



Jersey City Medical Center | **RWJBarnabas HEALTH**

2022 Nursing Annual Report



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NURSING LEADERSHIP 2022

Margaret Ames, DNP, MPA, RN, NEA-BC
Chief Nursing Officer and
Vice President of Patient Care Services

Laura Alves, MSN, RNC-MNN
Nurse Manager 3 East Mother Baby

Babitha Babu, BSN, RN
Manager, Center for Comprehensive Care

Sherwin Balasia, BSN, RN, OCN
Manager, Infusion Center

Renette Berteau, MSN, RN, CCRN
Clinical Operations Manager

Therese Boruta, BSN, RN
Manager, Clinical Informatics

Karen Caldas, CPHRM, MSN, RN-BC
Director, Clinical Risk Management and
Patient Safety | Risk Management

Shaun Conover, BSN, RN
Director, Nursing at Greenville Care

Vicki DeChirico, MSN, RN, CIC
Director, Infection Control

Marissa Delacruz, MSN, RN, RNC-OB
Director Nursing, Labor and Delivery

**Leah Dungee-Maignan, MSN,
RNC-NIC, CBC**
Director of Nursing, Maternal Child
Services

**Arlene Eastman, MSN/MPH, RN,
CEN, NEA-BC**
Director of Nursing, Emergency
Department

Jan Arthur Elpa, BSN, RN
Nurse Manager Behavioral Health

Marissa Fisher, MHI, BSN, RN
Trauma Program Director

**Claudia Garzon-Rivera, DNP, RN,
CNL, CCRN-K, CPHQ**
Assistant Vice President of Nursing

Bernadette Johnson, MSN, RN, ONC
Director, 6 West and Renal Hemodialysis

Ternita Joy, MSN, RN, NE-BC
Manager, Clinical Operations

Theresa LaFlam, BSN, RN, NVRN-BC
Manager, Stroke Program

Mabel LaForgia, DNP, RN, CNL
Assistant Vice President, Nursing

Rani Lau, BSN, RN, NVRN-BC
Nurse Manager, 7 East

Sean Lo, MSN, RN
ECIS Site Manager

Kelly Loo, MSN, RN, CGRN
Director of Nursing, Surgical Services

Michele Lopez, MSN, RN, CEN, NE-BC
Director Educational Center for
Professional Development

Allison McCabe, MSN, RN
Director of Nursing, Critical Care

Heidi Milad, BSN, RN
Manager, 7 East

Jennyfer Morel, MPA, BSN, RN, CCCTN
Manager, ASC

Stanley Owusu, BSN, RN
Nursing Finance Director

**Kimberly Palestis, DNP, RN, CEN,
TCRN, NEA-BC, FACHE**
Assistant Vice President, Nursing

Vito Pascarella, BSN, RN, NHDP-BC
Lead Clinical Operations Manager

Sarju Patel, DNP, RN
Director of Nurse Engagement
& Magnet Standards

Joanne Reich, DNP, RN, NEA-BC, CPHQ
Vice President of Safety, Quality, and
Regulatory Affairs

Bianca Rosa, BSN, RN
Nurse Manager, 7 West

Bonnie Rosenzweig, BSN, RN, CRRN
Quality Management Specialist

Cynthia Saint-Ulysse, DHA, BSN, RN
Director of Case Management

Erin Salmond, DNP, RN
Director of Nursing, 5 East/6 East

Rodolfo Sangalang, DNP, RN, NEA-BC
Director PACU, Catheterization Lab &
Ambulatory Services

Pamela Santiago, MSN, RN
Director of Nursing, 5 West

Cristina Simeone, MSN, RN, NEA-BC
Clinical Resource Director

Valentyna Tabaka, BSN, MBA, RN, WCC
Manager, Wound Care

Eva Villar-Trinidad, MSN, AGACNP-BC
Lead APN, Medicine

**Janielle Viuya, DNP, APN, AGACNP-BC,
GERO-BC, GRN**
Director of Magnet Program and
Professional Practice

Anita M. Williams, MSN, RN-BC, OCN
Nurse Manager Infusion

Brian Weil, BSN, RN
Clinical Operations Manager

Michele Zaorski, MSN, ACNP-BC
Lead APN, CTICU/ICU

FROM OUR LEADERSHIP



A Message from Michael Prilustky, President and CEO

This annual report reaffirms what we all already know: You are exceptional and simply the best! How else can we attribute the extraordinary achievement of receiving our fourth consecutive Magnet Award for Nursing Excellence? And, you achieved it while rebounding from a global pandemic, and then moving into a period of growth of services, including the expansion of our Emergency Department. Clearly, this demonstrates the special skill sets, dedication, and resilience of Jersey City Medical Center's entire nursing team.

You consistently set the bar high, delivering excellent quality of care. This is evident from the improvements we have seen in our patient outcomes and patient safety metrics. More specifically, we saw HCAHPS improvement in nurse communication and hospital score rating. We also achieved a significant reduction in Catheter Associated Urinary Tract Infections (CAUTI). These outcomes reflect how critical our nursing staff is to our journey to becoming a High Reliability Organization (HRO).

I especially would like to acknowledge Margaret Ames, DNP, RN, our Chief Nursing Officer and Vice President of Patient Care Services, Janielle Viuya, DNP, RN, Director of Magnet Program and Professional Practice, and the work of every nurse and nurse practitioner that contributed to the Magnet Nurse Excellence Designation. I appreciate the teamwork and inter-professional partnership of our entire nursing staff. Your collaborative work is important in our effort to recruit and retain the most outstanding nurses.

On behalf of all our patients, families, community members, medical staff and other colleagues, I extend my gratitude to you, our outstanding nursing professionals. We are so proud of you and thank you for all that you do.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Prilustky". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Michael Prilustky

President and Chief Executive Officer
Jersey City Medical Center



Message from Margaret Ames DNP, MPA, RN, NEA-BC Chief Nursing Officer and Vice President of Patient Care services

Greetings Nursing Colleagues,

Congratulations to all Registered Nurses and Nurse Practitioners in Ambulatory and Inpatient Services on our fourth designation as a Magnet Facility! Designated in April 2022, Jersey City Medical Center outperformed national means in Nurse Satisfaction, Patient Satisfaction and Nurse Sensitive Quality Outcomes.

Given the post pandemic focus on rebuilding and stabilizing our acute care workforce, it is worth reflecting on the history of Magnet which developed following a research study performed by the American Academy of Nursing in 1983 that identified the characteristics of healthcare organizations that excelled in nursing recruitment and retention. While the American Nurse Credentialing Center started a pilot program in 1994, the first designation was not until 1997. Since then the ANCC regularly integrates new Magnet standards that are integral to an organizational strategy to drive recruitment and retention. While Jersey City Medical Center has significantly decreased our nursing vacancy rate each quarter, we continue to work in our shared governance structure to strengthen our professional practice environment. In our November 2022 Employee Engagement survey, we outperformed the national benchmarks in five of seven categories for nurse satisfaction.

Collectively, you have achieved this level of nursing excellence because of the commitment to precept new nurses and foster their sense of belonging, provide and improve evidence-based care, collaborate with the interdisciplinary team, continue to professional certification and ensure a positive patient experience.

I remain honored to serve our patients and community alongside you. You are truly an exceptional team of professionals!

With Appreciation,

A handwritten signature in black ink that reads "Margaret Ames". The script is fluid and cursive.

Margaret Ames, DNP, MPA, RN, NEA-BC

Chief Nursing Officer and
Vice President of Patient Care Services












TRANSFORMATIONAL LEADERSHIP

Nursing Strategic Plan 2022-2026

The 2022 - 2026 Nursing Strategic Plan is vital to moving the nursing division along the path of nursing excellence. The Nursing Strategic Plan is in alignment with the RWJBH System Strategic plan and JCMC's Mission, Vision, and Values. Using the Magnet manual as a roadmap, this strategic plan focuses on quality patient outcomes, nurse excellence and nurse satisfaction, and promoting diversity, equity, and inclusion initiatives for nurses and the community.

NURSING STRATEGIC PLAN 2022 - 2026

Nursing Strategic Responses		1. Quality	2. Population Health	3. Finance	4. Academics	5. Consumer	6. Social Impact	RWJBarnabas Health Values	
		Consistent, high-quality care:	Expanded access to care & health improvement:	Sustainable margin improvement:	Improving care delivery & outcomes:	Attract/retain patient throughout their care:	Addressing Social Determinates of Health		
									
		Nurse Sensitive Indicators	Promoting Nurse Excellence in Ambulatory Care Areas	Improving Nurse Retention	Nursing Professional Development	Improving Patient Satisfaction	Promoting nursing workforce diversity, equity, and inclusion initiatives		
									
		Leading Patient Satisfaction: Improving Patient Outcomes			Increasing Nurse Professional Board Certification Rates	Employee engagement: Enhancing Shared Governance			

JCMC Mission: Advancing innovative strategies in high quality patient care, education and research to address both the clinical and social determinants of health.







The guiding force of JCMC's Nursing Professional Practice Model

The professional practice model (PPM) displays the nursing framework for the delivery of exceptional care by nurses and the interdisciplinary care team. The PPM depicts how nurses' practice, collaborate, communicate and develop professionally to provide the highest quality care for the patients, families, and communities they serve (ANCC, 2021).

At Jersey City Medical Center, the theory and concepts noted in the model reflect the Organization's Mission, Vision, and Values while also embracing the diversity of the patient population in our urban location. Members of the Magnet Champion Council take the lead in

reviewing and updating the Model to ensure it remains current with our changing practice environment; emphasizing the important role nurses at JCMC have in providing safe and effective care across the continuum and in every setting.

Jersey City Medical Center's Nursing Strategic Plan continues to focus on care transitions and practice transition for sustained professional practice excellence and improved patient outcomes. JCMC's professional practice model (PPM) drives its nursing strategic plan and guides nursing practice.

American Nurses Credentialing Center. (2021). 2023 Magnet application manual. Silver Spring, MD.



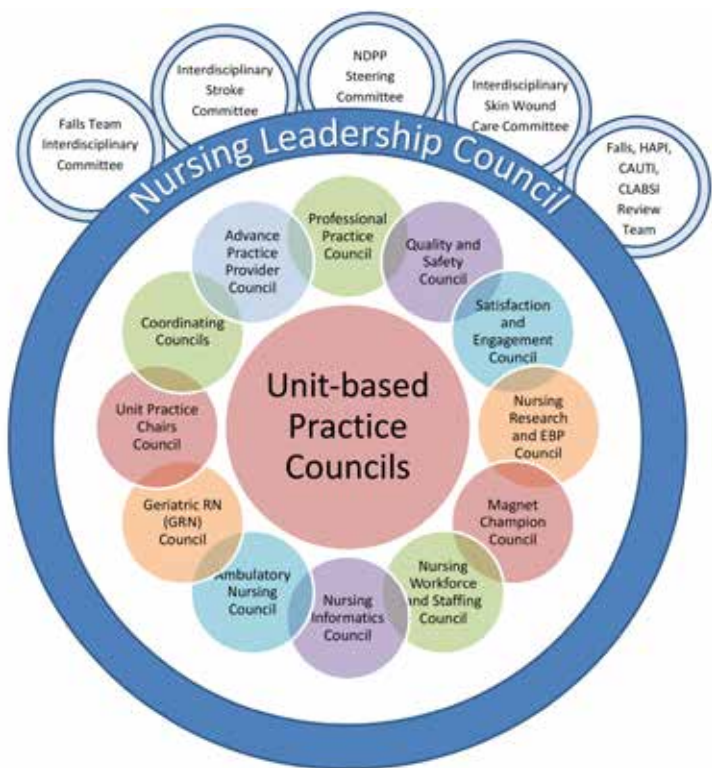
STRUCTURAL EMPOWERMENT

Jersey City Medical Center Credentialed with 4th Magnet® Re-Designation

The Commission on Magnet® Recognition has conferred 4th Magnet® designation on JCMC on April 2022. The Magnet® program office stated, “this credential is a testament to the countless contributions your nurses, in collaboration with other team members, have made in their commitment to provide quality patient care through innovations in professional nursing practice.”

Shared Governance at Jersey City Medical Center: Promoting a culture of Nursing Excellence at JCMC

Jersey City Medical Center utilizes a robust shared governance structure, which embodies the commitment to shared decision making for professional practice. This model empowers nurses throughout JCMC to make decisions about clinical practice standards, quality improvement, staff and professional development, and research.



Jersey City Medical Center Celebrates 4th Magnet® Re-Designation

JCMC celebrated the 4th Magnet re-designation attended by 300 JCMC employees including nurses, partners in care, Board members, and executive leaders. It was a wonderful night to celebrate Magnet Designation, the highest nursing credential a healthcare organization can achieve. Magnet Designation acknowledges achievement of nursing outcomes that outperform the national mean in all areas of nursing. The Magnet Designation celebration was coordinated jointly by the Magnet Champion Council, Satisfaction and Engagement Council, Shared Governance Council Chairs, nurses and partners in care volunteers, and the nursing leadership team.

Congratulations to all JCMC registered nurses and advance practice nurses, interdisciplinary partners in care, executive leadership team, and Board members for this organizational achievement!





SATISFACTION AND ENGAGEMENT COUNCIL

Council Name: Satisfaction & Engagement Council

Chair/ Co-Chair: Sonia Freire, RN, BSN, Same Day Surgery

- Advisor: Mabel LaForgia, DNP, RN, CNL, Assistant Vice President Nursing
- Sarju Patel, DNP, RN, Director of Nurse Engagement & Magnet Standards
- Janielle Viuya, DNP, APN, AGACNP-BC, GERO-BC, GRN

Council Purpose:

To promote resilience and nursing excellence through engagement and implementation of nurse driven goals with the drive to increase satisfaction for both patients and staff.

Goals:

- Host the Virtual/ In-Person Nurse Excellence Awards by November 2022
- Continue to update and promote the process for Nominating a deserving RN for the Daisy Award
- Recognize all Daisy Award nominees and winners on each designated unit with a certificate, nomination submitted blurb and award for winner
- Create/execute Nurses' Week agenda
- Coordinate partnership event with shared governance council promoting nursing in the community
- Advocate and encourage nurses to participate in NDPP Clinical Ladder
- Encourage new members to join and sustain attendance in the SEC meetings
- Promote and encourage nurses to participate in Nurse Satisfaction Survey
- Improve Engagement/Nurse Sensitive indicators to achieve target goals

Accomplishments:

- Hosted Nurse Excellence Awards in conjunction with 4th Magnet Celebration in November 2022
- Successfully promoting Daisy Award Nomination Process with an increase of nomination noted
- Monthly voting and unit recognition for both nominated and awarded nurses
- Facilitated successfully Nurses' Week events May 2022
- Participation with volunteering with Nursing Research and Evidence Based Practice Council in promoting nursing as a profession at Dickinson High School, Jersey City
- Increased enrollment in NDPP Clinical Ladder

Membership:

- Open to all RN's in all nursing units at JCMC
- All nursing units are represented
- Interdisciplinary members



Membership List:

Name	Unit
Sonia Freire, BSN, RN	SDS
Aurea Vallo, BSN, RN	6E
Regina O'Donnell, MSN, RN	Cath Lab
Erica Francisquini, BSN, RN	6E
Justina Oseagulu, BSN, RN	5W
Maria Jemimah Bravo, BSN, RN	OR
Alelei Konev, BSN, RN	Endo
Maria Rufin, MSN, RN	PACU
Evangel Anyakoha, BSN, RN	6W
Katelyn Carter, BSN, RN	CTICU
Sarju Patel, DNP, RN	Director of Nurse Engagement and Magnet Standards
Janielle Viuya, DNP, APN	Director of Magnet Program and Professional Practice
Emma Williams, BSN, RN	7 West
Teodora Tzoneva, BSN, RN	7 West
Eric Dworsky, BSN, RN	ICU
Jenna Lonigro, BSN, RN	ICU
Arvee Lopez, BSN, RN	Nurse Educator



CONGRATULATIONS NURSES 2022



Nurses Week 2022

JCMC Celebrated Nurses Week May 9-13, 2022. The theme from American Nurses Association was "You Make a Difference", centered around the impact nurses have on patients and their families, and the community. JCMC celebrated Nurses week activities throughout the week such as the annual "Blessing of the Hands", Nurses Week Graduation honoring newly certified nurses and nurses who completed degrees within the past year. Other activities were the annual Door-Decorating-Contest and ice-cream treat day.





Nursing Recognition

JCMC recognizes and honors nursing excellence through The Daisy Foundation. The Daisy Award honors nurses who provide above-and-beyond compassionate care to patients and families. The Satisfaction and Engagement Council leads coordinates monthly Daisy honoree and nominee nurse recognition. Daisy Award Honorees are recognized monthly on their unit among their peers by nurse leadership.

The 2022 Daisy Award Winners are

January	Kristian Adap, BSN, RN	Cardiac Cath Lab
February	Gina Sequio, BSN, RN	PACU
March	Maria Rufin, BSN, RN	PACU
April	Alelei Costales-Konev, BSN, RN	Endoscopy
May	Carmencita Larobis, BSN, RN	PACU
June	Teodora Tzoneva, BSN, RN	7 West
July	OR and PACU Team award	OR and PACU
August	May Kho, BSN, RN	PACU
September	Emma Williams, BSN, RN	7 West
October	Jolene Love-Chakraborty, BSN, RN	PACU
November	Ricardo Rivas, BSN, RN	ASC
December	Vanlundi Cirio (Garrote)	Endoscopy

NURSE EXCELLENCE AWARDS

Jersey City Medical Center is committed to recognizing the exceptional practice and commitment of its nursing staff in addressing the strategic priorities of the organization. Nursing staff are supported in their professional development and opportunities for recognition by peers is provided. Each year our nursing staff nominates their peers whose performance exemplify the characteristics of Transformational Leadership, Exemplary Professional Practice, Structural Empowerment, New Knowledge Innovations and Improvement, and Empirical Outcomes. Our patient care technicians also nominate peers who exemplify the highest standards of patient care for the Excellence and Care award. Additional colleagues are also honored with our Interprofessional Collaboration award. Our 2022 awards ceremony was held jointly with the 4th Magnet Re-designation Celebration on November 3, 2022, at a local event venue, Hudson House.



Empirical Outcomes

Stefanie Orrico, BSN, RN
Theresa Glinoga, BSN, RN
Stephanie Ricciardi, BSN, RN
Sonia Freire, BSN, RN
Darby DeBonis, BSN, RN
Rodolfo Sangalang, DNP, MSN, RN NEA-BC
Bernadette Johnson, MSN, RN, ONC, GRN
Trixia Aguinaldo, BSN, RN
Rowena Cardenas, BSN, RN

Exemplary Professional Practice

Mary Jane Geagoni, BSN, RN
Bijal Patel, BSN, RN
Shaden Mustafa, MSN, RN
Eric Dworsky, BSN, RN
Benjay Bautista, DNP, APN
Julia Melendez, RN
Sally Kufczynski, BSN, RN
Jennifer Rivera, BSN, RN
Elizabeth Trelles, BSN, RN
Sally Kufczynsk, BSN, RN
Mary Jane Geagoni, BSN, RN
Erin Salmond, DNP, RN
Walter Hernandez, BSN, RN
Rowena Cardenas, BSN, RN
Hoang Tran, BSN, RN

Interprofessional Collaboration

Aaiza Aamer, MD
Rachel Bogom
Christopher Lisi

Angela Cartier
Leo Batongbakal, PharmD
Christopher Juarez
Christopher Lisi
Nicole Delisio
Priscilla Hurtado, BSN, RN
Emma Williams, BSN, RN

New Knowledge, Innovations, & Improvements

Priscilla Hurtado, BSN, RN
Emma Williams, BSN, RN
Bijal Patel, BSN, RN
Elinore Lina, BSN, RN
Jeffrey Balmaceda, BSN, RN
Vito Pascarella, BSN, RN
Kate Guillermo, RN
May-Antonette Kho, BSN, RN

Structural Empowerment

Shaden Mustafa, MSN, RN
Bianca Rosa, BSN, RN
Appadural Lakshmanan, BSN, RN
Brianna Grassi, BSN, RN
Alelei Costales- Konev, BSN, RN
Aurea Vallo, BSN, RN

Partners in Excellence and Care

Melissa Zorrilla
Elaine Jamison
Delia Alvarez
Crystal Thomas

Rosario Syphrett
Jennifer Greene
John Davis
Hely Rodriguez
Nancy Floom
Ehteshman Tasneem
Olivia Robinson
Elaine Jamison
Melissa Zorrilla
Sameh Henaen
Sarah DeBarros
Delia Alvarez
Steven Osoros
Wanda Hilliard
Palmy Jovial
Alicia Diaz
Fe Nicasto
Felicia Ponciano

Transformational Leadership

Eva Villar-Trinidad, MSN, APN
Valentyna Tabaka, BSN, RN WCC
Bijal Patel, BSN, RN
Prescila Alegre, BSN, RN
Yeonette Gaskin, BSN, RN
Jemimah Bravo, BSN, RN
Shaden Mustafa, MSN, RN
Jan Arthur Elpa, BSN, RN
Janis Zadel, APN
Shaden Mustafa, MSN, RN
Pamela Santiago, MSN, RN
Allison McCabe, MSN, RN
Bianca Rosa, BSN, RN
Marife Hinampas (Bagolor), BSN, RN
Amber Lupo, BSN, RN
Aschel Curry, BSN, RN
Rowena Cardena, BSN, RN
Eric Dworsky, BSN, RN





2022 Nurse Excellence Award Recipients are:

Transformational Leader:
Jemimah Bravo, BSN, RN, OR

New Knowledge and Innovations and Improvement
Bijal Patel, BSN, RN, CTICU

Exemplary Professional Practice
Sally Kufczynski, BSN, RN, 5 West

Structural Empowerment
Alelei Costales- Konev, BSN, RN, ENDO

Empirical Outcomes
Rodolfo Sangalang, DNP, RN, NEA-BC,
Director of Nursing PACU, CCL, ENDO

Partners in Excellence and Care Award
Wanda Hilliard, CTICU

Interprofessional Collaboration Award
Aaiza Amer, MD, Geriatrics

Rita Smith "Get Back to School" Scholarship
Anne Bernardo, MSN, RN, 6 West

UNIT PRACTICE COUNCILS (UPC) CHAIRS

Council Name: UPC Chairpersons' Council

Chair/ Co-Chair: Brit Destefano, BSN, RN

Advisor: Sarju Patel, DNP, RN / Janielle Viuya, DNP, APN, AGACNP-BC, GERO-BC, GRN

Vision Statement:

The Unit Practice Council (UPC) Chairpersons' Council is a forum where the chairs of each department's UPC come together to provide input and feedback on shared decision-making topics. These topics relate to clinical practice standards, quality improvement, staff professional development, research and other issues identified during unit based UPC meetings. This council assists with the standardization of UPC structure and process and the integration of best practices amongst all UPCs.

Goals:

- To support unit UPC chairs with their UPC meetings by providing resources and guidance.
- Ensure unit UPC meetings are occurring on a monthly basis.
- Improve communication between nursing leadership and UPC chairs to ensure understanding of unit specific problems.
- Establish individualized unit specific goals for each units/ departments UPC that are current, relevant and aligned with the 2022 Nursing Strategic Plan.

Objectives:

- Engage and sustain consistent membership from all in-patient units.
- Assist UPC chairs with developing 2022 charters and unit goals.
- Improve collaboration between UPC chairs and Nursing Directors in agenda development for monthly UPC meetings.
- Standardize UPC agenda to include discussion of unit specific Nurse Sensitive Outcomes (i.e. falls, HAPI, HCAHP etc.) and areas for improvement.

Expected Outcomes:

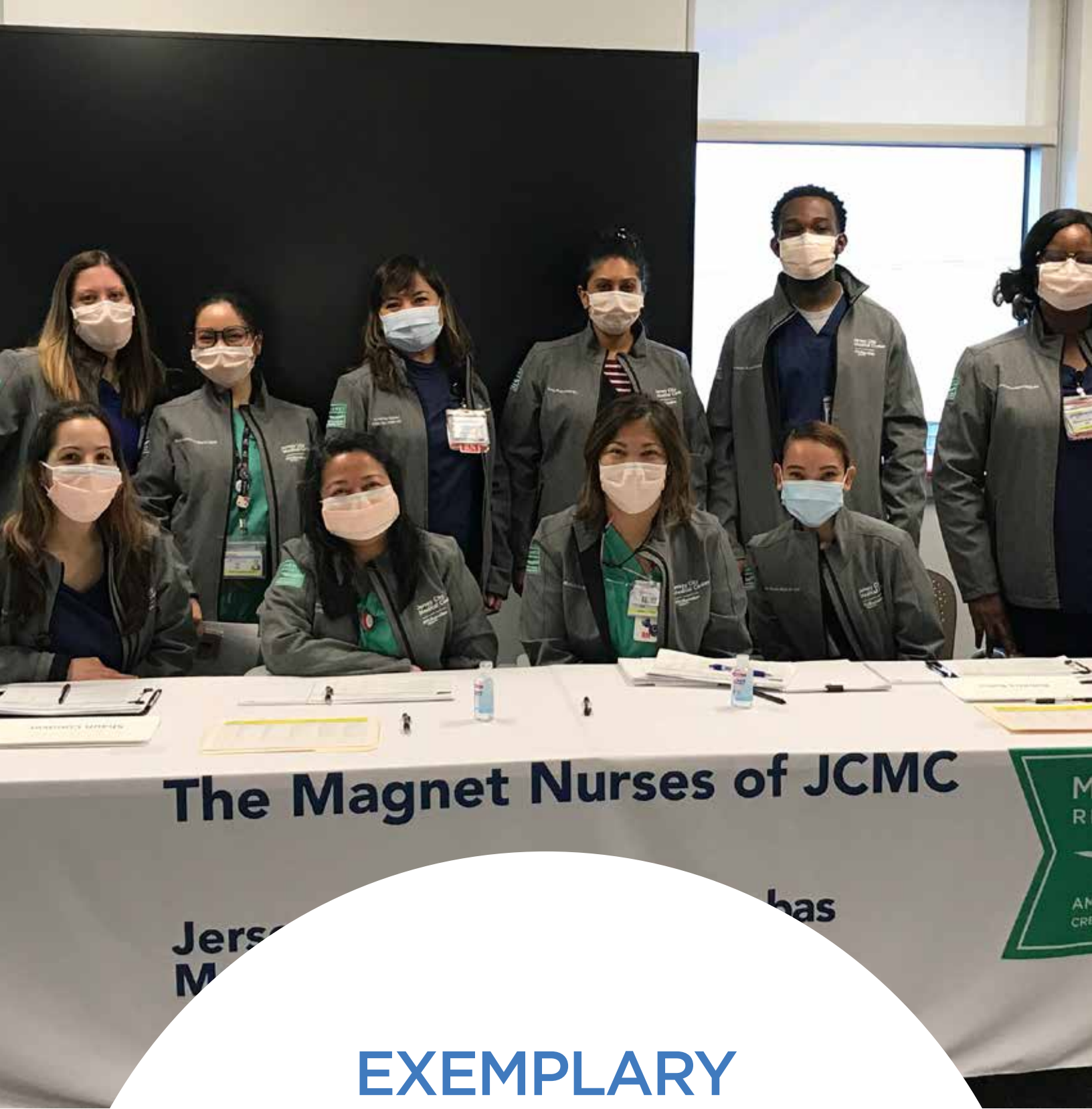
- Achieve at least 75% attendance and participation of UPC chairs from each unit/department.
- UPC chair and Nursing Directors to develop 2022 charter with shared goals and objectives for UPC Councils (target 100% completion)
- Maintain up to date unit specific goals



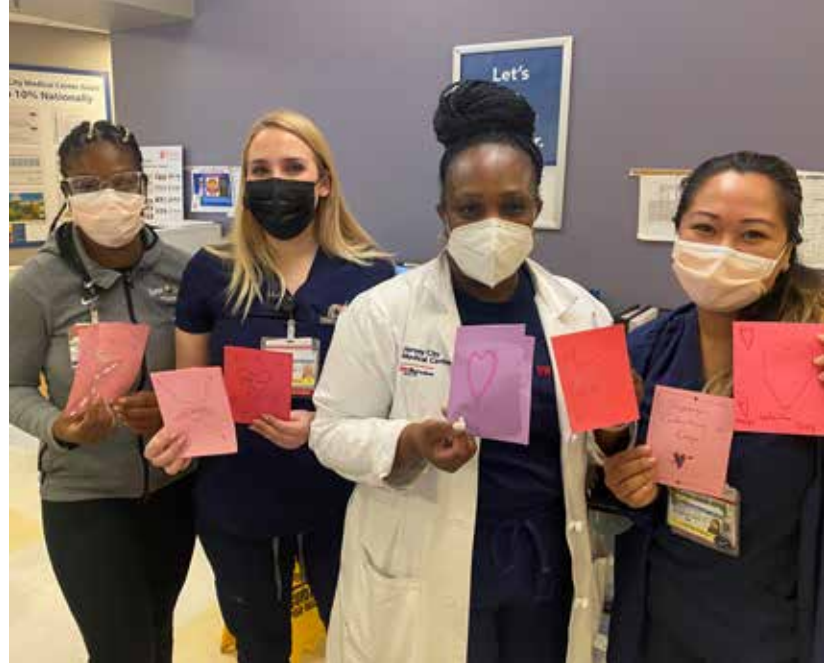
Membership List:

Name	Unit
Carlene Segro, BSN, RN Jessica Devine, BSN, RN	7E
Laura Ann Lindo, BSN, RN	6W
Elizabeth Trelles, BSN, RN	6E
Kathryn Pfeiffer, BSN, RN	5E
Justina Oseagulu, BSN, RN	5W
Kareema Boone, BSN, RN	L&D
Amanda Silver, BSN, RN Yamila Castro, BSN, RN	Mother Baby
Amanda Silver, BSN, RN Yamila Castro, BSN, RN	NICU
Stephanie Ricciardi, BSN, RN	ICU
Stephanie Ricciardi, BSN, RN	CCU
Julie Pacillo, BSN, RN	OR
Maria Rufin, MSN, RN	PACU
Alelei Costales-Konev, BSN, RN	Endo
Regina O'Donnell, MSN, RN Rino Alcantara, MSN, RN	Cath Lab
Darlene Kaczka, BSN, RN	ED
Helen Morgan, BSN, RN	SDS
Brit Destefano, BSN, RN	Float
Sarju Patel, DNP, RN	Advisor
Janielle Viuya, DNP, APN	Advisor





EXEMPLARY PROFESSIONAL PRACTICE



Diversity, Equity, & Inclusion

JCMC values diversity, equity, and inclusion in the workplace and in the community. Nurses at JCMC participate and lead Business Resource Groups (BRGs) including the Black Professional Network, Asian Society for Impact and Advocacy (ASIAN) BRG, and Service & Advocacy for Latinos United for Development (SALUD), and PROUD BRG. BRGs are networking events for all professions and employees at JCMC to get to know colleagues, make an impact in the community, and learning about professional development opportunities. Leah Dungee, MSN, RNC-NIC, Director for Maternal Child Services, and Bernadette Johnson, MSN, ONC, Director of Nursing 6W and Renal Hemodialysis co-chair the Black Professional Network BRG. Tri Nguyen, BSN, RN, Director of CCC, co-chairs the Asian BRG. The Nursing Department partners with Adrienne Austin, Esq., Director of Diversity and Inclusion at JCMC for various community events and Diversity, Equity, and Inclusion panel talks. Bianca Rosa, BSN, RN, Nurse Manager of 7 West, was a panelist for the September Equity Talk: Leadership Lessons from Latinx Public Health Executives.



PROFESSIONAL PRACTICE COUNCIL

Council Name: Professional Practice Council

Chair/Co-Chair: Regina O'Donnell, MSN, RN, CCRN

Council Purpose:

- The Professional Practice Council facilitates improvements to nursing practice in alignment with strategic priorities and goals within the organization.
- Serve as a forum to exchange best practices that have the potential to impact clinical areas across disciplines.

Goals:

- Review, revise, and approve policies and procedures and standards of care related to nursing practice.
- Collaborate with interdisciplinary teams to improve the delivery of quality patient care.
- Participate in the review of and communication regarding new clinical products and equipment impacting nursing practice.

Objectives:

- Serve as a forum to exchange best practices that will facilitate improvements to nursing practice.
- Review, revise and approve policies and procedures and standards of care related to nursing practice.
- Collaborate with interdisciplinary team to improve the delivery of quality patient care.
- Participate in the review of and communication of new clinical products and equipment impacting nursing practice.
- Establish consistent membership and engagement from all nursing units.
- Implement best nursing practices to improve safety, services, and quality outcomes for patients, families, and populations served.
- Active participation and contribution in the System wide NPPC to support the strategic goals in nursing practice.

Expected Outcomes:

- Review and/or revise at least 2 nursing policies related to medication management, care transitions, family focused care, and population health.
- Review 3 clinical products / equipment impacting nursing practice.
- Share any updates and recommendations about clinical practice standards from the system wide NPPC.

Membership:

- Open to all RN's in all nursing units at JCMC
- All nursing units are represented
- Interdisciplinary members and staff engagement

Membership List:

Name	Unit
Maria Bravo, BSN, RN	Operating Room
Mary Jane Geagoni, BSN, RN	Medical Surgical Unit I
Alelei Konev, BSN, RN	Endoscopy
Sean Lo BSN, RN	Informatics
Shaden Mustafa, MSN, RN	Critical Care
Justina Oseagulu, BSN, RN	Behavioral Health
Marlene Paredes, BSN, RN	OP Behavioral Health
Maria Rufin, MSN, RN	PACU
Cristina Simeone, MSN, RN	Director Clinical Resources
Amanda Tobias, BSN, RN	Behavioral Health
Elizabeth Trelles, BSN, RN	Telemetry 6E
Heidi Wiertzema, MSN, RN	Education Department
Theresa Laflam, MSN, RN	Manager Stroke Department

2022 Goals	2022 Accomplishments
Serve as a forum to exchange best practices that have the potential to impact clinical areas across disciplines.	Reviewed, revised, and approved several policies related to nursing practice <ul style="list-style-type: none"> - NPO Policy Guidelines - Restraints Alternatives for Older Adults - Patient Safety Watch for Non-behavioral Locations - SBAR Handoff Tool Nurse to Patient Sitters - Urinary Catheter Indications, Insertion, Management, and Removal - Transporting Critical Care Patients to Procedural Areas
To provide high level oversight for achieving excellent outcomes in patient quality and safety, patient satisfaction, staff engagement and fiscal accountability.	Sustained consistent membership and engagement from staff nurses on different units, nursing education, clinical nurse resource director, pharmacist and lab
Collaborate with nursing and interdisciplinary team to improve the delivery of quality patient care.	Dissemination of information regarding best practices from the System Wide Professional Practice Council.
Support the Magnet 2026 Re-designation process by supporting the new 2023 standards.	Nursing practice discussions on best practices on CAUTI and CLABSI prevention
Review, revise and approve policies and procedures and standards of care related to nursing practice.	Approved the utilization of Extended IV tubing and IV pump placed outside the patient's room and the use of IV line holder
Collaborate with interdisciplinary team to improve the delivery of quality patient care.	Assisted in 2022 Magnet Re-designation Magnet Re-designation Celebration Nurse Excellence Award Ceremony
Participate in the review of and communication regarding new clinical products and equipment impacting nursing practice.	Member participation at the Community Outreach Program toward health promotion and disease prevention.

QUALITY & SAFETY COUNCIL

Council Name: Quality & Safety Council

Chair/ Co-Chair: Shaden Mustafa, MSN, RN, CCRN, NVRN, CNL /
Claudia Garzon-Rivera, DNP, RN, CNL, CCRN-K, CPHQ

Council Purpose:

To evaluate nursing quality performance metrics and nurse sensitive indicators to maintain standards of clinical nursing practice and safety consistent with evidence-based practice and requirements of regulatory agencies.

Goals:

- Contribute to the nursing strategic plan goal to reduce the number of CAUTIs, CLABSIs, Falls, Falls with Injury, and HAPIs
- Contribute to the organizational strategic plan goal to improve the delivery of care related to nursing quality and safety

Objectives:

- Members will conduct CAUTI and CLABSI monthly unit audits and disseminate trends and reinforce standards of care to UPC
- Members will serve as CAUTI, CLABSI, Falls, Falls with Injury, and HAPI prevention champions
- Members will review outcomes related to Nurse Sensitive Indicators monthly and disseminate results to UPC
- Members will develop, review, and/or revise policies directly related to quality & safety in collaboration with the Policy Committee quarterly

Expected Outcomes:

- Improve 5 target priority areas from audits i.e. CAUTI, CLABSI
- Maintain Nurse Sensitive Indicators below the established benchmark for at least 3 of the 4 quarters
- Review and/or revise at least 4 nursing policies related to medication safety, clinical equipment, and/or patient safety.

Membership List:

Name	Unit
Shaden Mustafa, MSN, RN	Critical Care
Claudia Garzon-Rivera, DNP, RN	AVP of Nursing
Mabel LaForgia, DNP, RN	AVP of Nursing & Director of Magnet Program and Professional Practice
Janielle Viuya, DNP, APN	Geriatric NP
Chi-Yuan Chang, BSN, RN	L&D
Brit Destafano, BSN, RN	Float
Theresa LaFlam, MSN, RN	Stroke Manager
Vicki DeChirico, MSN, RN	Infection Prevention
Willie Cruz	Infection Prevention
Aurea Vallo, BSN, RN	6E
Amanda Tobias, BSN, RN	5W
Alelei Konev, BSN, RN	Endo
Catherine Manza, MSN, RN	Nursing Educator
Heidi Wiertzema, MSN, RN	Nursing Educator
Patrycja Wojewoda, BSN, RN	NICU
Regina O'Donnell, MSN, RN	Cath Lab
Sandy Moreau	Pharmacy
Sean Lo, BSN, RN	Informatics
Cristina Simeone, MSN, RN	Clinical Resource Director
Priscilla Hurtado, BSN, RN	Wound Care Coordinator
Valentyna Tabaka, BSN, MBA, RN, WCC	Wound Care Manager
Kathleen Ansay, MSN, RN	Nursing Educator
Elizabeth Trelles, BSN, RN	6E
Justina Oseagulu, BSN, RN	5W
Anabela Cunha-Almeida, BSN, RN	Oncology
Maria Rufin, MSN, RN	PACU
Jemimah Bravo, BSN, RN	OR

2022 Goals	2022 Accomplishments
<p>Improve target priority areas from CAUTI Prevention audits</p> <p>Overall Percent Compliance for Urinary Catheter Protocol-Sustaining 98%</p> <p>Target Priority Audit Areas</p> <ul style="list-style-type: none"> Incontinence care documentation 95% (new) Urine flow unobstructed (i.e. tubing kinking, no dependent loops, bag not overfilled)-Sustaining 97% 	<p>Top CAUTI prevention areas:</p> <ol style="list-style-type: none"> Is there an order and indication Nursing documentation for clinical indication Is indwelling urinary catheter in place as per nurse driven protocol Is the indwelling urinary catheter secured with stat-lock device Is closed drainage system intact Is urine flow unobstructed Is urine collection bag below level of bladder Foley Care provided at least once per shift (new-added September) Incontinence Care provided (new-added September)

2022 Goals	2022 Accomplishments
<p>Improve target priority areas from CLABSI Prevention audits</p> <p>Overall Percent Compliance for CLABSI Prevention Protocol-Improving to</p> <p>Target Priority Audit Areas</p> <ul style="list-style-type: none"> • Nursing Documentation of Central Line Need-Trending up to • Chlorhexidine Sponge Dressing (Biopatch) & Transparent Dressing Intact-Trending up to 	<p>Top CLABSI prevention areas:</p> <ol style="list-style-type: none"> 1. Type of Central Line & Insertion Location 2. Date of Insertion 3. Nursing documentation for indication of Central Line 4. Nursing documentation for site condition 5. Nursing documentation for drainage 6. Nursing documentation for patency 7. Daily CHG Bath (newly added in October) 8. Central Line ports with Swab Caps 9. Biopatch & Transparent Dressing Dry & Intact 10. Dressing date/time within 7 days 11. Extension devices (end caps) without visible blood 12. All IV bags dated every 24 hrs 13. Separate port for TPN (including Lipids) 14. All continuous tubing changed every 96-hours 15. All intermittent tubing changed every 24 hours
<p>Maintain Nurse Sensitive Indicators below the established national benchmark (NB) for at least 3 of the 4 quarters</p>	
<p>Falls-Inpatient Units</p>	<p>Inpatient Falls</p> <p>2022 Goal 1.62 (2021 falls rate of 1.86)</p> <p>Total Fall #/Inpatient days: 2022 rate 1.92</p>
<p>Falls with Injury - Inpatient Units</p>	<p>Inpatient Falls with Injury</p> <p>2022 Goal 0.20 (2021 falls with injury rate of 0.23)</p> <p>Total Fall with Injury #/Inpatient days: 2022 rate 0.25</p>
<p>Outperformance Inpatient Units</p>	<p>NDNQI (consecutive quarters- 4Q20 to 3Q22)</p> <p>Outperforming Inpatient Falls with Injury:</p> <p>Critical care combined: outperforming 8 out of 8 quarters</p> <p>Med-surg combined: outperforming 8 out of 8 quarters</p> <p>NICU: outperforming 8 out of 8 quarters</p> <p>Inpatient psychiatric: outperforming 7 out of 8 quarters</p>
<p>Falls-Ambulatory Units</p>	<p>Ambulatory Falls</p> <p>2022 Goal 0.48 (2021 falls rate of 0.56)</p> <p>Total Fall #/Patient visits: 2022 rate 0.39</p>
<p>Falls-Ambulatory Falls with Injury</p>	<p>Ambulatory Falls with Injury</p> <p>2022 Goal 0.05 (2021 falls with injury rate of 0.05)</p> <p>Total Fall with Injury #/Patient visits: 2022 rate 0.06</p>
<p>Outperformance Ambulatory</p>	<p>NDNQI (consecutive quarters- 4Q20 to 3Q22)</p> <p>Outperforming Inpatient Falls with Injury:</p> <p>Psych ED: outperforming 6 out of 8 quarters</p> <p>Observation: outperforming 7 out of 8 quarters</p> <p>Interventional cardiology: outperforming 8 out of 8 quarters</p> <p>Endoscopy: outperforming 8 out of 8 quarters</p> <p>Primary and specialty care: outperforming 8 out of 8 quarter</p>

2022 Goals

Maintain Nurse Sensitive Indicators below the established national benchmark (NB) for at least 3 of the 4 quarters

Reduce HAPIs

2022 Accomplishments

NDNQI (consecutive quarters- 4Q20 to 3Q22) Outperforming:

CCU: outperforming 5 out of 8 quarters

ICU: outperforming 7 out of 8 quarters

7E: outperforming 7 out of 8 quarters

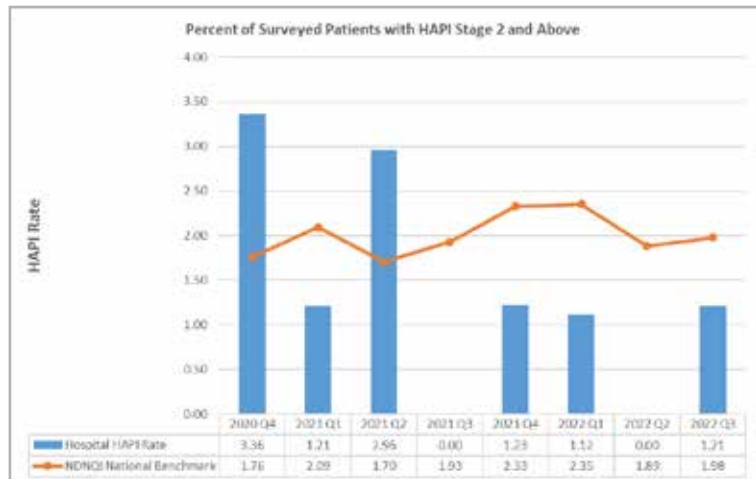
7W: outperforming 6 out of 8 quarters

6E: outperforming 6 out of 8 quarters

6W: outperforming 6 out of 8 quarters

Overall HAPI Rate

Percent of Surveyed Patients with HAPI Stage 2 or Above



Maintain Nurse Sensitive Indicators below the established national benchmark (NB) for at least 3 of the 4 quarters

2022 Stroke Report:
January to October data

Door-To-Needle YTD Goal: 45 minutes or less

Stroke Education Goal:
Target Maximum

JCMC 96%
GWTG NB 93%

Dysphagia Screening Target:
Maximum

JCMC 95%
GWTG NB 82%

Maintain Nurse Sensitive Indicators below the established national benchmark (NB) for at least 3 of the 4 quarters

CAUTI

2022 Jan-Nov 0.79 rate

2022 Target 0.48

NDNQI (consecutive quarters- 4Q20 to 3Q22) Outperforming:

CCU: outperforming 6 out of 8

ICU: outperforming 6 out of 8

7E: outperforming 8 out of 8

7W: outperforming 7 out of 8

6E: outperforming 6 out of 8

6W: outperforming 6 out of 8

2022 Goals	2022 Accomplishments
<p>Maintain Nurse Sensitive Indicators below the established national benchmark (NB) for at least 3 of the 4 quarters</p> <p>CLABSI</p> <p>2022 Jan-Nov 1.07 rate</p> <p>2022 Target 0.62</p>	<p>NDNQI (consecutive quarters- 4Q20 to 3Q22) Outperforming:</p> <p>CCU: outperforming 6 out of 8</p> <p>ICU: outperforming 3 out of 8</p> <p>7E: outperforming 7 out of 8</p> <p>7W: outperforming 6 out of 8</p> <p>6E: outperforming 4 out of 8</p> <p>6W: outperforming 6 out of 8</p>
<p>Review and/or revise at least 4 nursing policies related to medication safety, clinical equipment, and/or patient safety.</p>	<p>Policies Updated or Created:</p> <ol style="list-style-type: none"> 1. PICC Line Policy 2. Sanitizing Steam Bag Policy 3. VAC VeraFlo Policy 4. IR Policy 5. Falls Prevention and Management Policy
<p>Process Updates/Approval</p>	<ol style="list-style-type: none"> 1. Restraint Audit Data 2. Restraint Audit Updates 3. Reinforcement of Restraint Requirements 4. Fall prevention audits and plans 5. CAUTI/CLABSI prevention audits and plans 6. Safety Alert - Baxter Pump Occlusion Alarm 7. Safety Alert - V60 Field Safety 8. SBAR - Hot Packs Replacement 9. SBAR - M-wipe Change 10. SBAR - Blood Culture Vacutainer Backorder 11. SBAR - Prevantics Backorder 12. SBAR - Baxter Addition 13. SBAR - Avanos Ballard Closed Suction System 14. SBAR - Intermittent Urethral catheter Tray 15. SBAR - Coloplast Conveen Male External Catheter Backorder 16. SBAR - Glucagon Kit Job Aid 17. SBAR - Enfit Connect Device 18. SBAR - Epinephrine Abboject Syringe Shortage 19. SBAR - High Sensitivity Troponin 20. SBAR - Baxter Secondary Tubing 21. SBAR - NICU HAPI 22. SBAR - Monkey Pox Screening Form Alert 23. SBAR - Avanos Liberator Surplus Stockpile 24. 2022 Stroke Core Measure Patient Checklist 25. Identifying Barriers to CAUTI Prevention in ICU 26. Biopatch Prevalence Study June 8th 27. Review of Nurse Engagement Questions 28. Fall Prevention Zones Job Aid 29. Post Fall Huddle Form Job Aid

MAGNET CHAMPION COUNCIL

Council Name: Magnet Champion Council

Executive Advisor: Mabel LaForgia, DNP, AVP of Nursing (until Aug. 2022);

Janielle Viuya, DNP, APN (begin Sept. 2022)

Chair: Nicolle Reyes, MSN, RN, APN, AGPNP

Council Purpose:

To facilitate staff involvement in Magnet activities, and promote sustained engagement related to nursing practice and excellence in both inpatient and ambulatory units

Objectives:

- Support the Magnet 2022 Re-designation process by supporting the 2019 Magnet Manual standards
- Mentor and partner with the ambulatory councils to support and create awareness about the shared governance council and its activities
- Support ongoing environment and expectation of nursing excellence and ongoing professional development and growth. Implement two strategies that will increase nurses' knowledge and engagement in shared governance
- Partnership event with professional organizations promoting nursing in the community
- Facilitate and support upcoming Magnet Re-designation site visit

Expected Outcomes:

- Increase engagement from nurses in ambulatory setting in nursing councils and other shared governance activities
- Maintain up to date unit specific goals
- Achieve 55% nursing professional certification by 2022
- Sustain greater than 80% BSN degrees



Membership List:

Name	Unit
Nicolle Reyes, MSN, APN, RN	6 West
Regina O'Donnell, MSN, RN	Cath Lab
Amanda Tobias, BSN, RN	5 West
Justina Oseagulu, BSN, RN	5 West
Jemimah Bravo, BSN, RN	OR
Liliana Segovia, BSN, RN	Critical Care
Julie Pacillo, BSN, RN	7 East
Sarah Michelle Mercado, BSN, RN	6 West
Stefanie Orrico, BSN, RN	7 East

2022 Goals	2022 Accomplishments
Support the Magnet 2021 Re-designation process by supporting the new 2019 standards	Ongoing support of Magnet Champions in doing showcases which highlights the goals and accomplishments of each floor which aligns with the new 2019 magnet standards; Support and facilitation during the Magnet Site Visit
Mentor and partner with the ambulatory councils to support and create awareness about the shared governance council and its activities	Developed a shared governance pamphlet which can aid in spreading awareness of shared governance councils as early as during RNO
Support ongoing environment and expectation of nursing excellence and ongoing professional development and growth. Implement two strategies that will increase nurse's knowledge and engagement in shared governance	Sustained greater than 80% of nurses having their BSN degree and promoted nursing certifications
Partnership event with professional organizations promoting nursing in the community	Active participation with volunteering with the with Sigma Theta Tau in promoting nursing in middle schools and actively tapping different organization for community work (PNANJ – Hudson Sup chapter)

Magnet Conference

Representatives of the Shared Governance Councils attended the 2022 Magnet Conference in Philadelphia accompanied by the Margaret Ames, DNP, MPA, RN, NEA-BC, CNO, Claudia Garzon-Rivera, DNP, RN, CNL, CCRN-K, CPHQ, AVP of Nursing, and Janielle Viuya, DNP, APN, AGACNP-BC, GERO-BC, GRN, Director of Magnet Program and Professional Practice. The Vision of the Magnet Conference is to advance outstanding care, drive nursing excellence, examine research and evidence based-practices, and implement a culture of innovation, quality, and safety, and honor and recognize nurses at all levels. JCMC was celebrated at the Magnet Conference for achieving the 4th Magnet Re-designation.

Attendee	Unit
Margaret Ames, DNP, RN	CNO
Claudia Garzon-Rivera, DNP, RN	AVP of Nursing
Janielle Viuya, DNP, APN	Director of Magnet and Professional Practice
Jemimah Bravo, BSN, RN	OR
Regina O'Donnell, MSN, RN	PACU
Liliana Segovia, BSN, RN	ICU
Amanda Tobias, BSN, RN	5W
Justina Oseagulu, BSN, RN	5W





Ambulatory Nursing Council

The Ambulatory Nursing Council meets bi-monthly led by Margaret Ames, DNP, MPA, RN, NEA-BC, CNO, Claudia Garzon-Rivera, DNP, RN, CNL, CCRN-K, CPHQ, AVP of Nursing, Kimberly Palestis, DNP, RN, CEN, TCRN, NEA-BC, FACHE, AVP of Nursing, and Janielle Viuya, DNP, APN, AGACNP-BC, GERO-BC, GRN, Director of Magnet Program and Professional Practice. The goal of the Ambulatory Nursing Council is to drive nurse excellence and guide nursing professional practice in ambulatory areas across JCMC.

Member	Unit
Margaret Ames, DNP, RN	CNO
Claudia Garzon-Rivera, DNP, RN	AVP of Nursing
Kimberly Palestis, DNP, RN	AVP Nursing
Janielle Viuya, DNP, APN	Director of Magnet and Professional Practice
Anabela Cunha Almeida, BSN, RN	PCC Radiation Oncology
Babitha Babu, BSN, RN	Nurse Manager CCC
Lisa Bove-Marchese, BSN, RN	Nurse Manager ATU
Shaun Conover, BSN, RN	Director of Nursing Hospital Based Clinics
Anita Williams, MSN, RN	Infusion Center
Arlene Eastman, MSN, RN	Director of Nursing Emergency Services
Rodolfo Sangalang, DNP, RN	Director of Nursing PACU, CCL, ENDO, IR
Kelly Loo, MSN, RN	Director of Nursing OR, SDS, PAT
Jennyfer Morel, BSN, RN	Nurse Manager, ASC
Sharon Onvimala, BSN, RN	PCC ASC





What are NPs	Jersey City Medical Center would like to Recognize all of our Advance Practice Nurses. Thank you for providing high quality care to our patients!	New Advance Practice Provider Council at JCMC
<p>What are Nurse Practitioners (NPs)? Nurse Practitioners (NPs) are advanced practice nurses (APNs) that have been providing primary, acute and specialty healthcare to patients of all ages for nearly half a century. NPs are clinicians that blend clinical expertise in diagnosing and treating health conditions with an added emphasis on disease prevention and health management, bringing a comprehensive perspective to health care. NPs assess patients, order and interpret diagnostic tests, make diagnoses, and initiate and manage treatment plans – including prescribing medications. (American Association of Nurse Practitioners, 2016).</p> <p>What sets NPs apart from other health care providers is their unique emphasis on the health and well-being of the whole person. With a focus on health promotion, disease prevention, and health education and counseling, NPs guide patients in making smarter health and lifestyle choices, which in turn can lower patients' out-of-pocket costs.</p> <p>Education and Training All NPs must complete a master's or doctoral degree program, and have advanced clinical training beyond their initial professional registered nurse (RN) preparation. Didactic and clinical courses prepare nurses with specialized knowledge and clinical competency to practice in primary care, acute care and long-term health care settings. NPs undergo rigorous national certification, periodic peer review, clinical outcome evaluations, and adhere to a code for ethical practices. (American Association of Nurse Practitioners, 2016).</p> <p>NURSE PRACTITIONERS</p>  <p>Services Autonomously and in collaboration with health care professionals and other individuals, NPs provide a full range of primary, acute and specialty health care services, including:</p> <ul style="list-style-type: none"> • Ordering, performing and interpreting diagnostic tests such as lab work and x-rays. • Diagnosing and treating acute and chronic conditions such as diabetes, high blood pressure, infections, and injuries. • Prescribing medications and other treatments. • Managing patients' overall care. • Counseling. • Educating patients on disease prevention and positive health and lifestyle choices. 	<p>Anesthesia Department Margaret Blum APN, CRNA Tami Cantorino APN, CRNA Susanette Costa APN, CRNA Pili Douar APN, CRNA Benedicta Espinoza APN, CRNA Ronald Garabed APN, CRNA Sathwender Ghosh APN, CRNA Song Qi Heber APN, CRNA David Hammer APN, CRNA Alfreda Lucas APN, CRNA Michael Mongello APN, CRNA Fred Prudengues APN, CRNA Kanti Gungor APN, CRNA Julian Santamaria APN, CRNA Christopher Tsala APN, CRNA Kim Varguez APN, CRNA</p> <p>Cardiology/Cathlab Justica Nunez APN Maria Bernardo APN Francis Olivieri APN Wendy Gong APN Tara Gripenburg APN Andrew Lissola APN Maritza Motta APN Lisa Ophelia APN Jessica Walsh APN</p> <p>Center for Comprehensive Care Julia Keller APN Jesymol Mandirani APN Jami Zaki APN</p> <p>Employee Health Cristina G. Martinez APN Michelle Caporaso APN</p> <p>Observation Charita Bartugan APN Nancy Frederick APN</p> <p>Orthopedic Institute Nancy Frederick APN</p> <p>Psychiatry Alicia C. Aguirre APN Jaifra Amitt APN Jennifer Cardoso APN Adrian Fox APN Ricky J. Jewell APN Justin Marcano APN Kinglley O. Quinn APN Timothy L. Wilson APN Christina Wood APN *Department Lead APN</p> <p>CT Surgery Laila Dhanoo APN Mikaela Herrera-Melendez APN Melissa Mancuso APN Ministry Yongheon APN Josephine Wu APN Michelle Zaorski APN*</p> <p>Department of Medicine Charita Bartugan APN Ben Jay Barilario APN Tiffany Detson-Worm APN Tracy Farfan APN Maria Felipe APN Ashley Garcia APN Diana Grigg APN Andrew Lissola APN Marika Marone APN Stephanie Sullivan APN Trey Small APN Eva Villar-Trinidad APN</p> <p>Health Stop Nicole Eng APN</p> <p>Intensive Care Nancy Assad APN Maria Gabriela APN Deanna Copeland APN</p> <p>Labor and Delivery / Midwifery Bathsheva L. Bana CMW Dora A. Flores-Rivera CMW Lily M. Jordan CMW Ann Lawson CMW*</p> <p>Emergency Department Rita Charlina Abadinas APN Jessica Maria Bernarido APN Daphne Chung APN Marybeth Cunniff APN David D'Onofrio APN Famela A. Farley APN Josephine Fongpong APN Kathryn Garcia APN Anabelle Langhin APN Sherrita Lucas APN Tina Madala APN Andrea Marabito APN Anna Niss APN Michelle Oliver APN Nilschwan Patel APN Lilija Poljak APN Nicole Swenney APN</p> <p>* Denotes Department Lead APN</p>	<p>The APP Council at JCMC is Chaired by Michele Zaorski, APN CT Surgery. The objective of this Shared Governance Council is to create a dynamic partnership between leadership, advance practice nurses, physicians assistants, and the interdisciplinary team to promote collaboration, facilitate deliberation and decision-making. To foster accountability for improving patient outcomes, quality, and enhancing workforce, staff engagement and satisfaction (ANCC 2023).</p>   <p>November 2022</p>

Jersey City Medical Center Advance Practice Nurses

Advance practice nurses play a pivotal role in health care delivery at JCMC. Their role includes a blend of clinical expertise in managing health conditions with an added emphasis on disease and health management, bringing a holistic and comprehensive perspective to patient care. Advance practice nurses are employed in a variety of setting and specialties that span the continuum including the emergency department, department of medicine, cardiac catheterization lab, psychiatry, anesthesia, cardiology, center for comprehensive care, anesthesia and labor and delivery.

ADVANCE PRACTICE PROVIDER COUNCIL

New Shared Governance Council established November 2022

Council name: Advance Practice Provider (APP) Council

Chair: Michele Zaorski, MSN, APN, ACNP-BC

Co-Chair: Melissa Massa, MSN, APN, AGACNP-BC and Allison Boyanovski, PA

Advisor: Janielle Viuya, DNP, APN, AGACNP-BC, GERO-BC, GRN

Medical Advisor: Jyoti Matta, MD

Goal Statement:

- Establish and solidify a shared governance structure for Advanced Practice Providers (APPs), including Advanced Practice Nurses (APNs) and Physician Assistants (PAs).
- Revise and update the APP job descriptions to reflect APP duties and responsibilities based on APN scope of practice and PA scope of practice.
- Establish a peer review process for APNs that is evidence-based and incorporates the American Nurses Association (ANA) peer review and Magnet standards.

Objectives:

- Develop and approve Advance Practice Provider Council bylaws and charter
- Increase membership participation and engagement at JCMC
- Increase awareness of Advance Practice Providers at JCMC
- Increase awareness of APN participation in Nurse Engagement Survey

Expected Outcomes:

- Have a full roster of all JCMC affiliated Advanced Practice Nurses and Physician Assistants by the end of 2022.
- Identify improvement areas in our current peer review process by the end of 2022.
- APN participation in nurse Engagement Survey by the end of November 2022.

Membership List:

Name	Unit
Michele Zaorski, MSN, APN	CTICU / ICU
Melissa Massa, MSN, APN	CCL
Melissa Maniscalco, MSN, APN	CTICU
Allison Boyanovski, PA	CTICU
Janielle Viuya, DNP, APN	Nursing Administration
Franca DiBrita, MSN, APN	CCL
Eva Villar-Trinidad, MSN, APN	Medicine
Diana Girgis, DNP, APN	Medicine
Minothy Varghese, MSN, APN	CTICU / ICU

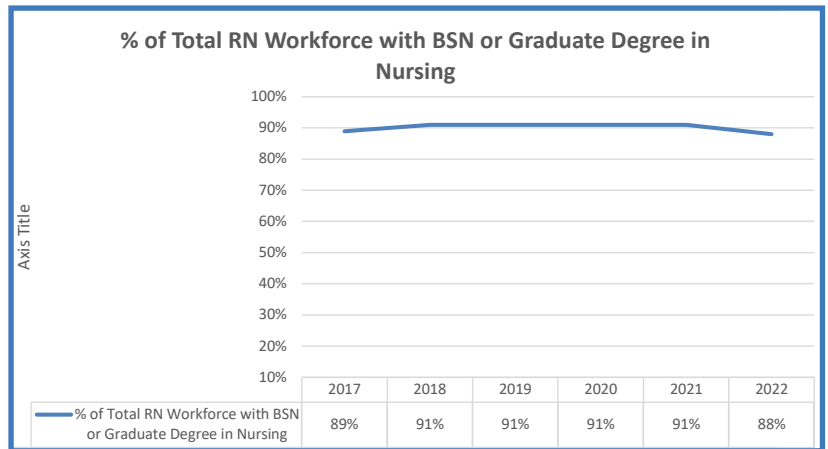


Certified Nurses Day

JCMC recognizes the importance of achieving national certification and embraces those who have taken the journey to distinguish themselves in their nursing specialty. Yearly, JCMC recognizes nurses who have achieved national certification during National Certified Nurses Day™ on March 19th. Certified Nurses Day promotes awareness and invites nurses to advance their career through national certification. In March of 2022 Margaret Ames DNP, RN, NEA-BC, Chief Nursing Officer and Vice President, Nursing & Patient Care Services, recognized all JCMC’s certified nurses. Every certified nurse received a thank you card. JCMC proudly recognizes certified nurses for their contributions to a maintaining a workforce who is experienced, highly skilled and prepared to take on the today’s healthcare challenges.

Increasing the number of nurses with baccalaureate or higher degrees in nursing

Jersey City Medical Center recognizes the contributions of nurses with a baccalaureate or higher degree in nursing. In accordance with the IOM report, The Future of Nursing (2010), nurses with a BSN or higher degree are better able to provide care in the current complex healthcare environment. Jersey City Medical Center continues to surpass its goal of maintaining 80% of nurses with a baccalaureate or higher degree in nursing. We proudly acknowledge the increasing number of nurses prepared at the master’s degree and doctorate levels.



JCMC Nursing Workforce Degrees (All Nurses at all Levels)					
Degree	2018	2019	2020	2021	2022
Diploma	10	10	11	10	8
ADN	59	59	57	67	66
BSN	564	545	527	612	578
MSN	133	127	147	153	155
DNP	10	10	15	19	18



The Stroke Program

Our nurse educators in the Center for Professional Jersey City Medical Center (JCMC) is designated by the New Jersey Department of Health and Human Services (NJDHSS) as a Primary Stroke Center. The Stroke Program continued to provide evidenced-based care to patients, including our Teleneurology services. In June 2019, JCMC was nationally certified as a DNV Primary Stroke Center Program, and recertified in July 2022.

The multidisciplinary program, led by our Stroke Medical Director, Dr. Musaid Khan, MD, Claudia Garzon-Rivera, DNP, RN, CNL, CCRN-K, CPHQ, AVP of Nursing, Theresa LaFlam, MSN, RN, NVRN-BC, Stroke Program Manager, and Tetyana Polishchuk, BSN, RN, Stroke Coordinator, along with nursing and

medical staff, provided care to over 700 patients with stroke or stroke symptoms.

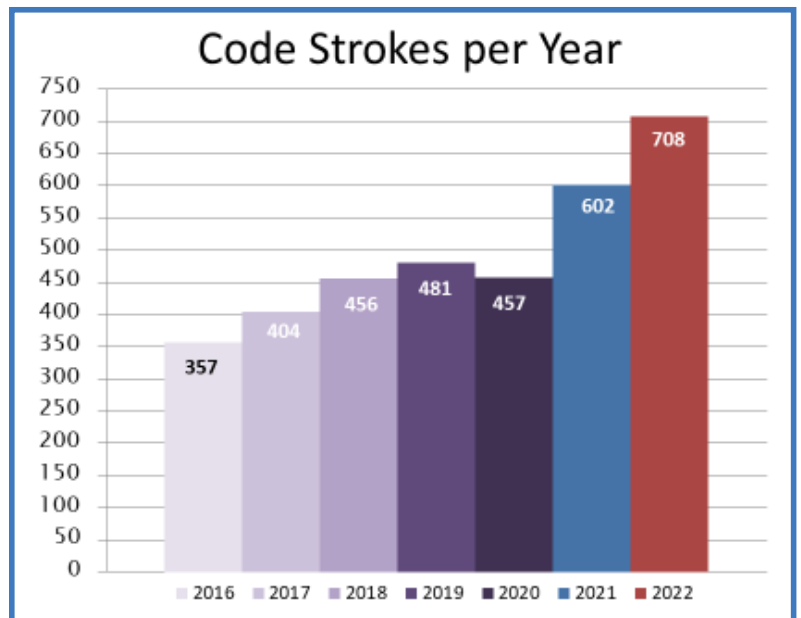
Stroke care is a coordinated response across the continuum of care which includes pre-hospitalization care by our Emergency Medical Services (EMS), our Emergency Department, and both inpatient and outpatient services. Jersey City Medical Center strives to provide excellent award-winning care while maintain their commitment to continuous improvement and innovation.

JCMC is on target to receive the American Heart Association/American Stroke Association (AHA/ASA) Gold Plus Award for quality stroke care for the twelfth consecutive in 2022!

The Stroke Interdisciplinary Committee which is led by Theresa LaFlam, Stroke Program Manager,



and Dr. Musaid Khan Stroke, Program Medical Director encompassing membership from Nursing, Medical Providers in the Emergency Room, Critical Care, Pharmacy, Radiology, 7E the designated Stroke Unit, Rehab Services, Laboratory, and EMS reviewed the 2022 stroke data and identified an area of opportunity for improvement in decreasing time for neurointerventional treatment. In close collaboration with senior leadership, the commitment was made



NICHE™

Our Geriatrics Vision Statement is “Our mission is to improve health and wellness of the older adult through patient-centered and family focused care and communication, striving to maintain their independence while treating them with compassion and dignity”.

JCMC is proud to be a “Senior-Friendly” hospital recognized by the Nurses Improving Care for Healthsystem Elders (NICHE) program. At Jersey City Medical Center, our interdisciplinary team understands the unique health care challenges faced by older adults and offer services to help them maintain their independence to live longer, healthier lives. Our Geriatric Resource Nurses (GRNs) and Geriatric Patient Care Associates (GPCAs) are present throughout JCMC and are trained deliver age-sensitive care to older adults and their families.

Geriatric Education Programs

Older adult patients have complex care needs associated with age related changes and multiple chronic conditions. Team education is crucial to achieving improved clinical outcomes for the hospitalized older adult. When hospital staff members attend educational programs in geriatric care as teams, they are better able to support one another as they translate lessons learned into everyday practice.

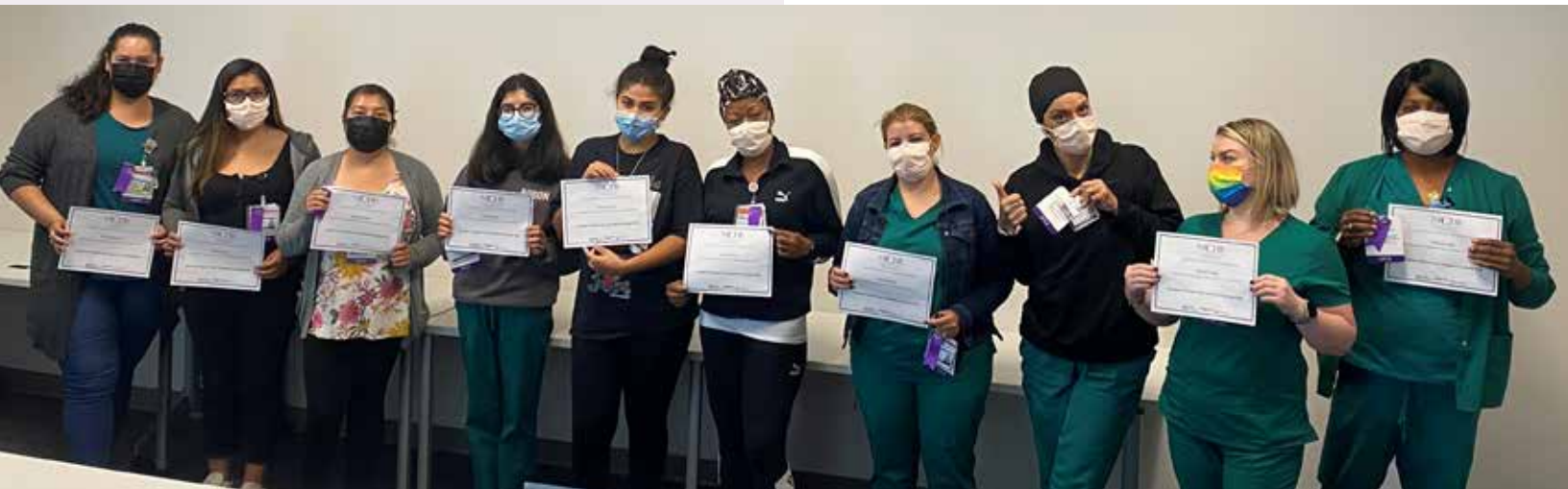


Senior-Friendly Member **NICHE**
NURSES IMPROVING CARE FOR HEALTHSYSTEM ELDERS

Our site is dedicated to improving the quality of care older adults receive.

Nurses Improving Care for Healthsystem Elders imparts principles and tools to stimulate changes in clinical practice to achieve patient-centered care, and helps nursing teams effectively meet the needs of older adult patients.

2022



Age-Friendly Health Systems

Becoming an Age-Friendly Health System entails reliably providing a set of four evidence-based elements of high-quality care, known as the “4Ms,” to all older adults in your system: What Matters, Medication, Mentation, and Mobility.

JCMC together with RWJBH hospitals are on a journey to become an Age-Friendly Health System. An example of focusing on Medication, one of the “M”s of Age-Friendly Care, was JCMC celebrating World Delirium Day.

Geriatric Resource Nurse Council

The Geriatric Resource Nurse (GRN) Council's goal is "to improve geriatric patient outcomes by implementing evidence-based geriatric nursing protocols for best practice." GRNs are the foundation of system-wide improvement to achieve positive outcomes for hospitalized older adults. All GRNs and Geriatric Patient Care Associates (GPCAs) are members. GRNs serve as the link between primary RNs and the Geriatric Care Team.

Janielle Viuya, DNP, APN, AGACNP-BC, serves as council chair. The GRN Council reviews geriatric care changes related to nursing practice such as bedside delirium screening tools. The GRN council also ensures GRNs and GPCAs follow role requirements set forth by the NICHE program.



Geriatric Resource Nurses

Alyssa Balacuit, BSN, RN	Kaitlin Crowley, BSN, RN	Mollie O'Connor, BSN, RN
Erica Francisquini, BSN, RN	Kathryn Pfeiffer, BSN, RN	Joshua Octaviano, BSN, RN
Theresa Glinoga, BSN, RN	Jessica Heo, BSN, RN	Diego Castro, RN
Elizabeth Ann Trelles, BSN, RN	Kyung-Suk Kim, BSN, RN	Alana Lai, BSN, RN
Jessica Velastegui, BSN, RN	Cristina Villafior, BSN, RN	Albina Anatolievna Ketoeva, BSN, RN
Rani Lau, BSN, RN	Macy Buhl, BSN, RN	Kathleen Mislant, BSN, RN
Darby Debonis, BSN, RN	Anne Bernardo, BSN, RN	Niccolo Fournier, BSN, RN
Roshna Thapa, BSN, RN	Damaris Ratemo, BSN, RN	Janielle Viuya, DNP, APN
Maya Barr, BSN, RN	Katrina Garcia, BSN, RN	Lisa Ryan, RN
Maribel Labutong, BSN, RN	Mariekriss Silva, BSN, RN	Thelma Nyaboga, RN
Bibi Mangar, BSN, RN	Ashlee Tadeo, BSN, RN	Doris Bazurto, BSN, RN
Cinthia Duran Rivera, BSN, RN	Elaine Buno, BSN, RN	Trixia Aguinaldo, BSN, RN
Jan Dinopol, BSN, RN	Arvee Lopez, MSN, RN	Alexandra Maida, RN
Adrian Salandanan, BSN, RN	Sonia Freire, BSN, RN	Jodette Bayani, BSN, RN
Jennifer O'Donnell, BSN, RN	Vina Articon, BSN, RN	Kimberly Tan, BSN, RN
Priscilla Hurtado, BSN, RN	Yeonette Odetta Gaskin, BSN, RN	Catherine Manza, MSN, RN
Jillian Swisher, BSN, RN	Concordia Meglioranza, BSN, RN	

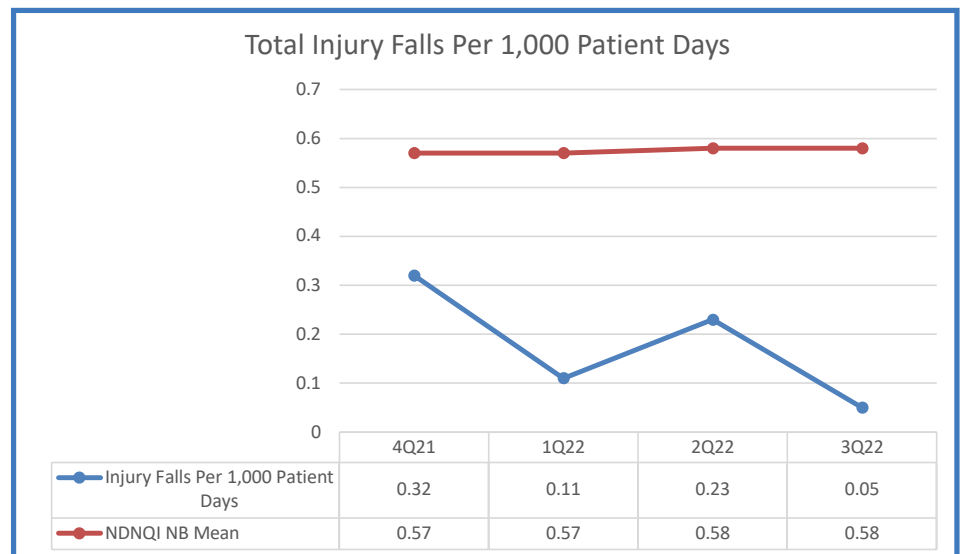
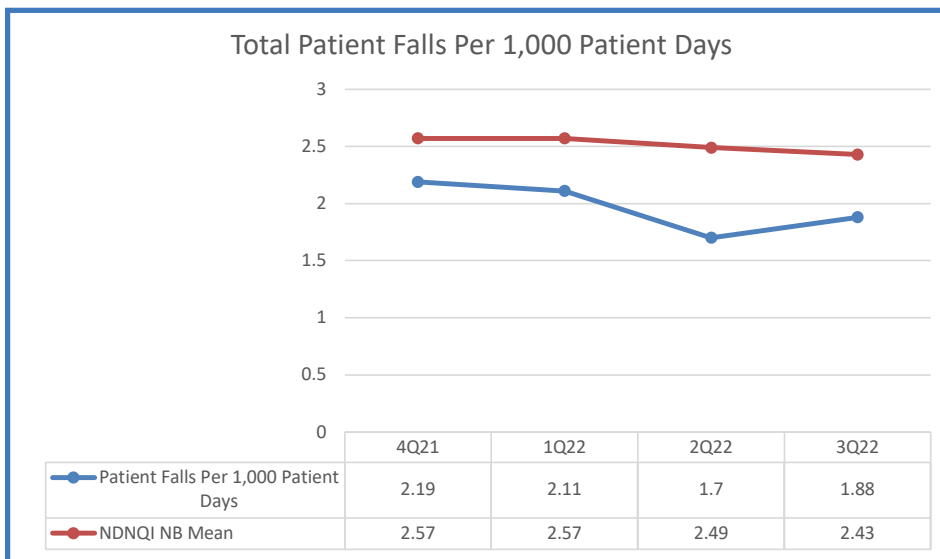
Geriatric Patient Care Associates

Jeanette Montes	Sarah Debarros	Dianne Mangalindan	Steady Osoro
Jessica Perez	Melissa Zorrilla	Nafi Diagne	Juana Brito
Hely Rodriguez	Verlaine Gressau	Trelusia Thomas	Jackie Miller
George Umunnakwe	Janelle Lebron	Pauline Wanjala	Briangie Marte
Palmy Jovial	Anamie Cristantiello	Kaley Mangalindan	Kezia Danda
Harriet Ondari	Sindia Adelson	Rizza Nonan	Alexander Ignacio
Sufia Akhter	Patricia Thompson	Prathiba Sapkota	Delia Alvarez
Rita Rosenstock	Eva Logro	Omolar Salawu	Paul Dacula
Marsha Wilson	Roxanne Agosto	Gyriciah Douglas	Pearl Bengali
James Solano	Bisi Olabanji	Elaine Jamison	Jaqueline Allen
Jamie Mjartan	Otaniyen Odigie	Jose Curup	Deandria Enix
Sandra Ramos	Arlene Carreon	Kanny Milton	

Reducing Patient Falls

Nursing interventions aimed at reducing patient falls and falls with injury encompasses assessing patients' risks for falls upon ED triage, admission, and throughout the hospital stay, as well as implementing patient specific fall prevention measures. These measures include keeping high fall risk patients safe while toileting by having staff stay with the patients. Specific fall prevention interventions also include medication review of high risk medications, visual fall prevention cues such as high fall risk sign outside the room and on the patient's communication board. These visual cues reinforces the partnership between staff and patients in fall prevention. The Interdisciplinary Falls Committee consisting of membership from all patient care areas including nursing leadership, patient care technicians, physical therapists, which was led by Sarju Patel, DNP, RN, and is now led by, Janielle Viuya, DNP, APN, AGACNP-BC,

GERO-BC, GRN, continue to review and reinforce the use of evidence-based practices to decrease the number of patient falls and patient falls with injury. In addition, fall case reviews are conducted on a weekly basis. The lessons learned from the case reviews are disseminated to nursing staff. In attendance at the meetings are Nursing Educators, AVP of Nursing, Director of Nursing and ancillary staff as required. The focus of the case reviews is to learn what could have been done differently in terms of potential systemic barriers and to provide staff support. The lessons learned from the case reviews are shared during unit safety huddles. Some key takeaways of the case reviews include the need to have fall prevention alarms easily available for staff, focus on high risk populations for falls, and revisions to the Falls Prevention and Management Policy to include the latest guidelines from the Center for Disease Control and other evidence-based resources.



Reducing Catheter Associated Urinary Tract Infections (CAUTIs)

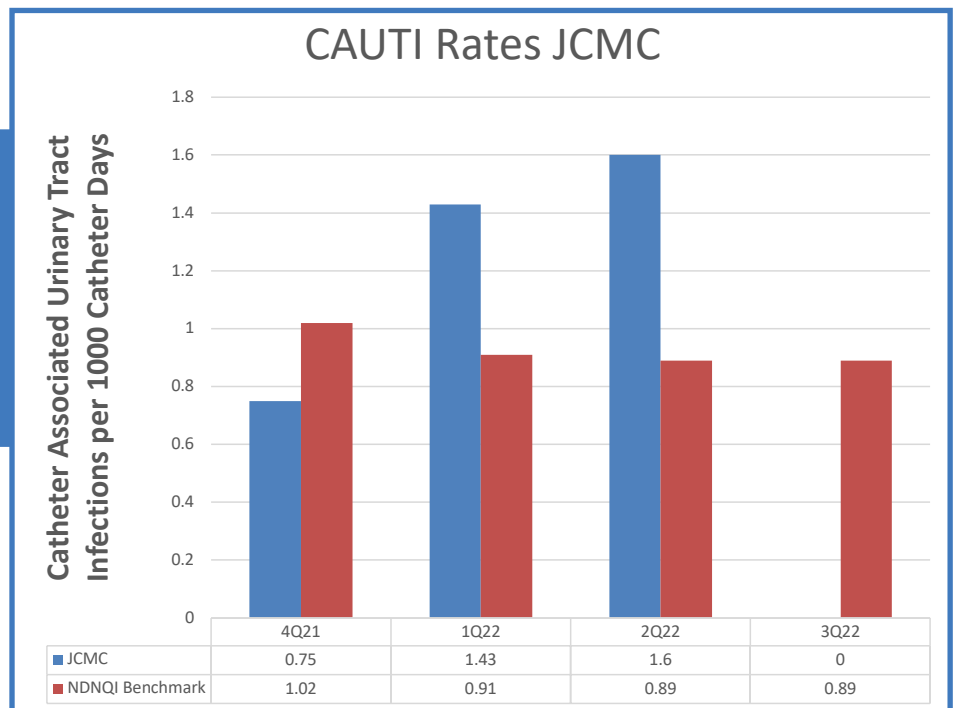
Decreasing Catheter Associated Urinary Tract Infections is a nurse sensitive indicator, which JCMC nurses have continued to keep a primary focus. Primary strategies for CAUTI prevention include a focus on daily assessment of need for a urinary catheter as well as weekly observations on the maintenance of the urinary catheter. The CAUTI Steering Committee meets monthly to review best practices, identify opportunities, track and trend data and drive key tactics to achieve a reduction in CAUTI. Claudia Garzon- Rivera, DNP, RN, CNL, CCRN-K, CPHQ Assistant Vice President of Nursing and Vickie DeChirico, MSN, RN, CIC, Director of Infection Prevention along with physician and nursing representation are members of the committee. Successful strategies implemented include:

- Daily Rounding by the Patient Care Coordinators (PCCs) in collaboration with providers for necessity of the urinary catheter using the CAUTI rounding log
- Use of a standardized methodology for surveillance and data management
- Weekly urinary catheter maintenance bundle audits are performed by the PCC/Charge RN to reinforce best practices for line maintenance and submitted to Claudia Garzon-Rivera, DNP, RN, CNL, CCRN-K, CPHQ, AVP of Nursing for daily review
- Monthly discussion and analysis of audit data during nursing Quality and Safety council led by Shaden Mustafa, MSN, RN, CCRN, CNL, NVRN
- The number of Critical Care urinary catheters in place, their indication and their plan for removal are reported by the Allison McCabe, MSN, RN Critical Care Director during the Administrative Safety Huddle
- Urinary catheter rounds conducted by Claudia Garzon-Rivera, DNP, RN, CNL, CCRN-K, CPHQ, AVP of Nursing and Vickie DeChirico, MSN, RN, CIC and Willie Cruz Infection Prevention
- BARD prevalence survey and educational offering for point prevalence study
- System wide consultation with Vizient for assessment of current practices and advisement for evidence-based practice resources

Success in the reduction of the 2022 CAUTI rate is also attributed to the continued use of the Urinary Catheter indication & Removal Nurse Driven Protocol, which was updated by the Quality & Safety Nursing Council and approved by the CAUTI Steering Committee in 2021.

Nursing along with the interdisciplinary team decreased the CAUTI rate and outperformed the NDNQI national benchmark mean in 4Q21 and 3Q22.

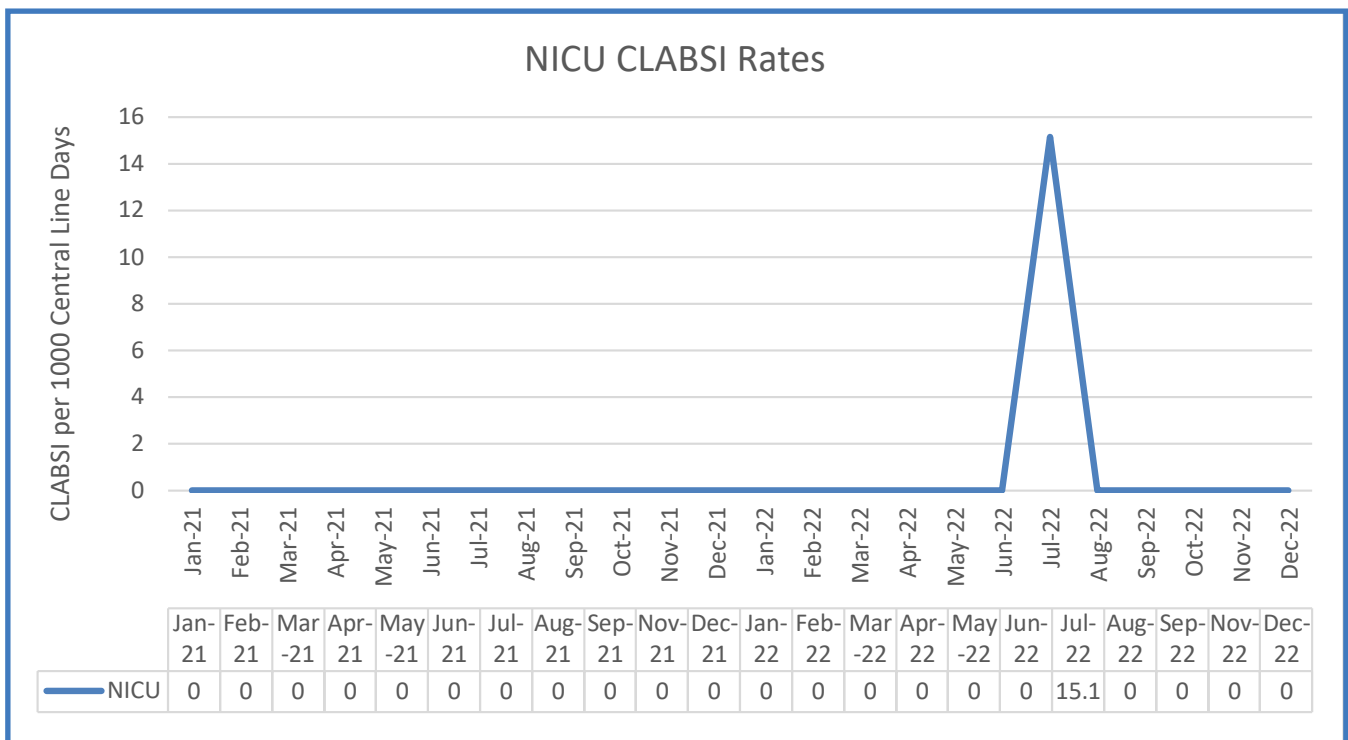
CAUTI Free
 7 East: 38 months
 ICU: 22 months
 CCU: 14 months



NICU CLABSI Prevention

The neonatal intensive care unit (NICU) is a specialty unit providing highly specialized care to premature and compromised term newborns. The NICU infant is susceptible to infections such as central line associated blood stream infections (CLABSI) because of their fragile immature immune system. According to the National Association of Neonatal Nurses (NANN), a CLABSI occurs when an infection develops from a bacteria or other microorganism which has entered the bloodstream through a central line. CLABSIs are preventable hospital acquired infections that are significant contributors to infant morbidity and mortality. There are many published guidelines such as central line bundles for interventions, supporting the implementation of evidence-based strategies effectively reducing CLABSI rates. An evaluation of organizational standards of practice for the neonatal population and incorporating them into the NICU professional practice model and care delivery system continues to significantly impact clinical outcomes.

Dr. Ameth Aguirre, Director of Neonatology, Leah Dungee-Maignan, MSN, RNC-NIC, Director of Postpartum and NICU, Andrea Campos, MSN, Neonatal and Pediatric Educator, Samantha Dimalanta, BSN, Patient Care Coordinator, Amanda Singh, MSN, RNC-NIC, Patient Care Coordinator, Vicki DeChirico, MSN, RN, CIC, along with the NICU staff nurses and Neonatologists work together to continue utilizing evidence based practices: Use of central line bundle as recommended by IHI which includes five key components: hand hygiene, maximal barrier precautions upon insertion, central line checklist, povidone iodine for skin antisepsis, optimal catheter site selection, and daily review of line necessity with prompt removal of unnecessary lines. NICU has been CLABSI free from 2013 to 2022. Although NICU had one CLABSI in 2022, these evidence-based strategies have led to no occurrences of CLABSI's since August 2022.





Reducing Hospital Acquired Pressure Injuries

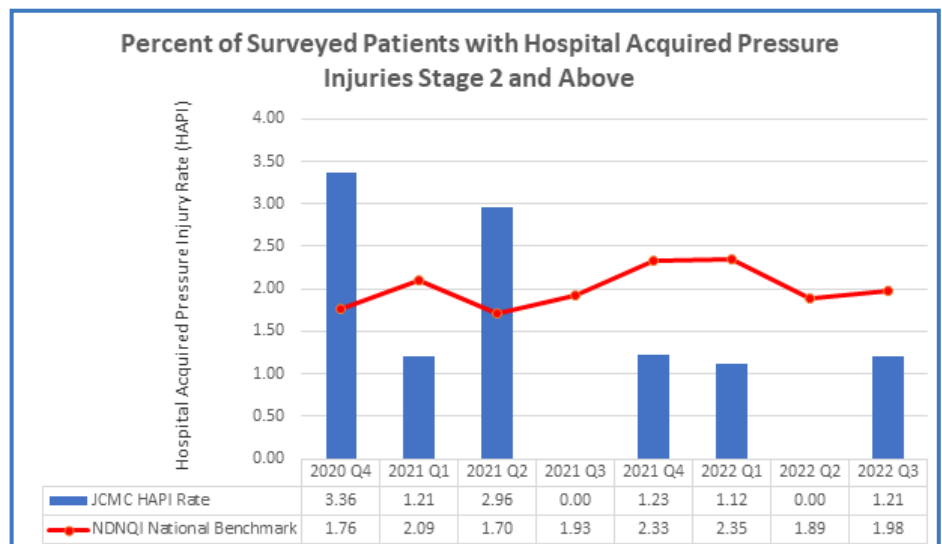
The goal to eliminate patient pressure injuries is an organizational goal, which RNs and Patient Care Technicians (PCTs) continue to focus on. Injuries to patients' skin can contribute to increased morbidity and increased length of stay. In effort to eliminate Hospital Acquired Pressure Injuries (HAPIs), the RNs, along with the assistance of the PCTs, perform careful integumentary assessments, provide timely pressure injury interventions, and communicate findings with the interdisciplinary team, which includes Nursing Leadership,

Wound Care Clinicians, Registered Dieticians, Physical Therapists, Surgical and Medical providers. The following HAPI preventions are vital in decreasing the incidence of HAPIs: 2 RN head to toe skin integrity assessment upon admission and transfer to the unit, silicone border prevention dressing for patients at risk, use of wedges for turning, placing patients on specialty beds, and pressure injury prevention validation rounding by Nursing Leadership and Wound Clinicians. In addition, HAPI case reviews are presented by clinical nurses in collaboration with the Registered Dieticians while supported by Nursing Leadership. The lessons learned from the case reviews are disseminated to nursing staff. In attendance at the meetings are Nursing Educators, Nursing AVPs, Registered Dieticians, and ancillary staff as needed. The focus of the case reviews is to identify opportunities that may be systemic barriers. The lessons learned from the case reviews are shared during unit safety huddles and disseminated to staff via emails.

In addition to ensuring the HAPI prevention interventions are in place, Valentyna Tabaka, MBA, BSN, RN, WCC, Wound Manager provides ongoing education to new and existing staff in collaboration with the Nursing Educators. Education is provided to the new RNs as well as medical residents. Education on preventative interventions, wound staging and wound documentation is reviewed with new RNs and medical residents, which has proven to help keep HAPI prevention front and center. The new nurses have an opportunity to experience a day with Valentyna while she conducts wound consults. After the new RNs complete their wound education modules, the Nurse Educators schedule a day with Valentyna also. The new RNs learn the importance of skin assessments, predicting pressure injury risk, wound measurements & documentation, HAPI prevention interventions and the importance of interdisciplinary collaboration.

As means of monitoring unit's success in pressure injury prevention interventions, a monthly Pressure Injury Prevalence Study is conducted by a team of RNs which is led by Valentyna Tabaka and Priscilla Hurtado, Wound Coordinator BSN, WCC. The outcomes of the prevalence study enable staff and nursing leadership to keep HAPI reduction front and center.

Additionally, clinical staff have the opportunity to join the Interdisciplinary Skin Wound Care Committee which is another forum to support staff in providing evidence-based pressure injury prevention interventions and wound care. The Committee Chair is Valentyna Tabaka, BSN, MBA, RN, WCC and is co-chaired by Priscilla Hurtado, BSN, RN, WCC. These Wound Clinicians provide members with knowledge on the latest products, interventions to treat wounds and prevent pressure injuries as well as monthly data and updates from the System Wound Collaborative. Members include Clinical Nurses, PCTs, Registered Dieticians, and Physical Therapists. Members represent the Medical-Surgical, Critical Care, and specialty areas.



Interdisciplinary Skin Wound Care Committee Members

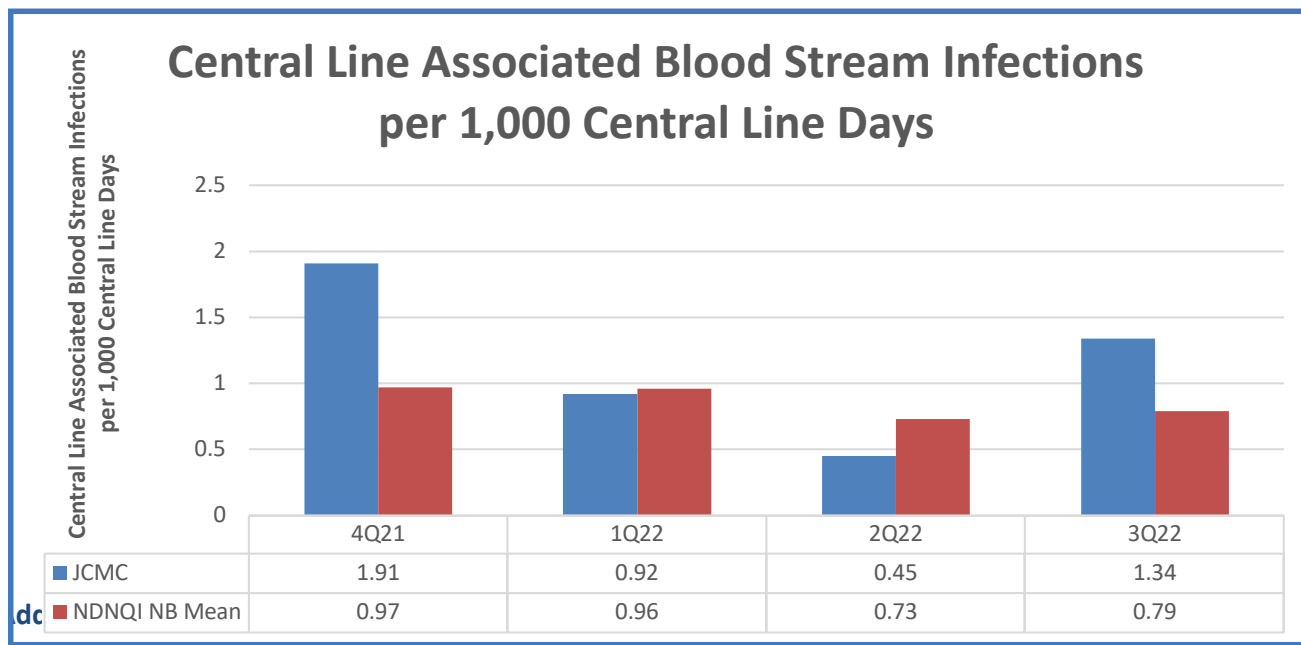
Claudia Garzon-Rivera, DNP, RN, Assistant Vice President of Nursing	Nurse Educator
Valentyna Tabaka, BSN, RN, Wound Care Manager	Kathleen Ansay, MSN, RN
Priscilla Hurtado, BSN, RN	Catherine Manza, MSN, RN
Catherine Sapang, Administrative Assistant	Medicine NP
6W	Tiffany De Leon-Wurm, MSN, APN
Lorelie Thalla, BSN, RN	Marina Monpere, MSN, APN
Anne Bernardo, MSN, RN	ICU
Angela Larobis, BSN, RN	Kyleigh Melick, BSN, RN
Olivia Cruz Antido	Kristy Fernandez, BSN, RN
Takima Murrell	Kelly Barnhill, BSN, RN
Michael Hall	Palmy Jovial
6E	Rosario Syphrett
Albina Ketoeva, BSN, RN	CTICU
Erica Francisquini, BSN, RNL	Julia Walter
Elizabeth Trelles, BSN, RN	Wanda Hilliard
Aurea Vallo, BSN, RN	Director of Rehab
7W	Allison Zweiman
Katrina Garcia, BSN, RN	Physical Therapy
Hinchel Tindoc, BSN, RN	Sarah Hines, Physical Therapy Manager
Kristine Marquez, BSN, RN	Stephanie Dotterweich, Physical Therapist
Delia Alvarez	Dietician
7E	Amy Calderone, Dietician Manager
Heidi Milad, BSN, RN	Mariana Escate, Dietician
Roshna Thapa, BSN, RN	Endoscopy
5E	Alelei Costales-Konev, BSN, RN
Mollie O'Connor, BSN, RN	
Jo-Arabelle Flores, BSN, RN	

HAPI results reflect the determination of the interdisciplinary team who together continue to decrease our HAPI rate and aim for zero HAPIs. For the past 8 consecutive quarters, JCMC has outperformed the national benchmark for 6 of the 8 quarters for Stage 2 and above. The following quarters: 3Q21, 4Q21, 1Q22, 2Q22, and 3Q22 have consecutively outperformed the national benchmark. Additionally, the Medical Device Related Pressure Injury category has outperformed 8 of 8 consecutive quarters with a rate of zero.

Reducing Central line Associated Blood Stream Infections (CLABSI)

Decreasing Central Line Associated Blood Stream Infections continue to be a strategic priority in 2022. Primary strategies for CLABSI prevention focused on daily assessment of need for central line and minimizing the duration by prompt removal when no longer needed. A CLABSI Steering Committee which Claudia Garzon- Rivera, DNP, RN, CNL, CCRN-K, CPHQ AVP of Nursing and Vicki DeChirico, MSN, RN, CIC, Director of Infection Prevention Director of Infection Control and physician and nursing representation are members review best practices, identify opportunities, track and trend data and drive key tactics to achieve a reduction in CLABSI. Successful strategies implemented include:

- Daily Rounding by the Patient Care Coordinators (PCCs) in collaboration with providers for necessity using the CLABSI rounding log
- Use of a standardized methodology for surveillance and data management
- Weekly central line bundle audits are performed by the PCC/Charge RN to reinforce best practices for line maintenance
- Monthly discussion and analysis of audit data during nursing Quality and Safety council led by Shaden Mustafa, MSN, RN, CCRN, CNL, NVRN
- The number of Critical Care central lines in place, their indication, the number of femoral central lines and their plan for removal are reported by the Allison McCabe, MSN, RN Critical Care Director during the Administrative Safety Huddle
- Focus on renal central lines: maintenance of catheter and length of time
- Central line maintenance rounds conducted by the Infection Prevention Practitioners
- System wide consultation with Vizient for assessment of current practices and advisement for evidence-based practice resources





NEW KNOWLEDGE, INNOVATIONS AND IMPROVEMENTS

NURSING RESEARCH AND EVIDENCE BASED PRACTICE COUNCIL

Council Name: Nursing Research and Evidence Based Practice Council

Executive Advisor: Mabel LaForgia, DNP, AVP of Nursing (until Aug. 2022);
Janielle Viuya, DNP, APN (begin Sept. 2022)

Chair: Amanda Tobias, BSN, RN, PMH-BC

Council Purpose:

- The Nursing Research and Evidence Based Practice Council facilitates contribution to the body of nursing knowledge through research endeavors within the organization
- Fosters staff member knowledge and skills in nursing research and evidence-based practice

Goals:

- Review and approve at least 4 research and EBP activities involving nurses at JCMC
- Complete one nursing research project and disseminate the findings internally and externally
- Develop a structured process to support shared governance council and unit practice councils when clinical inquires arise by providing evidence-based recommendations for change in practice
- Plan at least one main event per year to foster staff member knowledge and skills in evidence-based practice through formal and informal interactive educational offerings

Objectives:

- Utilize and promote the use of Johns Hopkin evidence-based practice tools
- Review and approve policies related to nursing research
- Increase council member's knowledge and skill in evidence-based practice and research methodologies
- Cultivate an environment of clinical inquiry that will encourage increased number of nursing research studies and implementation of best practices at JCMC

Expected Outcomes:

- Complete one shared research project or evidence-based practice project in 2022

Membership:

- Open to all JCMC RN's in all nursing units
- Interdisciplinary collaborations

Membership List:

Name	Unit
Janielle Viuya, DNP, APN	Director of Magnet Program and Professional Practice/Executive Advisor
Mabel LaForgia, DNP, RN	Former AVP of Nursing
Britanny Haliani, MLS	Director, Medical Library
Hilary Westgate, MLIS	Medical Librarian
Abril Berry	Library Technician
Kathleen Ansay, MSN, RN	Nursing Education
Maria Jemimah Bravo, BSN, RN	Operating Room
Christopher dela Victoria, DNP, RN	Nursing Education
Priscilla Hurtado, BSN, RN	Wound Care
Jenny Ruiz, DNP(c), BSN, RN	Cardiac Catheterization Lab
Blythe Johnson, BSN, RN	OP Behavioral Health
Arvee Lopez, MSN, RN	Nursing Education
Michele Lopez, MSN, RN	Director of Nursing Education
Shaden Mustafa, MSN, RN	ICU
Regina O'Donnell, MSN, RN	Cardiac Catheterization Lab
Justina Oseagulu, BSN, RN	5 West
Julie Pacillo, BSN, RN	OR
Bijal Patel, BSN, RN	ICU
Maria Rufin, MSN, RN	PACU
Lisa Ryan, BSN, RN	5 West
Amanda Tobias, BSN, RN	5 West/Council Chair

2022 Goals	2022 Accomplishments
Review and approve at least 4 research and EBP activity involving nurses at JCMC	Reviewed research and EBP activity involving JCMC nurses, including identifying and overcoming modifiable barriers to achieve mental health nursing certification; identifying barriers to CAUTI prevention; palliative care screening tool; and implementation of nurse-led early-mobility protocol in the ICU.
Complete one nursing research project and disseminate the findings internally and externally	The Nursing Research Council has an ongoing IRB-approved council project called "A qualitative analysis of the lived experience of workplace violence on nurses and nursing personnel and their transition back to the workplace." The sub-committee called Nursing Assault Research Team completed the Focus Group activities, transcripts, and theming/sub-theming.
Develop a structured process to support shared governance council and unit practice councils when clinical inquiries arise by providing evidence-based recommendations for change in practice	Discussed steps to improve nursing process at JCMC, step-by-step guide to having a clinical ladder project, and the Institutional Review Board (IRB) process.
Plan at least one main event per year to foster staff member knowledge and skills in evidence-based practice through formal and informal interactive educational offerings	Planned and conducted Second Virtual Nursing Research Fair on October 21, 2021. Five researchers presented their findings, CNO Margaret Ames, DNP, RN, was the main speaker, and multiple representatives from varied disciplines participated. Janielle Viuya, DNP, APN, was formally welcomed in her new role as Director of Magnet Program and Professional Practice.

NURSING WORKPLACE ENVIRONMENT AND STAFFING COUNCIL

Council Name: NWESC Council

Chair/ Co-Chair: Margaret Ames, DNP, MPA, RN, NEA-BC / Barbara Pangilinan, BSN, RN

Advisor: Kimberly Palestis

Team Objective: (Vision Statement):

New Jersey will be recognized as the leader in creating and sustaining a healthy workplace environment for its nurses.

Mission Statement:

To promote and sustain a healthy workplace environment for the nurses of Jersey City Medical Center.

Goal Statements:

- Deepen the council's knowledge of the nursing work place environment and factors influencing health work environment.
- Support habit formation of use of high reliability tools to improve our culture of safety through the use of HRO tools and as measured on the employee engagement survey.
- Improve nurse satisfaction as related to workplace environment, as measured by excellence questions on the domains of adequacy of resources & staffing, fundamentals of quality nursing care, leadership access & responsiveness, and interpersonal relationships.
- Maintain 51% active membership of staff nurses from various work settings, including ambulatory settings.

Objectives:

- Educate all members on the synergy model of environment: skilled communication, true collaboration, effective decision making, appropriate staffing, meaningful recognition, and authentic leadership.
- Utilize the model above to serve as advisory body to nursing work units to improve nurse satisfaction.
- Collaborate with Nurse Satisfaction and Engagement Council on shared goals of improving nurse and patient experience through participation in monthly Coordinating Council Meetings.
- Review and advise on workforce indicators, such as productivity, OT, and vacancies.

Expected Outcomes:

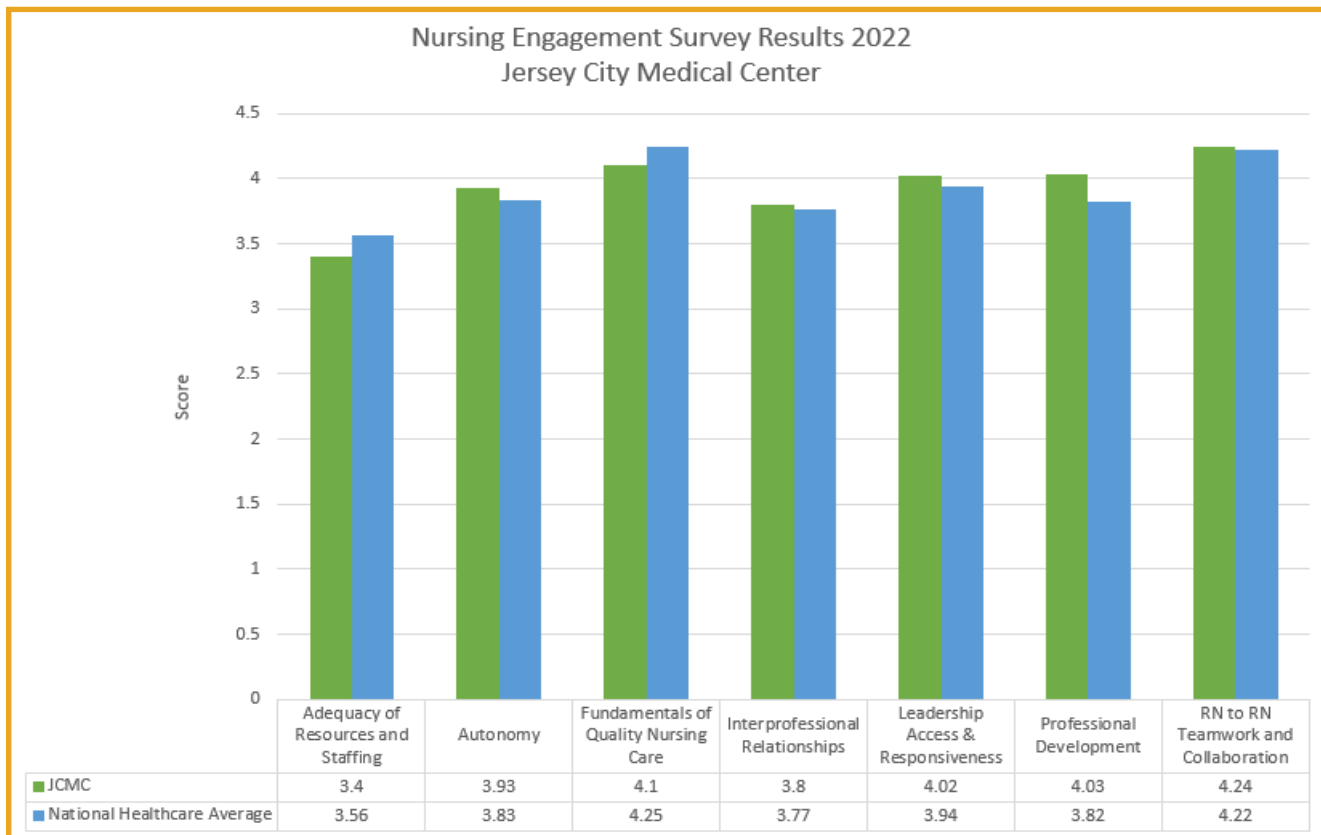
- Council member will utilize the synergy model to understand and advise on all nursing practice environments at Jersey City Medical Center.
- Council will support achievement of meeting the Magnet standards of Nurse Satisfaction and the reduction of Tier 3 nursing units as measured on the Press Ganey Employee Engagement Survey.

Benchmark:

- National Means for Nurse Satisfaction and Employee Engagement

Membership List:

Name	Unit
Margaret Ames, DNP, RN	CNO
Diego Castro Ibertti, BSN, RN	7 East
Shaun Conover, BSN, RN	Director Outpatient Services
Darby Debonis, BSN, RN	7 West
Leah Dungee, MSN, RN	MCH
Alyssa Favara, MSN, RN	ED
Rochelle Hreczny, BSN, RN	CCU
Jennifer Kellow, BSN, RN	NICU
Rochelle Lizo, BSN, RN	MCH
Allison McCabe, MSN, RN	Director Critical Care
Stanley Owusu, BSN, RN	Director Nursing Finance
Kimberly Palestis, DNP, RN	AVP Nursing
Barbara Pangilinan, BSN, RN	5 West
Sarju Patel, DNP, RN	Director Nurse Engagement
Maria Rufin, MSN, RN	PACU
Gianna Sandomenico, BSN, RN	5 West
Melanie Sicat, BSN, RN	CCC
Julie Tran, BSN, RN	L&D





Center for Professional Development, Innovation and Research (CPDIR)

Our nurse educators in the Center for Professional Development, Innovation and Research (CPDIR) support the learning needs of our nursing and allied employees in our organization, our academic partners, and the community through a variety of planned education opportunities. An abundance of opportunities exists to engage our employees, students, and community needs including formal classes, orientation programs, unit-based in-services, coordination of computer-based learning, webinars, one-on-one instruction, competency assessment, simulation, and virtual learning.

The nurse educators proudly support the shared governance councils by serving as resources to the council members. Additionally, nurse educators partner with the unit leadership team ensuring education is provided to support new unit-based initiatives and the consistent delivery of evidenced based care at the bedside. Feedback from our nursing and patient care technicians is solicited each year through the annual learning needs assessment survey. The CPDIR team utilizes this feedback to develop programs to meet the learning and professional development needs of our employees.

In 2022, the CPDIR safely resumed all classes back to the “live learning” after many programs were taught remotely due to the challenges of the pandemic.



The CPDIR conducted 192 live classes with a total of 2716 participants. Computer based learning classes allowed our nurse educators and employees to stay on track to meet our orientation and training targets for 2022, with a total of 205 learners participating in computer based on- line classes. Nurses attended live courses and computer-based curriculums in our learning management system MC Strategies® and were awarded a total of 2,463 contact hours towards their professional development! Our nurse educators are most proud of the successful onboarding and orientation on 601 members of our workforce (including Nurses, Patient Care Technician, Mental Health Workers, and Sitters) to support the staffing needs of all our units and promote the safe delivery of care at the bedside.



Academic Affiliations

Jersey City Medical Center prides itself as an academic institution with a mission of supporting the learning and clinical experiences of undergraduate and graduate students in all areas of healthcare. The Center for Professional Development, Innovation and Research (CPDIR) oversees the school affiliation process with our corporate team and the coordination of the clinical experiences. Clinical rotations include both nursing and a broad range of clinical programs for health care professionals. Throughout 2022, the CPDIR maintained close communication with our executive leadership team and our academic partners, relaying and enforcing updates to policies and procedures to make certain our students in all specialties were safe and up to date on changes to regulatory guidelines.

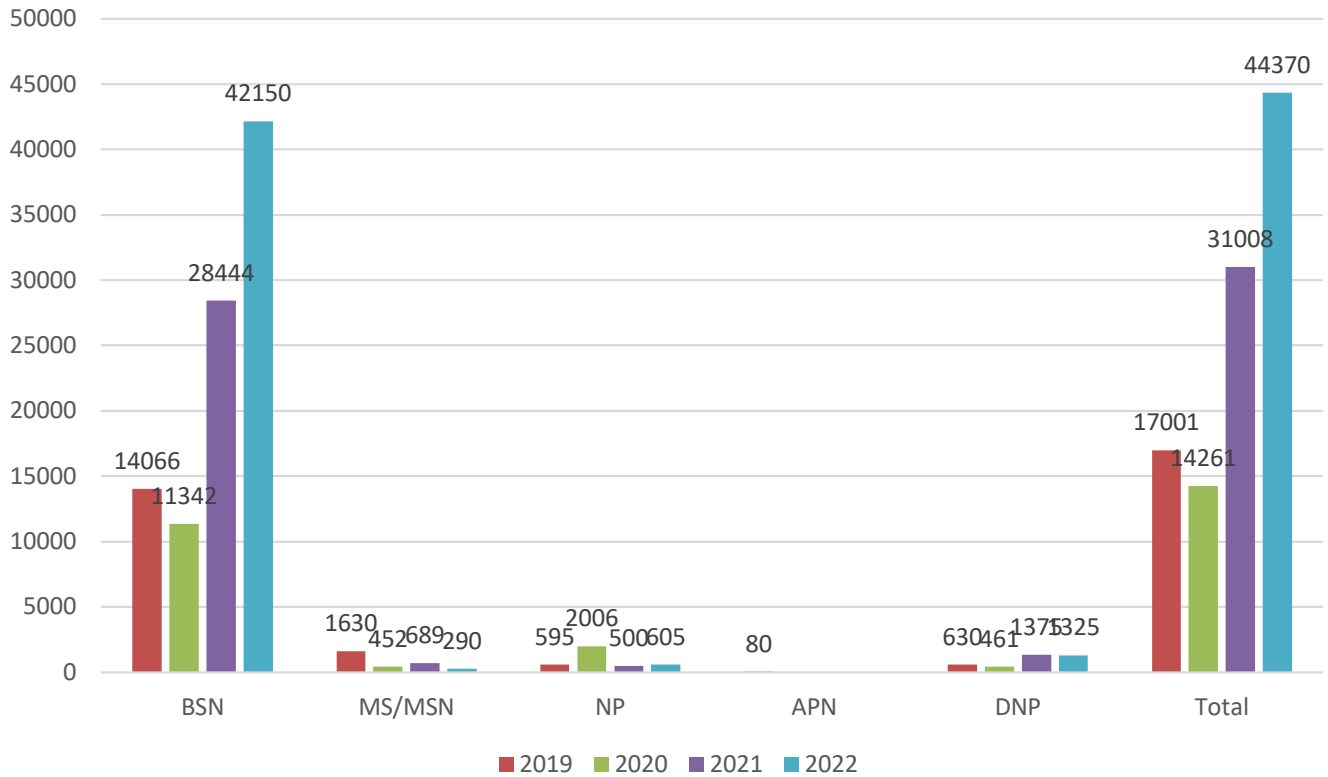
In 2022, the CPDIR oversaw 74 school affiliation agreements with thirty academic institutions actively enrolling students for precepted experiences at JCMC. Proudly, our organization had a total of 86,285 student clinical hours completed under the preceptor guidance of JCMC-RWJBH employees. This is 6,287 more precepted student hours than 2021. Our largest growth in clinical hours was in the Bachelor/BSN program with an increase of 13,706 precepted student hours, the highest amount tracked in the past four years. The CPDIR team appreciates all of our JCMC nursing and allied professionals for their support and mentorship of the students entering the health care field.

Members of the CPDIR, Human Resources and our Executive Nursing Leadership team held recruitment events in 2022 with our academic partners to recruit nursing graduates from our academic partners. We look forward to our continued relationships with our nursing schools and the opportunity to hire from both our nursing and professional studies programs the future workforce of JCMC!

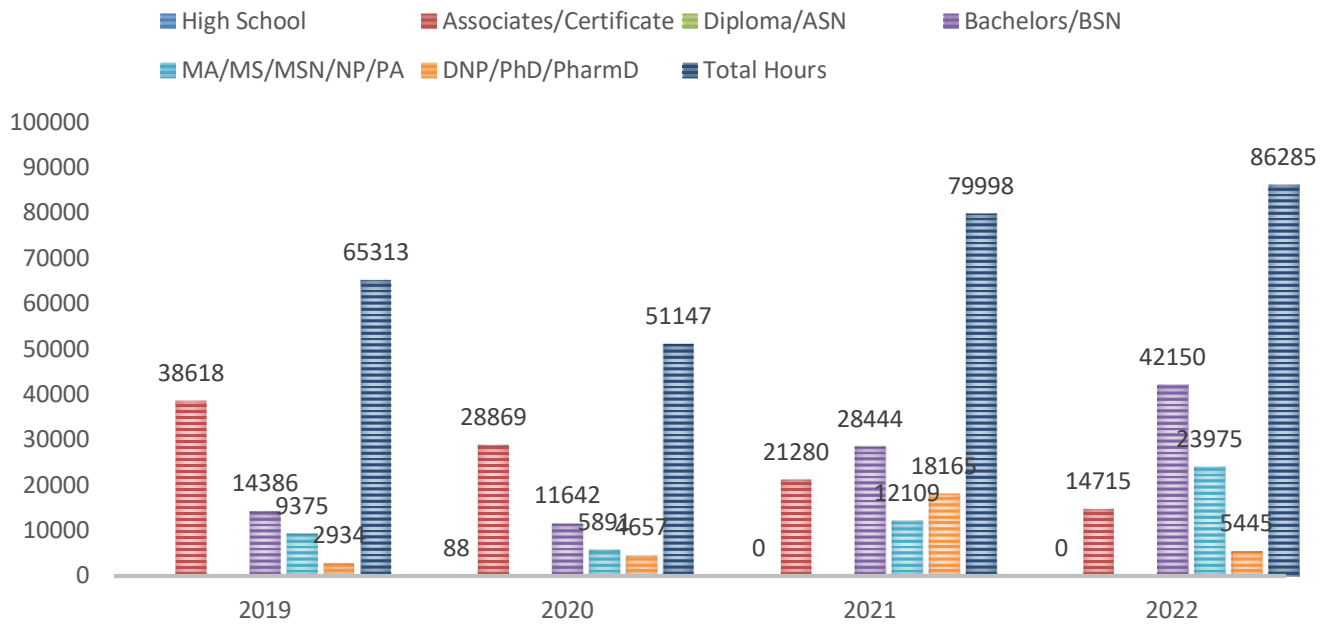
Nurse Residency Program

The Nurse Residency Program prepares nurses for the successful transition from the role of student nurse to the role of competent, confident, professional nurse. The nine-month nurse residency program is designed for nurses with less than one year of nursing experience. The program is based on the requirements of the American Nurses Credentialing Center (ANCC) Practice Transition Accreditation Program standards. Established with our first cohort of nurse residents in September of 2018, our program received “Accreditation with Distinction” honors in February 2020. We are currently preparing for our re-accreditation cycle in 2023. The nurse residency program incorporates the unit-based nursing orientation, planned learning experiences such as simulation, role play, computer-based classes, wellness programs, debriefing sessions, knowledge assessment validations, and skills labs to increase clinical knowledge adaptation. The nurse educators, preceptors, managers, and directors continue to support the learning needs and professional development of our nurse residents by promoting enculturation into our organization by supporting nurse residents to become involved in our councils, our mentorship program, and the nurse differentiated ladder program. This past year the CPDIR expanded the curriculum of the Nurse Residency Program to include the “Nurse Residency Basic Skills Lab” and “The Emergency Department and Critical Care Skills” to enhance the learning of our nurse residents. Additional training in de-escalation, workplace violence prevention, recognizing and managing incivility in healthcare, and nurse resident wellness was added to the Nurse Residency Program to support the challenges novice nurses are facing in their new role. In 2022, we welcomed 82 nurse residents (Cohort numbers 7-12) into the following participating specialties: Critical Care, Emergency Department, Med-Surgical Units, Surgical Unit, Observation Unit, Post Intensive Care Unit, Behavioral Health, Neonatal Intensive Care and Mother Baby. The CPDIR team looks forward to growing our program each year. Congratulations to all our nurse residents on their successful transition into nursing practice!

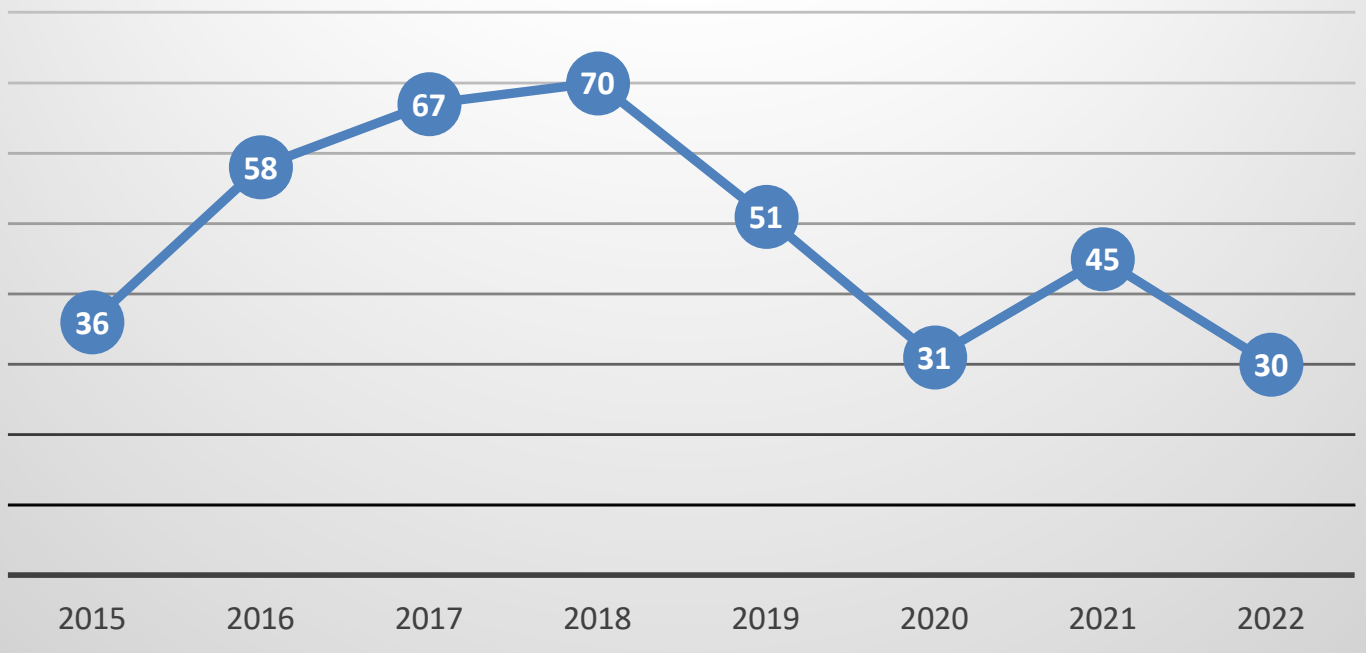
Clinical Hours per Nursing Degree Level



CLINICAL ROTATIONS: TOTAL HOURS BY DEGREE



Total Active Affiliation Agreements with placements



Nursing Differentiated Practice Program (NDPP)

The NDPP is a voluntary program that provides an opportunity for all nurses from novice to expert across all specialties to embrace and enact the Magnet model principles. The NDPP fosters professional development of nurses and nurse leaders. The goals of the NDPP program are aligned with the Nursing Strategic Plan, the Magnet Program and the JCMC Organizational Strategic Plan. The NDPP supports the over-arching Mission, Vision, and Shared Values of the JCMC-RWJ Barnabas Health System and the Philosophy of Nursing and the American Nurses Credentialing Center Magnet Standards.

The NDPP has four distinct levels of membership, with each level allowing nurses degrees of autonomy to meet the membership criteria.

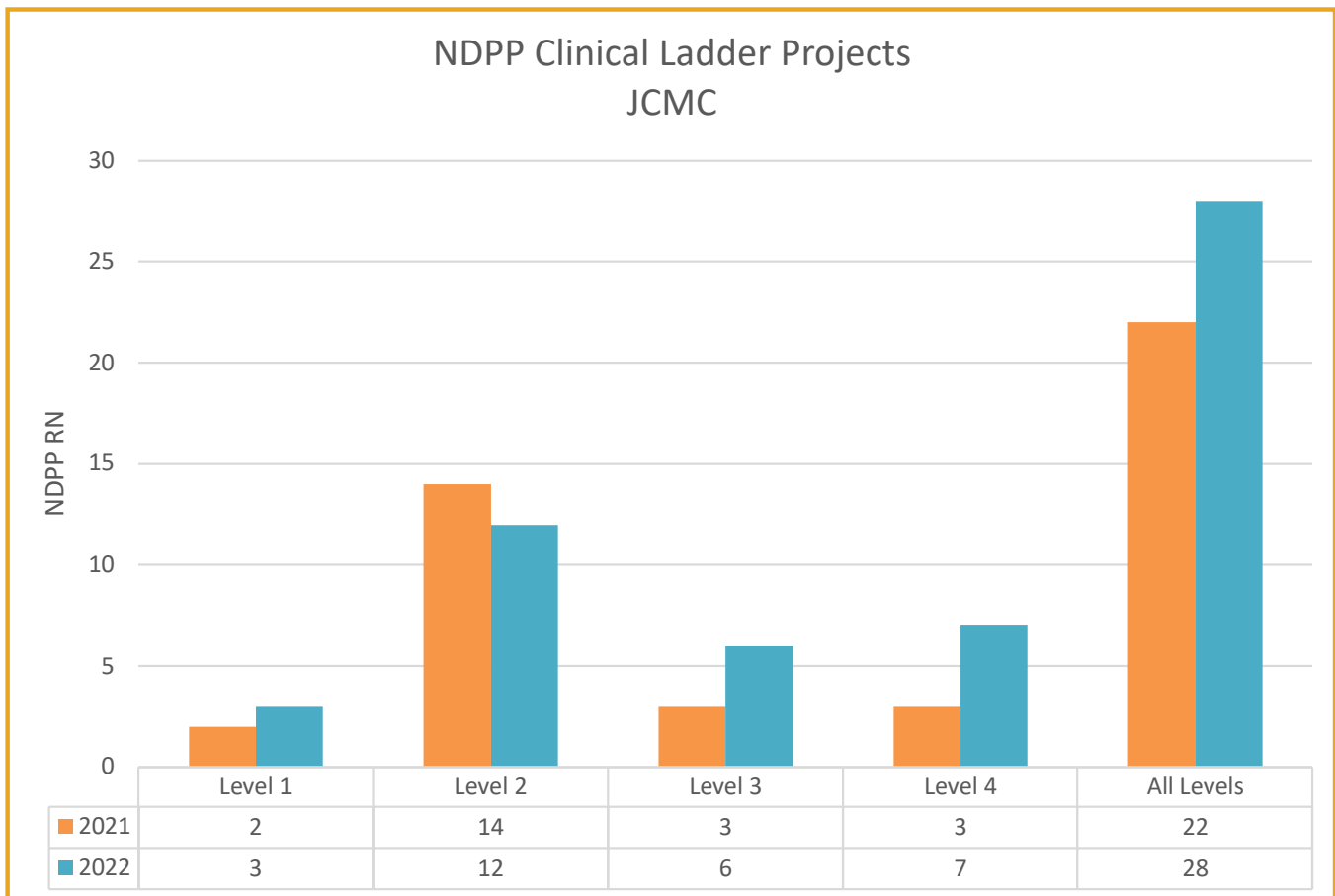
Level 1 is designed as an introductory level to the NDPP program. This level introduces nurses new to the organization of novice nurses to the NDPP and our shared governance model. In 2022 Level 1 had three members.

Level 2 members begin their journey into professional growth by implementing practice change. At this level, members are required to participate in an evidence-based practice project or act as the UPC Chair for the unit. Nurses collaborate with their managers, directors, and other leaders on projects of their interest that align with our Nursing Strategic Plan and execute the project. In 2022, there were 12 nurses on Level 2 of the NDPP. Examples of Level 2 projects in 2022 included: “Non-pharmacological therapy to manage post-op symptoms with aromatherapy”, and “Sedation Vacation and Spontaneous Breathing Trials in the Critical Care Setting”.

Level 3 members are involved in shared governance and their evidence-based projects are outcome focused with metrics providing the measurement of success of their implementation. Projects for Level 3 should maintain rigor for publication. In 2022 six nurses were on Level III of the NDPP. Examples of Level 3 projects include “NICU Evacuation project”, “Child and Adult Health Literacy”, and “ED Orientation Program”.

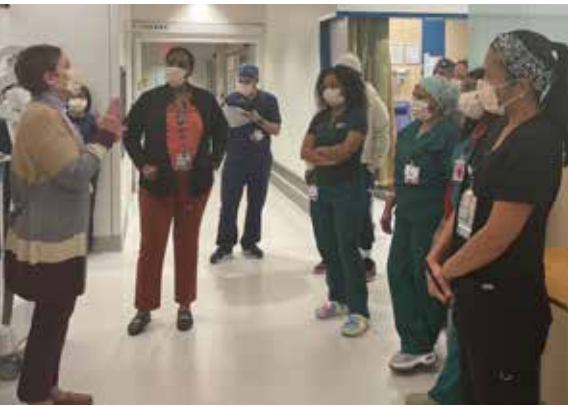
Level 4, the highest level of the NDPP had 7 members in 2022. Level 4 provides long term members an opportunity to be challenged for professional and academic growth. A masters in nursing the minimum education requirement. Projects at this level must have a demonstrated impact on nursing. Members of this level had the following projects: “Impella / LVAD Patient Management Protocol”, “Promoting Wellness for Nursing Staff to Increase Employee Engagement”, “Continuous Quality Improvement of Patient Outcomes for Older Adults”, and “Reducing CLABSI rate in ICU”.

In 2023, the NDPP Steering Committee and our nursing leadership has a goal to increase membership on all levels and across all specialties. Our organization is proud of the work each member of the NDPP contributes and looks forward to the continued success of each member of the NDPP.



Clinical Leaders 2022

NDPP RN	Dept	Project Title	Estimated Date of Completion
Level 1			
Megan Carr	ED		2/13/2024
Nishat Poppy	ICU		12/16/2023
Victoria Zaorski	ICU		11/15/2023
Level 2			
Katelyn Carter	CTICU	Critical Care Preceptor Support Initiative	11/17/2023
Darby Debonis	7W	UPC Chair	3/14/2024
Brit DeStefano	Float	Council Chair	12/15/2024
Eric Dworsky	ICU	Health Behaviors: Tobacco Use	5/9/2024
May Kho	PACU	Non-pharmacological therapy to manage postop symptoms (Elequil)	11/14/2024
Justina Oseagulu	5W	UPC Chair	1/20/2023
Julie Pacillo	OR	UPC Chair	1/15/2025
Liliana Segovia	ICU	Sedation Vacation and Spontaneous Breathing Trials in the Critical Care Setting	11/14/2024
Amanda Silver	3E	UPC Chair	2/12/2025
Jennifer Squitieri	CCL	UPC Chair	4/20/2023
Caitlin Sweeney	L&D	Perinatal Bereavement	6/1/2022
Elizabeth Trelles	6E	Council Chair	2/26/2023
Level 3			
Michelle G. Lopez	ED	ED Orientation Program	6/1/2023
Marlene Paredes	5W	Child and Adult Health Literacy	6/1/2023
Stephanie Ricciardi	ICU	UPC Chair	1/29/2023
Maria Rufin	PACU	UPC Chair	6/14/2023
Amanda Tobias	5W	Identifying and overcoming identifiable barriers to achieve mental health nurse cert.	3/1/2023
Patrycja Wojewoda	NICU	NICU Evacuation	3/1/2023
Level 4			
Franca DiBrita	Cardio	Impella/LVAD Patient Management Protocol	
Arvee Lopez	CPDIR	Promoting Wellness for Nursing Staff to Increase Employee Engagement	
Catherine Manza	ECPD	Continuous quality improvement of patient outcomes for older adults	
Melissa Massa	Cardio	Impella/LVAD Patient Management Protocol	
Shaden Mustafa	ICU	Reducing CLABSI rate in ICU	
Regina O Donnell	CCL	Council Chair	
Michele Zaorski	MED	Council Chair	



OPENING OF THE NEW EMERGENCY DEPARTMENT



OPENING OF THE NEW OPERATING ROOM



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