innovations to improve patient outcomes and maintain its reputation as a leader in surgical excellence. In addition, with a focus on continuous training, process optimization, technology integration, and capacity planning, RUSH will continue to provide outstanding surgical care to its patients and set new records for surgical procedures in the future.

Professional Nursing Practice Accomplishments

Fiscal year 2023 was an exciting year for the Professional Nursing Practice department. While promoting the department's mission and vision of high-quality care through professional development, being trailblazers in nursing leadership and scholarship and promoting excellence in clinical practice, three new projects were implemented and the RUSH CPR training center was redesigned.

New Beginnings: A Well-being Program for New Graduate Nurses

Adriana Rumoro, MEd, BSN, RN, NP-D-BC LSSGB; Kim Sangster, PhD, MDiv, LCSW; Judy B. Friedrichs, DNP, RN, FT, CPLC

The purpose of the New Beginnings program is to develop skills and enhance the well-being of new graduate nurses as they transition from academia to a professional clinical setting.

New Beginnings supports new graduate nurses with help starting their first job as a registered nurse; identifying, managing and preventing stress, stressors and burnout; increasing awareness on living authentically; and most importantly providing the tools, resources and empowerment for active engagement in personal well-being after the program. A well-being tool kit is provided during the program. The tool kit includes resiliency tips, reflective questions, breathing and resiliency exercises and more. The individualized tool kit is meaningful to the new graduate nurse and supports their well-being.

Charge Nurse Fellowship

Adriana Rumoro, MEd, BSN, RN, NP-D-BC, LSSGB; Kim Ramos, MSN-Ed, RN, MEDSURG-BC, NP-D-BC

Charge Nurse Fellowship was developed to equip nurses with the skills to support and lead health care teams that will impact operational performances, nursing engagement and retention and improved patient outcomes. The focus of the fellowship program is on well-being and advanced leadership training for charge nurses to meet the challenges of the evolving and complex healthcare care environment.

Feedback and ratings from the fellows evaluating the program have been positive and life changing. The program gave participants the confidence to pursue other leadership roles. To showcase the work an abstract was submitted and accepted as podium presentation at the 2023 SIGMA International

Nursing Research Congress in Abu Dhabi, United Arab Emirates. Additionally, a pamphlet was developed to share best practices for development of a nursing fellowship program.

Nurse Mentorship Program

Phoenix Silverlight, MSN, RN, CNL; Susan Nelson, BSN, RN, CPN Saraly SanPedro, MSN, RN, CRRN; Kim Ramos, MSN-Ed, RN, MEDSURG-BC, NP-D-BC

To support the job retention and satisfaction of RUSH University Medical Center's new graduate nurses, the Professional Nursing Practice secured a grant from the RUSH Woman's Board to develop, pilot and implement a nurse mentorship program. The program, launched on January 16, 2023, paired a group of 17 new graduate nurses with an individual mentor. Mentees were presented with a pool of four to eight mentors whose interests and personality traits aligned with theirs. To encourage a sense of agency, mentees review mentor profiles and select the mentor of their choice.

During the six-month program, mentees developed and worked toward a professional goal. They benefitted from personal and professional support around their ongoing experiences in the new graduate nurse role. Mentorship relationships were forged through initial discussions and ongoing monthly check-ins. Monthly topic prompts were provided to further support the mentees' ongoing growth and development. Upon the program's end, all 17 mentees were retained in the RUSH University System for Health.

RUSH CPR Training Center

Brent Alwood, MSN, RN

In early 2023 the RUSH CPR Training Center underwent a comprehensive redesign. This redesign aimed at enhancing efficiency and expanding class availability. The transformation involved hiring a dedicated pool of CPR instructors, centralization of class registration through the RUSH Learning Hub, the implementation of a standardized calendar for class offerings, implementation of a quality dashboard for continuous improvement and uniformization of class offerings across the system. Alongside these improvements, the CPR Training Center introduced new classes, including the family and friends' program. Concurrently, the center extended its outreach to the local community, reinforcing its steadfast commitment to educating and empowering the community with life-saving skills.

Programs of PNP

Program Type

Orientation	Orientation
Transition to Practice	Transition to Practice
Role Development	Role Development
Competency Management	Competency Management
Professionalism	Professionalism

Nursing & Assistive Personnel System Orientation	RUMC Skills Day	Philips Monitors	Basic Cardiac Arrhythmia Workshop	**PCT Apprentice
Nurse Apprentice	Leadership Transition to Practice	Nurse Residency Program	New Graduate IPE Mock Code	New Graduate IPE Behavioral Patient Situations
New Graduate New Beginning	New Graduate Mentorship	Preceptor Course	Charge Nurse	Charge Nurse Fellowship
PCT Forum	HAPI Prevalence Education	Improvement Lab	RN Comp Annual RLH Modules	AP Comp Annual RLH Modules
Heart Saver • New Provider • Renewal • Instructor	BLS • New Provider • Renewal • Instructor	ACLS • New Provider • Renewal • Instructor	PALS • New Provider • Renewal • Instructor	Certification Reviews
SOS	Mini-SOS	Exploring Ethics	Growing Forward	

PNP by the Numbers FY23

Training Center	
Certifications	8,080
BLS	6,550
ACLS	1,240
PALS	250
HeartSaver	30

SOS Sessions	
SOS/mini SOS	62
Participants	255
Different units	12

Inpatient Orientation	
Registered nurses	440
Assistive personnel	190

Wound Ostomy Continence Nurses	
Patient encounters	4,544
Hours of staff education	253
HAPI prevalence	0.67

Improvement Lab	
Participants	41

Diabetic Care and Education Specialist	
Patient encounters/month	330
Direct patient care min per month	6,750

PNP Workshops	
Participants in charge of nurse class	128
Participants in preceptor workshop	123



Exemplary Professional Practice

RUSH nurses provide exemplary professional practice, which ensures that patients receive the best care possible and that their needs are met. They keep finding better ways to do nearly everything. RUSH nurses can't see a problem without seeking a solution.

Maximizing Nursing Scope: Empowering Nurses to Practice at the Top of Their Licensure in Cardiology

Erica Kent, BSN, RN, ACSM-GEI

In July 2022, the RUSH Arrhythmia Center, within the department of cardiology, reorganized the structure of their registered nurses to provide an evidence-based, holistic approach to patient care through the implementation of team-based care.

The reorganization aimed to optimize nursing efficiency and quality of care by empowering nurses to work at the fullest extent of their licensure and specialize in the various cardiology subspecialties and improve patient outcomes. This involved restructuring workflows, refining protocols and fostering a culture of autonomy and professional development among nursing staff.

The RUSH Arrhythmia Center conducted the following methodology to inform the performance improvement work:

Assessment of Practices: Conducted an in-depth analysis of existing workflows, job descriptions and state regulations to identify barriers limiting nurses from practicing to their full potential.

Redesigning Workflows: Implemented revised evidence-based, nurse-driven protocols and delegation strategies to streamline tasks and allow nurses to take on responsibilities commensurate with their expertise.

Education and Training: Provided continuous education and training sessions to enhance skill sets, encourage critical thinking and promote confidence in decision-making.

Supportive Environment: Cultivated a supportive work environment that values collaboration, open communication and mutual respect between interdisciplinary teams.

Program Successes

As a result of this work, the following has occurred:

- **Enhanced Efficiency:** Optimized workflows led to increased efficiency in patient care delivery.
- **Improved Patient Outcomes:** Empowering nurses resulted in quicker response times, better care coordination and a reduction in medical errors.
- **Professional Satisfaction:** Nurses reported higher job satisfaction and a sense of fulfillment, leading to increased retention rates and recruitment success.
- **Cost Savings:** Improved efficiency and reduced errors contributed to potential cost savings for RUSH.

The project demonstrated the pivotal role of empowering nurses to work at the pinnacle of their licensure. By providing nurses with opportunities, support and resources to showcase their skills, the program proved to elevate the quality of patient care and foster a more engaged and motivated nursing workforce.

This project serves as a model for health care organizations seeking to optimize their resources and improve patient outcomes by maximizing the capabilities of their nursing staff.

RUSH Temporary Employee Program (TEP)

Aney Abraham, DNP, RN, NE-BC

The coronavirus pandemic (COVID-19) impacted health care at every level, creating a staffing crisis, particularly among nurses. In response, the RUSH Temporary Employee Program (TEP) was developed from a nursing workforce think tank event. Implementation of this program allowed RUSH to pivot from using external staffing agencies and provide opportunities for increased employee earnings while recruiting more than 200 external applicants.

TEP, created in the summer of 2022, is comprised of an internal pool of highly trained registered nurses hired on short-term contracts who float across RUSH University Medical Center and RUSH Oak Park Hospital. TEP's purpose is to stabilize staffing, curb premium labor expenses and increase staffing flexibility, while new, permanent employees are recruited and onboarded. By building this robust float pool, RUSH leaders aimed to decrease workload, thereby reducing the likelihood of burnout, and improving employee satisfaction, while simultaneously improving patient flow and transfer acceptance to allow for safe patient care.

TEP implementation in June 2022 produced an immediate decline in external agency dollars. By August 2022, 99% of external agency contracts were discontinued. One of the key features that enabled the rapid and efficient implementation of the TEP was the clinical staffing office through which TEP employees were interviewed, hired, scheduled, deployed and managed.

Through the implementation of the TEP, RUSH continues to provide a model for innovative leadership through times of crisis, creating a resource that allows us to actively compete with external forces, raise the standard for short-term employees and target resources to areas with the most vacancies.

Savings resulting from TEP usage relative to external agency rates over 10 months (July 2022 through April 2023) was \$2.6M. Fiscal year 2024 savings through October 2023 was \$363K. Additionally, 24 TEP nurses were successfully recruited into permanent positions.

TEP incorporated several of the six recommendations from the think tank event, including work schedule flexibility, generous compensation, a focus on improving nurse well-being and increased recruitment and retention of nurses.

Adult Intensive Care Unit Leads the Way to Fall Reduction

Beth Day, MSN, APRN, CCNS, CCRN

The adult intensive care unit (AICU) is a medical and surgical intensive care unit that treats many patient populations, each with their own nuanced need for fall prevention.

The AICU Fall and Safety Committee, spear-headed by Linda McClintock, RN, strives for a continued culture of fall risk awareness that is engrained in all staff including nurses, patient care technicians and unit clerks. The implemented interventions were developed after considering the patient populations and analyzing the data of cases.

The team began its fall prevention program by identifying that despite a house-wide trend of falls related to toileting, the AICU falls were related to slipping from chairs. The team came together and implemented the “Green In-Between” initiative, which was a key factor in bringing its “falls from a chair” to zero.

Although great progress was made, the unit continued to see some injury falls that needed attention. To combat the impulsivity phenomenon that was identified, the team implemented the “24-hour Safety Window.” The goal of this initiative was to use the first 24 hours of admission for both shifts to adequately assess the patient’s physical ability and consistent use of the call light and gage the patient’s impulsivity.

During this time, a bed exit alarm is applied, and three side rails are engaged (two long and one short). Additionally, all high-fall-risk patients, regardless of mental status, have a bed exit alarm engaged at night. The unit clerk sends out a reminder for this alarm at 10 p.m. This approach to fall prevention is reviewed with each new member of the team upon hire and as needed with established staff. The committee does routine checks to verify access to equipment and adherence to best practice and RUSH policy.

Over time, the AICU team has reduced overall fall events. In one year the AICU demonstrated an 86% reduction in falls — zero with injury. The team continued its progress through fiscal year 2023 and reached the milestone of more than 1,500 days without an injury fall. The team continues to seek opportunities for improvement on how to best keep patients safe. They attribute their successes to the work of the fall and safety committee and the culture they have created.

Joan and Paul Rubschlager Building Opening

The Joan and Paul Rubschlager Building opened its doors to patients in February of 2023. Since then, RUSH providers and patients have experienced what it is like to practice and receive care in the new outpatient care center — a destination for state-of-the-art care in cancer, neurosciences, digestive diseases and more.

Since the building's opening, patient satisfaction scores have soared across many departments, including the RUSH Cancer Center. This positive feedback has not been limited to patients — RUSH providers have found the transition to working in the Rubschlager Building to be beneficial as well.

Teri Dougherty, NP, was involved in the early planning for the Rubschlager Building, where providers were able to give input and vote on certain features. After working in the hematology-oncology department at RUSH for many years, she was initially hesitant about moving into the new space but found the transition to be smooth.

According to Dougherty, the workflow in the new space has been fluid and efficient. Patients are roomed quickly, and providers can spend more time collaborating and communicating in the new, shared workspaces. “Having our whole team in very close proximity has been another bonus,” she says. “It’s a nice arrangement for communication — it’s helpful to productivity, and it’s great to have someone there to answer questions or help to get something done.”

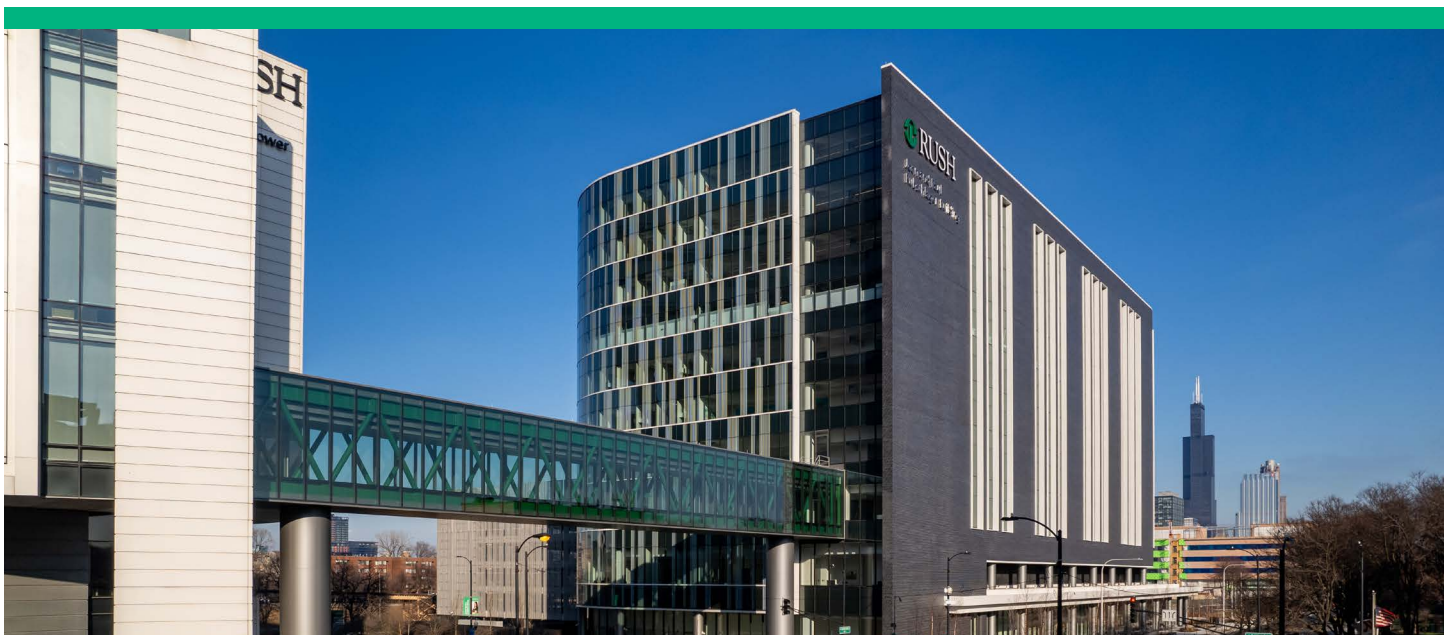
The co-location of services in the Rubschlager Building has been a noticeable benefit for providers. In these shared clinic spaces, providers sit among peers from multiple departments, leading to more open communication and teamwork.

Accessible bathrooms, an in-house pharmacy, wheelchair accommodating scales, wide hallways and ample seating options have also been noted by patients as perks of the new space. Patient rooms are comfortable and equipped with digital screens that providers can use to easily share test results, scans and more.

Provider on-time display boards, located outside of each clinic pod, have also been a hit — patients can easily view their wait time, which allows them to determine if they can grab a snack or cup of coffee while they wait between appointments.

Staff who work in the building have found plenty of benefits as well. Breakrooms and respite spaces in each pod provide staff with a place to prepare meals and take breaks. Teaching spaces and conference rooms are available for meetings and educational instruction.

The walk to the Rubschlager Building from other offices on campus has added a wellness benefit, by giving staff who work in the building a chance to get extra steps in each day, which is known to improve cardiovascular health.





New Knowledge, Innovations, and Improvements

New knowledge, innovations and improvements help RUSH nurses to be the best. Every day presents opportunities to excel and advance the art and science of nursing. RUSH nurses always rise to the challenge.

Developing and Implementing an Adult Insulin Dose Calculator

Emily Brey, MSN, RN, APRN, AGCNS-BC, CDCES; Karen Aicher, BSN, RN, MEDSURG-BC; Ann Jankiewicz, PharmD, BCPS, FASHP; Sarah Skeba, MSN, RN, CDCES, CNL; Lindsay Westphal, MPA, BSN, RN, CPHQ

In July 2022, the RUSH University Medical Center Glycemic taskforce initiated significant changes to inpatient diabetes management to improve patient safety and reduce hypoglycemia. One notable change was to implement an insulin calculator that would determine the dose of insulin based on pre-meal glucose levels and the percent consumed of the meal.

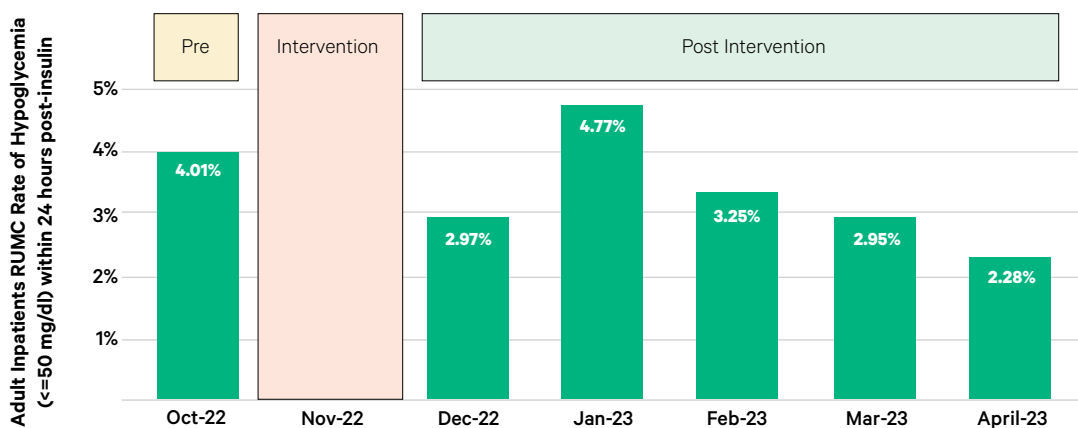
Insulin calculators as part of an electronic glucose management system show evidence of achieving safe glucose levels. The insulin calculator is a tool created in the electronic medical record (EMR) where clinical nurses input information regarding the percentage of the patient's meal eaten, their current blood glucose level and the administration time. After entering the data, the calculator provides the dose of insulin to be administered by the clinical nurse.

The EMR build of the insulin calculator included all disciplines. It affected the inpatient flowsheets, and the insulin report was modified to include the calculator information. Testing of the calculator occurred and all disciplines including clinical nurses Emily Brey, Sarah Skeba and Karen Aicher, as well as members from the physician and pharmacy teams used the tool in the EMR playground to simulate workflows and evaluate the safety and accuracy of the tool.

Nurses from 9 Kellogg (medicine unit) provide valuable feedback to the team regarding how best to implement the insulin calculator to enhance workflow. The insulin dose calculator was completed in August 2022 and rolled out in October of that year.

In October 2022, the rate of adult inpatients at the medical center who had a severe hypoglycemia event was 4.01%. The organization-wide change of adding the insulin calculator was a significant practice change. Since implementation, hypoglycemic events have decreased in patients that received insulin within the last 24 hours. The impact to patients is that it prevents extreme episodes of hypoglycemia and unstable blood sugar control.

Adult Inpatients RUMC Rate of Hypoglycemia (<=50 mg/dl) within 24 hours post-insulin



Redesigning RN Handoff on 13 East Tower Orthopedics

Kydie Schriver, BSN, RN, ONC; and Paul Manuyag, MBA, BSN RN, CEN

The nursing shift change handoff occurring in patient rooms had been a process on 13 East Tower (surgical - orthopedic unit), but problems affecting patient satisfaction were identified in July 2022. This handoff workflow process included a review of medications, intravenous site and fluid checks, re-positioning and introduction to the next nurse. Due to multiple factors, including staffing shortages, new nurse hires and changes of the unit patient population to manage COVID-19 care, 13 East identified that nurses did not always provide handoff at the bedside.

In July 2022, unit leadership began auditing the completion of RN handoff at the bedside on 13 East Tower. The Press Ganey patient satisfaction survey includes the question, "At the change of shift my off-going nurse and oncoming nurse always discussed my care at my bedside." The 13 East Tower score to this question in July 2022 was 23.91%. Because RN handoff is patient and safety-centered, a gap in the workflow process directly impacts overall patient satisfaction scores.

To improve the Press Ganey patient satisfaction score to the question, 13 East Tower created a team, to collaborate with patient satisfaction specialists in August 2022. Charge nurses and unit leaders continued to perform real-time shift change audits at 7 a.m. and 7 p.m. to assess the frequency of bedside handoff along with revising the workflow for bedside RN to RN handoff to increase the focus on safety. This included a scripted statement and specific roles for both the off-going and on-coming nurse.

The education on the change in workflow with enhanced activities for the bedside handoff, reinforcing all elements of the workflow and audits of correctly completed bedside shift handoff, directly impacted the gaps in the workflow and improved the compliance of nurses to always provide handoff at the bedside or confront peers who suggested doing handoff elsewhere for convenience. The handoff compliance by all nurses improved the patients' satisfaction that their care is always discussed at the bedside.