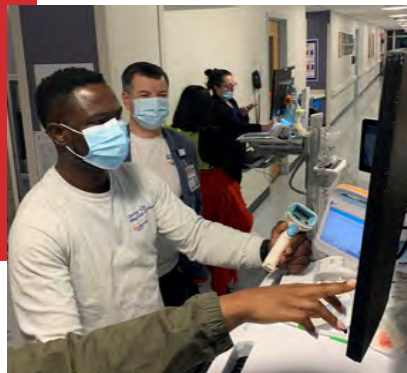




2023 NURSING *Annual Report*



**RWJBarnabas
HEALTH**

**Jersey City
Medical Center**



Jersey City
Medical Center

355 Grand Street
Jersey City, NJ 07302

201-915-2000
rwjbh.org/jerseycity

Our mission: We are an academic health system, partnering with our communities to build and sustain a healthier New Jersey.

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NURSING LEADERSHIP 2023

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

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

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

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

Laura Alves-Monia MSN, RNC-MNN
Director of Nursing 4 West
Labor and Delivery

Kathleen Ansay, MSN, RN, ONC, CMSRN
Nurse Manager of the
Orthopedic Institute

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

Renette Berteau MSN, RN, CCRN
Clinical Operations Manager

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

Shaun Conover MSN, RN
Director of Nursing at
Greenville Primary Care

Aschel Curry, BSN, RN
Nurse Manager, Operating Room

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 and Neonatal
Intensive Care Unit

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

Jan Arthur Elpa BSN, RN
Nurse Manager Behavioral Health

Marissa Fisher MHI, MSN, RN
Trauma Program Director

Monera Holgado, MBA, MHA, BSN,
RN, CNOR
Nurse Manager, ASC

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

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

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

Sean Lo, MSN, RN
ECIS Site Manager

Kelly Loo MSN, RN, CGRN
Director of Nursing, Endoscopy,
Post Anesthesia Care Unit,
and Preadmission Testing

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

Allison McCabe MSN, RN
Director of Nursing, Critical Care

Heidi Milad, BSN, RN
Nurse Manager, 7 East

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

Helen Morgan, BSN, RN
Nurse Manager, Same Day Surgery

Regina O'Donnell MSN, RN, CCRN
Nurse Manager, Cardiac Cath Lab

Richard Ortiz, MSN, RN, SANE-A
Assistant Nursing Director,
Emergency Department

Stanley Owusu BSN, RN
Nursing Finance Director

Vito Pascarella DNP, RN, NHDP-BC,
EMT-B, FO
Lead Clinical Operations Manager,
Float Pool, Sitters, and Patient Transport

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 and 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 MBA, BSN, RN, WCC
Manager, Wound Care

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

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 Prilutsky, President and CEO

Dear Nursing Team,

Our new System-wide Vision calls for Jersey City Medical Center to be the best place to deliver and receive excellent care, while enabling best-in-class work experience. Certainly, you are central to delivering on that commitment, every day and night. This annual report speaks volumes about our highly-skilled, collaborative, and dedicated nurses. In fact, you – our nurses – are fully engaged, and are thriving professionally according to the latest results of the Nursing Excellence survey, which reflects that JCMC outperformed the national benchmark in all survey categories.

There are several key factors that contributed significantly to your achievements in the past year. As a four-time Magnet designated Medical Center, our enterprise and the communities we serve have benefitted from a culture of shared governance – a collaborative approach between clinical nurses, nurse leaders, and inter-professional teams.

In addition, Jersey City Medical Center has made strategic investments to improve our facilities. Moreover, we have consolidated medical records across RWJBarnabas Health, with our implementation of the EPIC EMR, and we have acquired the latest technologies to provide the best healing and working environment to support the excellent work of our nursing and medical staff. Capital investments, such as the now operational expanded trauma bays, or transformational projects, such as our Epic migration, provided the necessary support that ensure that the quality of your tools and environment match the caliber of your training, skills and dedication.

Last but not the least, we tackled the issue of recruitment and retention of registered nurses to ensure that we filled vacancies and met the appropriate and safe nurse staffing levels. Our Human Resources team, in partnership with nurse leaders, actively coordinated on-site and off-site recruitment events, offered same-day hiring, and even offered sign-on bonuses and other incentives to attract the very best. Our investment in time and resources to recruit and retain the best truly demonstrates the value we place on the nursing profession and certainly the nursing team at Jersey City Medical Center.

To our outstanding nursing professionals – to you – I am so proud of you, and thank you for all that you do..

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael Prilutsky', written in a cursive style.

Michael Prilutsky

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,

Technology in healthcare has certainly accelerated the pace of diagnosis, the methods of treatment, and the ease of communication. But could the HYPERDRIVE for healthcare be interprofessional Relationships? Hyperdrive is often referred to in stories of space travel as a means to propel into a new universe.

Our accomplishments include patient experience percentile ranks that push upward year after year and our hospital-acquired conditions that decline yearly.

Our vision is to be in the top decile of performance. To get there, we can perfect our tactical execution, but then we must address the friction that comes from being human.

Friction, caused by less-than-optimal human interaction, slows our progress. Aren't our days the best when the team is humming: when a cross-check is met with appreciation for looking out for another or when exercising a questioning attitude is respected as a reasonable method of looking out for safety and learning?

We must be having more of those positive experiences now as the patient outcomes are improving, and Jersey City Medical Center has significantly outperformed national benchmarks and the previous year's performance in the category of interprofessional Relationships! We have implemented system safety standards, participated in interdepartmental improvement projects, and enhanced interprofessional recognition.

In all parts of our organization, outpatient, ambulatory interventional areas, and inpatient care, team members increasingly acknowledge various specialty areas and seek ways to fuse those as energies to provide a better patient experience, physically and emotionally.

Healthcare moves into hyperdrive when we honor the diversity of each discipline and each person because the fact is that we perform better together.

Thank you for a terrific 2023. You make a difference, and I am pleased to serve with you!

Sincerely,

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
Consistent, high-quality care:  Nurse Sensitive Indicators  Leading Patient Satisfaction: Improving Patient Outcomes	Expanded access to care & health improvement:  Promoting Nurse Excellence in Ambulatory Care Areas	Sustainable margin improvement:  Improving Nurse Retention	Improving care delivery & outcomes:  Nursing Professional Development  Increasing Nurse Professional Board Certification Rates	Attract/retain patient throughout their care:  Improving Patient Satisfaction  Employee engagement: Enhancing Shared Governance	Addressing Social Determinates of Health  Promoting nursing workforce diversity, equity, and inclusion initiatives

RWJBarnabas Health Values

Mission: We are an academic health system, partnering with our communities to build and sustain a healthier New Jersey.



STRUCTURAL EMPOWERMENT



Visual and creative design by Kathlyn Grace Pagaduan, Magnet Data Coordinator

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 and Professional Practice 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. JCMC's professional practice model was **updated in December 2023** to include our continued journey as a High Reliability Organization, nurse wellbeing, and diversity, equity, and inclusion both in the organization and in the community.

Jersey City Medical Center's Nursing

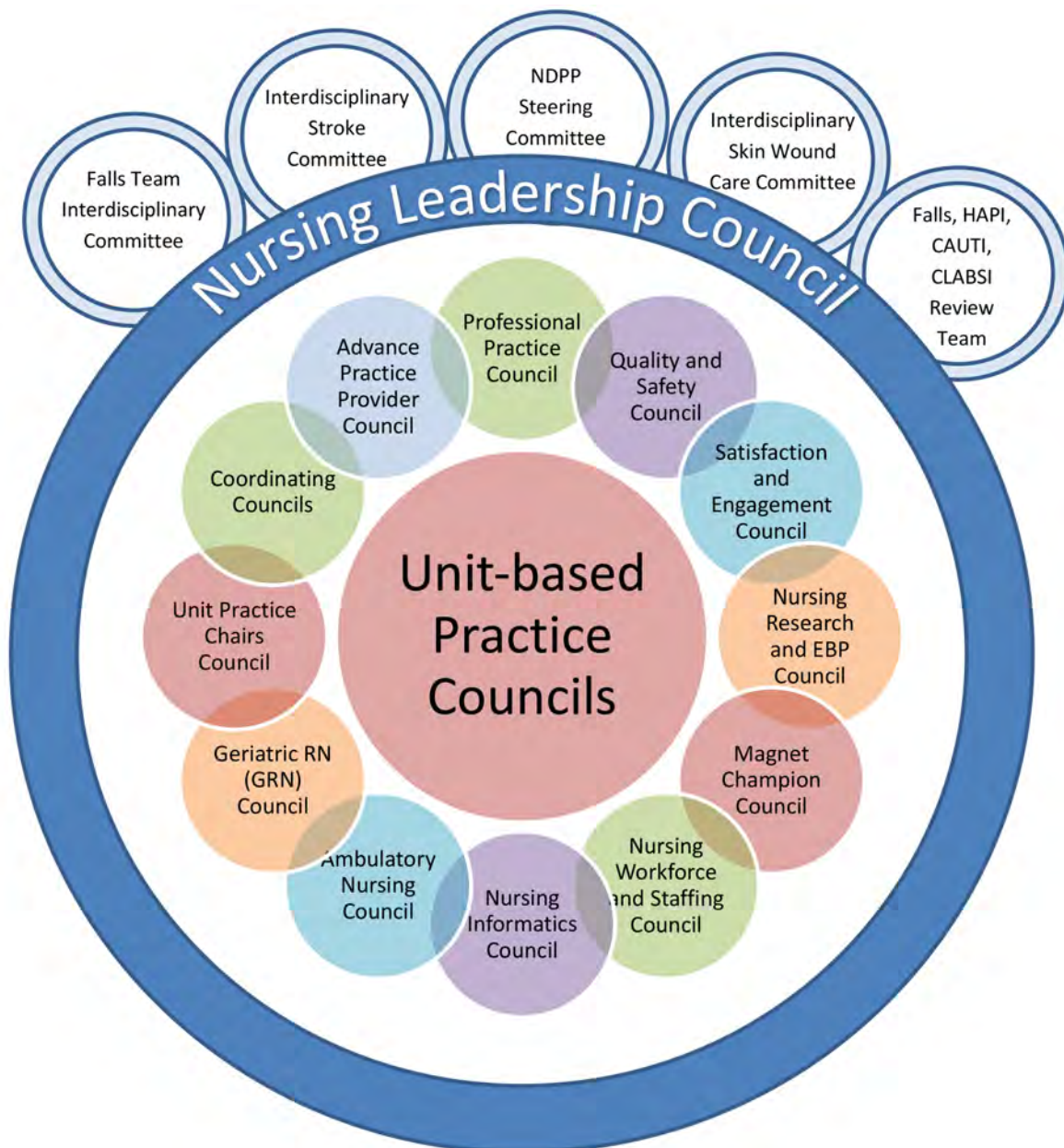
Our strategic plan continues to focus on care transitions and practice transition for sustained professional practice excellence and improved patient outcomes. JCMC's professional practice model (PPM) drives its nursing strategic plan and guides nursing practice.

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



Shared Governance at Jersey

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.



UNIT PRACTICE COUNCILS (UPC) CHAIRS

Council Name: UPC Chairpersons' Council

Chair: Brit Destefano BSN, RN

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

Council Purpose:

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, and other practice concerns identified during UPC meetings. This council assists with the standardization of UPC structure and process and the integration of best practices throughout all UPCs.

Objectives:

The UPC is a forum "in which nurses are formally organized to make decisions about clinical standards, quality improvement, staff professional development, and research" (ANCC, 2014)

Expected Outcomes:

Achieve at least 75% attendance and participation of UPC chairs from each unit/department. Establish individualized unit specific goals for each units/ departments UPC that are current, relevant and aligned with the 2023-2026 Nursing Strategic Plan.



Name	Unit
Brit Destefano, BSN, RN	Float
Regina O'Donnell, MSN, RN	PACU
Alelei Costales-Konev, BSN, RN	Endo
Jennifer Squittieri, BSN, RN	Cath Lab
Stephanie Ricciardi, BSN, RN	ICU
Sharon Delacruz, BSN, RN	ASC
Julie Pacillo, BSN, RN	OR
Kathryn Pfeiffer, BSN, RN	5E
Justina Oseagulu, BSN, RN	5W
Laura Ann Lindo, BSN, RN	6W
Jessica Devine, BSN, RN	7E
Joanne Reyes, (co-chair) BSN, RN	7E
Kareema Boone, BSN, RN	L&D
Amanda Silver, BSN, RN	3E
Yamilla Castro, (co-chair) BSN, RN	3E
Helen Morgan, BSN, RN	SDS
Darlene Kaczka, BSN, RN	ED



2023 Goals and Accomplishments:

2023 Goals	2023 Accomplishments
To support unit UPC chairs with their UPC meetings / ensure UPC meetings are happening each month.	UPC chairs developed 2023 charters and unit specific goals which were discussed monthly during council meetings.
Improve communication between nursing leadership and UPC chairs to ensure understanding of unit problems.	UPC chairs utilized a standard agenda for monthly UPC meetings. Resources and support provided to help assist areas of concern for units.
Monitor and track measurable unit-specific goals and Nurse Sensitive Outcomes and provide action plans for improvement.	Members discussed Nurse Sensitive Indicators during unit based UPC meetings. Chairs reported out to the council on Nurse Sensitive Indicators (HCAHP scores, HAPI, CLAPSI, falls rates) and unit specific goal and achievements.



PROFESSIONAL PRACTICE COUNCIL

Council Name: Professional Practice Council

Chair: Regina O'Donnell MSN, RN, CCRN

Co-Chair: Brittany Walsh MSN, RN, CCRN

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

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 will facilitate improvements to nursing practice.

Objectives:

- 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 regarding 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 4 local nursing policies related to nursing professional practice by 4th Quarter 2023
- Integrate at least 4 system policies into local JCMC nursing professional practice by 4th Quarter 2023
- Review 3 clinical products / equipment impacting nursing practice by 4th Quarter 2023
- Share monthly updates and recommendations about clinical practice standards from the system wide NPPC during monthly PPC meetings

Membership:

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

Name	Unit
Jemimah Bravo, BSN, RN	Operating Room
Yamila Castro, BSN, RN	Maternity 3E
Mary Jane Geagoni, BSN, RN	Medical Surgical Unit
Alelei Konev, BSN, RN	Endoscopy
Sean Lo, MSN, RN	Informatics
Justina Oseagulo, BSN, RN	Behavioral Health
Marlene Paredes, BSN, RN	OP Behavioral Health
Richelle Powell, MSN, RN	Education
Amanda Tobias, BSN, RN	Behavioral Health
Michele Zaorski, MSN, APN	APN
Victoria Zaorski, BSN, RN	Critical Care



2023 Goals and Accomplishments:

2023 Goals	2023 Accomplishments
Serve as a forum to exchange best practices that will facilitate improvements to nursing practice.	Reviewed Dietary Department: International Dysphagia Diet Standardization Initiative
Collaborate with interdisciplinary team to improve the delivery of quality patient care.	Reviewed Palliative Care: Palliative Care Medications
Review, revise and approve policies and procedures and standards of care related to nursing practice	Reviewed Pharmacy: Vancomycin Dosing
Participate in the review and communication of new clinical products and equipment impacting nursing practice.	Policies Updated or Created: - Stroke Thrombolysis & Thrombectomy - PCA Policy - Restraint Policy - Visitation Policy - IV Policy - PICC Line Policy - Cardiopulmonary Resuscitation Role of the Nursing Staff
Active participation and contribution in the System wide NPPC to support the strategic goals in nursing practice	Product review: Elequil® Aromatabs- Aromatherapy in the workplace, HCG Pregnancy Test Kit, 3M CHG impregnated Tegaderm, Central venous catheter kits
Establish consistent membership and engagement from all nursing units	Shared monthly updates and recommendations about clinical practice standards from the system wide NPPC during monthly PPC meetings
	Supported quarterly Magnet Showcase on all units
	Revision of the Professional Practice Model
	Participation and support of Shared Governance activities
	Participation in professional organization promoting nursing in the community



Nursing Differentiated Practice Program (NDPP): 2023

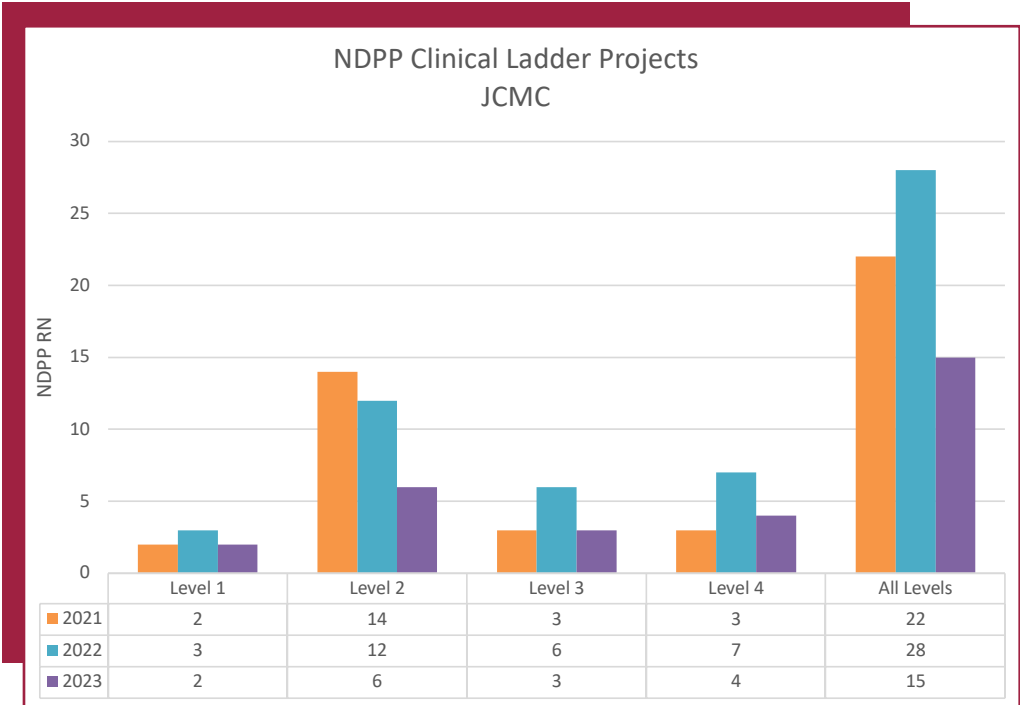
The Nursing Differentiated Practice Program (NDPP) is a program that provides an opportunity for all nurses from novice to expert across all specialties to embrace and enact the Magnet model principles. The NDPP fosters professional development and clinical advancement of nurses and nurse leaders. The goals of the NDPP program are aligned with the Nursing Strategic Plan, the Magnet Program and the JCMC-RWJBH 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 criteria, with each level allowing nurses degrees of autonomy to meet the membership criteria:

Novice / Advanced Beginner: 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 program and our shared governance model. In 2022 Level 1 had two members.

- **Advanced Beginner/Competent:** Level 2 nurses 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 6 nurses on Level 2 of the NDPP. Examples of Level 2 projects in 2023 included: “Sedation Vacation and Spontaneous Breathing Trials in the Critical Care Setting” and a study of “Health Behaviors: Tobacco Use” in the critical care patient population. The 4 other members on the Level 2 NDPP are our council chairs and co-chairs.
- **Proficient:** 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 2023, three nurses were on Level 3 of the NDPP. An example of a Level 3 project includes “Identifying and Overcoming Identifiable Barriers to Achieve Mental Health Nurse Certification”. Two other members on Level 3 represent the role of council chair and co-chair.
- **Expert:** Level 4, the highest level of the NDPP had 5 members in 2023. 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”, and “Continuous Quality Improvement of Patient Outcomes for Older Adults”.

In 2024, the NDPP Steering Committee and our nursing leadership team has set 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 Ladder 2023

NDPP RN	Dept	Project Title	Estimated Date of Completion
Level 1			
Megan Carr, BSN, RN	ED		2/13/2024
Victoria Zaorski, BSN, RN	ICU		11/15/2023
Level 2			
Brit DeStefano, BSN, RN	Float	UPC Chairperson Council Chair	12/15/2024
Eric Dworsky, BSN, RN	ICU	Health Behaviors: Tobacco Use	5/9/2024
Liliana Segovia, BSN, RN	ICU	Sedation Vacation and Spontaneous Breathing Trials in the Critical Care Setting	11/14/2024
Amanda Silver, BSN, RN	3E	UPC Chair	2/12/2025
Jennifer Squitieri, BSN, RN	CCL	UPC Chair	4/20/2023
Elizabeth Trelles, BSN, RN	6E	UPC Chair	2/26/2023
Level 3			
Stephanie Ricciardi, BSN, RN	ICU	UPC Chair	1/29/2023
Amanda Tobias, BSN, RN	5W	Identifying and overcoming identifiable barriers to achieve mental health nurse cert.	1/15/2023
Alyssa Favarra, BSN, RN	CPDIR	Quality and Safety Council Chair	1/15/2024
Level 4			
Franca DiBrita, BSN, RN	Cardio	Impella/LVAD Patient Management Protocol	12/14/2024
Catherine Manza, BSN, RN	ECPD	Continuous quality improvement of patient outcomes for older adults	7/22/2023
Melissa Massa, BSN, RN	Cardio	Impella/LVAD Patient Management Protocol	12/14/2024
Regina O'Donnell, BSN, RN	CCL	Professional Practice Council Chair	1/12/2025
Michele Zaorski, BSN, RN	MED	APP Council Chair	11/16/2024





AMERICAN NURSES CREDENTIALING CENTER

CELEBRATE CERTIFIED NURSES

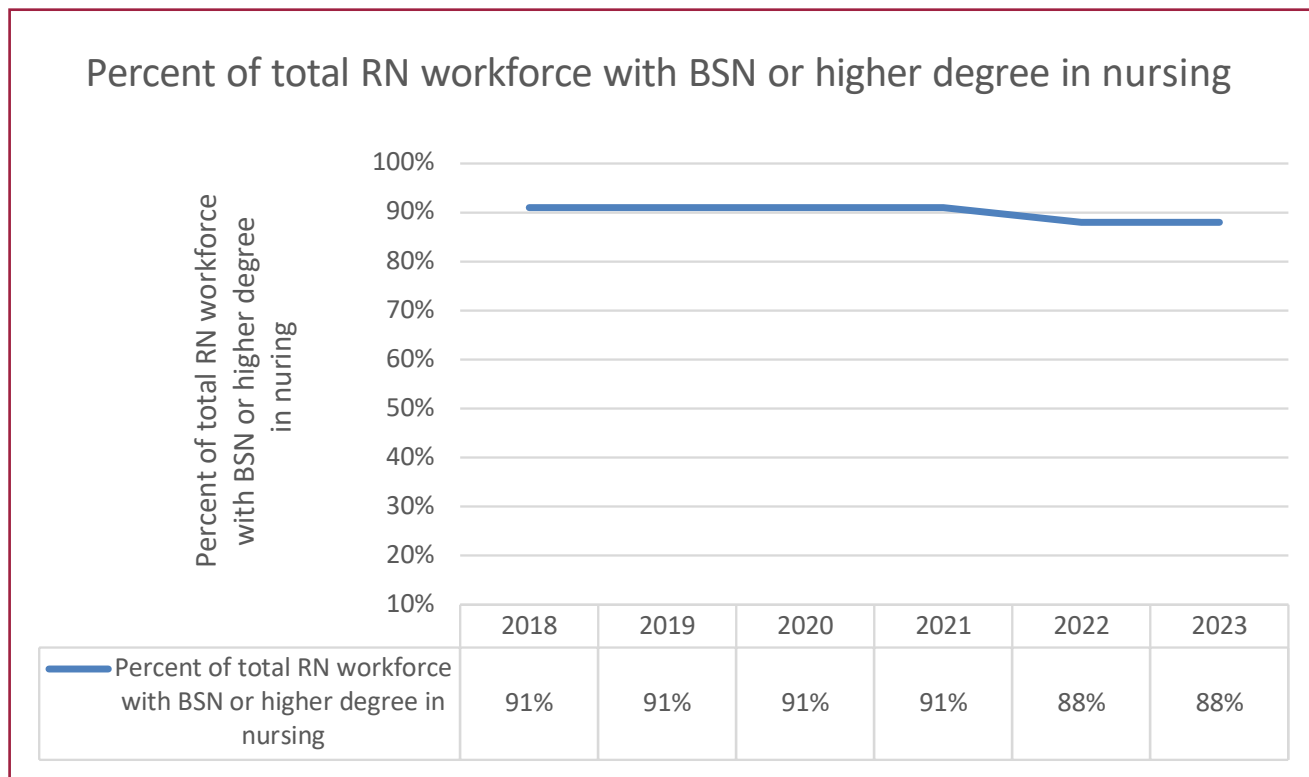
Certified Nurses Day

JCMC recognizes the importance of achieving national certification and celebrates 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 2023 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 recognition on the RWJBH "Recognizing You" portal. Additionally, the names of all certified RNs were displayed in the hospital main lobby. 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	2019	2020	2021	2022	2023
Diploma	10	11	10	8	1
ADN	59	57	67	66	99
BSN	545	527	612	578	602
MSN	127	147	153	155	142
DNP	10	15	19	18	27



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 (BPN), Asian Society for Impact and Advocacy (ASIAN) BRG, 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. Nurses partner with Adrienne Austin, Esq., Director of Diversity and Inclusion at JCMC for various community events and Diversity, Equity, and Inclusion panel talks.





EXEMPLARY PROFESSIONAL PRACTICE



QUALITY & SAFETY COUNCIL

Council Name: Quality & Safety Council

Council Name: Quality & Safety

Chair: Kathleen Ansay, MSN, RN, ONC, CMSRN

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

Council Purpose:

The Nursing Quality and Safety Council will 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.

Objectives:

- 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 Professional Practice Council and Nursing Leadership Council

Expected Outcomes:

- Improve 5 target priority areas from audits and review of best practices 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.



Name	Unit
Janielle Viuya, DNP, APN	Director of Magnet Program and Professional Practice
Claudia Garzon-Rivera, DNP, RN	AVP of Nursing
Valentya Tabaka, MSN, RN	Wound Care Manager
Priscilla Hurtado, BSN, RN	Wound Care Coordinator
Vicki DeChirico, MSN, RN	Infection Prevention
Allison Antonik, BSN, RN	Infection Prevention
Kaveri Khera	Infection Prevention
Theresa LaFlam, MSN, RN	Stroke Program Manager
Tetyana Polishchuk, BSN, RN	Stroke Program Coordinator
Sean Lo, MSN, RN	Clinical Informatics Manager
Cristina Simeone, MSN, RN	Value Analysis
Amanda Tobias, BSN, RN	5W
Catherine Manza, MSN, RN	Nursing Education
Justina Oseagulu, MSN, RN	5W
Bijal Patel, DNP, RN	ICU PCC
Michele Lopez, MSN, RN	Director of Nursing Education
Megan Carr, BSN, RN	ED
Sung Hee Cho, MSN, RN	Nursing Education
Brit Destefano, BSN, RN	Float
Aurea Vallo, BSN, RN	6E
Brittany Walsh, MSN, RN	Nursing Education
Andrea Campos, BSN, RN	Nursing Education
Jessica Ho, DNP, RN	Nursing Education
Arvee Lopez, MSN, RN	Nursing Education
Maria Rufin, BSN, RN	PACU
Jemimah Bravo, BSN, RN	OR
Michele Zaorski, MSN, RN	Lead CTICU APN
Elizabeth Trelles, BSN, RN	PCC 5 East
Doreen Jones, BSN, RN	Cath Lab
Heidi Milad, BSN, RN	PCC 7 East
Regina O'Donnell, MSN, RN	Cath Lab
Maria Bravo, BSN, RN	OR
Sonia Freire, BSN, RN	SDS
Macy Buhl, BSN, RN	PCC RDU
Anabelle Flores, BSN, RN	RDU
Jestina Kebbie, BSN, RN	5 West
Jennifer O'Donnell, MSN, RN	PCC RDU
Abigail Demesa, BSN, RN	PCC RDU
Alelei Konev, BSN, RN	Endo
Jan Arthur Elpa, BSN, RN	PCC 5 West



2023 Goals and Accomplishments:

2023 Goals	2023 Accomplishments
Contribute to the nursing strategic plan goal to reduce CAUTIs, CLABSI, Falls, Falls with Injury, and HAPIs	• Revised the CLABSI tool to include the biopatch size correct for central line, biopatch placed correctly at insertion site, and biopatch unsaturated • Hand hygiene maintains above 97% throughout the hospital for 2023 • CAUTI Free since 5/13/2023 • Approved Vizient CLABSI Tool with minor changes to include CHG Tegaderm • The use of the BD INFUSATE Companion to determine if a midline or central line is appropriate for the patient • “Peer to Peer” fall audits reduction of falls on pilot units – 7E, 6W, 5W • Fall champions in the ED-PCTS one on day shift and evening shift. Making sure the rolling yellow carts are stocked with all fall supplies that are easily accessible. • Review of the bed algorithm to clarify which bed to use on patient • Review of the use of most up to date barrier creams • Early nutrition involvement for HAPI prevention • Review of the CDIFF algorithm to prevent unnecessary testing • Geriatric patients with dementia and delirium and a review of medications that contribute to falls • CLABSI AUDIT updated to include “N/A” as an option for hair clipping & CHG bath as an additional column • Review of TB and discussion with lab to communicate with primary RN a positive AFB as a critical result
Contribute to the organizational strategic plan goal to improve the delivery of care related to nursing quality and safety	• Reviewed Early Behavioral Warning Signs and discussed the creation and dissemination of badge buddies to sitters, techs and RNs. • Review of policies and procedures in the OR for foreign body retention prevention • Review of Policy change to Malignant hyperthermia— • Review of 6 clicks for mobility live in Epic
Review and/or revise at least 4 nursing policies related to medication safety, clinical equipment, and/or patient safety.	• Update to the policy for thrombolysis &/or neurointerventional thrombectomy for stroke patients • Update to the Fall Policy & Management (approved) • Review system policy for urinary catheter devices • PICC line policy and procedure under review and revision • Review of corporate wound care policy for taking pictures of wound • Review of policy change-secondary tubing continuous can remain for 96 hours



MAGNET CHAMPION COUNCIL

Council Name: Magnet Champion Council

Chair: Nicolle Reyes MSN, RN, APN, AGPNP

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

Council Purpose:

The Magnet Champion Council will serve as practice leaders, role models, and advocates for nursing excellence. The members will represent all nursing units, and the greater nursing body at JCMC. They will facilitate staff involvement in Magnet activities, and promote sustained engagement related to nursing practice and excellence.

Objectives:

- Recruit consistent membership from all in-patient units and ambulatory areas
- Implement strategies to support an ongoing environment of nursing excellence and professional growth such as updating Magnet RNO presentation, developing a booklet describing JCMC shared governance structure and process
- Promote nursing professional certification
- Update unit Magnet boards at a minimum of quarterly

Expected Outcomes:

- Increase engagement from nurses in ambulatory setting in nursing councils and other shared governance activities.
- Increase membership in shared governance councils
- Maintain up to date unit specific goals

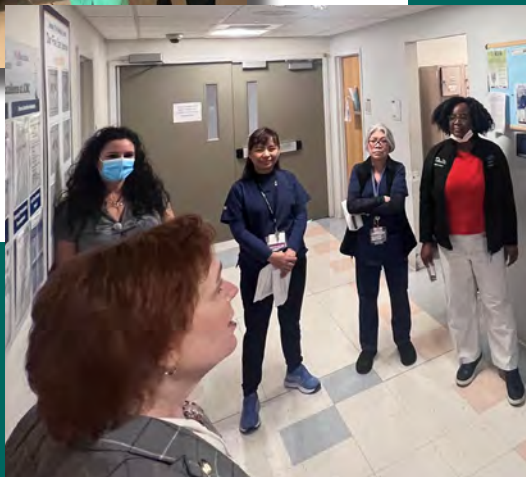
Active members:

Name	Unit
Nicolle Reyes MSN, RN	6W/Nursing Admin
Liliana Segovia BSN, RN	Critical Care
Maria Jemimah Bravo BSN, RN	OR
Amanda Tobias BSN, RN	5W
Justina Oseagulu BSN, RN	5W
Regina O'Donnell MSN, RN	Cath lab
Sonia Freire BSN, RN	SDS
Laura Lindo BSN, RN	6W
Sarala Timalseña BSN, RN	ASC



2023 Goals and Accomplishments:

2023 Goals	2023 Accomplishments
Support the Magnet 2021 Re-designation process by supporting the new 2019 standards	Met – Magnet Standards are on the Magnet Champion Agenda for review
Mentor and partner with the ambulatory councils to support and create awareness about the shared governance council and its activities	Partially Met - Identified and recruited a Magnet Champion Council for ASC to initiate awareness about shared governance councils that will eventually be a support council within the ambulatory areas.
Support ongoing environment and expectation of nursing excellence and ongoing professional development and growth in both inpatient and ambulatory units and implement two strategies that will increase nurses' knowledge and engagement in shared governance	Partially Met - Presented in the shared governance council day during 2023 Nurses Week to increase awareness and involvement in shared governance
Partnership event with professional organizations promoting nursing in the community	Met – Partnered with Sigma Theta Tau during 2023 Nurses week to promote the nursing profession in Dickinson High School Jersey City NJ
Facilitate and support Magnet standards in all nursing units and aid in achieving unit practice goals in all nursing units	Met – Magnet Champion Council Chair and Members support in updating magnet boards in their respective units and support in Magnet Showcases quarterly and present their unit practice goals and action plan in collaboration with the Unit Practice Chairs





Magnet Conference

Nurses from JCMC attended the 2023 Magnet Conference in Chicago, Illinois. 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. Attendees had a chance to meet nursing theorists including Jean Watson, PhD, RN, AHN-BC, FAAN, LL who is best known for her theory of human caring and Patricia Benner, PhD, RN FAAN, FRCN who is well known for her theory of novice to expert nursing.

Attendee	Unit
Janielle Viuya, DNP, APN	Director of Magnet and Professional Practice
Kathleen Ansay MSN, RN	Nurse Educator
Nicolle Reyes MSN, RN	Geriatrics



SATISFACTION AND ENGAGEMENT COUNCIL

Council Name: Satisfaction & Engagement Council

Chair: Sonia Freire BSN, RN, ONC

Advisor: 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 Nurse Excellence Awards by November 2023
- 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
- Advocate and encourage nurses to participate in of NDPP Clinical Ladder
- Promote and encourage nurses to participate in Nurse Satisfaction Survey

Accomplishments:

- Hosted Nurse Excellence Awards in conjunction with 4th Magnet Celebration in November 2023
- 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 2023

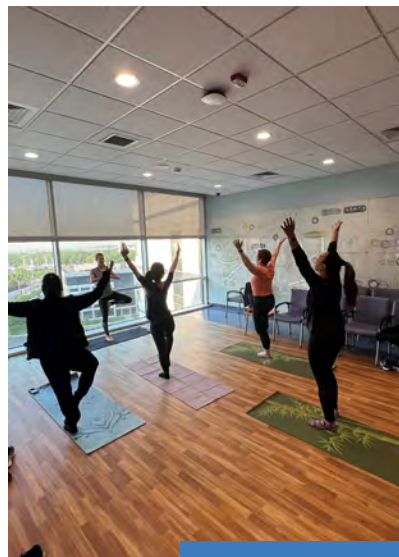
Membership:

- Open to all RN's in all nursing units at JCMC patient safety.

Name	Unit
Sonia Freire, BSN, RN	SDS
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
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
Salematou Sow, BSN, RN	ASC
Arvee Lopez, BSN, RN	Nurse Educator

Nurses Week 2023

Decreasing Catheter Associated Urinary Tract Infections is a nurse sensitive indicator, which JCMC nurses celebrated Nurses Week May 8/12, 2023. 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”, and Nurses Week Graduation honoring newly certified nurses and nurses who completed degrees within the past year, annual Door-Decorating-Contest and ice-cream treat day. Additionally, the Satisfaction and Engagement Council and Magnet Champion Council added “Wellness Wednesday”, focused on nurse wellbeing. “Wellness Wednesday” kicked off with sunrise yoga and ended with sunset yoga in the 7th floor sky lobby. Yoga sessions were led by Laura Williams, BSN, RN, certified yoga instructor, clinical nurse in 3E. JCMC nurse educators hosted a Wellness Booth in the main lobby with healthy snacks from Daily Harvest® and flyers on BeHealthy resources available in the organization. JCMC nurses also participated in a lunch time wellness walk to Liberty State Park.





Daisy Awards

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 coordinates monthly Daisy honoree and nominee nurse recognition. Daisy Award Honorees are recognized monthly on their unit among their peers by nurse leadership.

The 2023 Daisy Award Winners are

Megan Carr	ED	BSN
Anna Giron	ED	BSN
Gabrielle Morales	RDU (Initially 5 East Observation)	BSN
Walter Hernandez	6 East	BSN
Jasmine Bejar	6 East	BSN
Daniel Poupart	RDU	BSN
Justine Yambao	Cath Lab	ASN
	6 West	Team Award



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 2023 awards ceremony was on November 13, 2023, at Jersey City Medical Center.



Empirical Outcomes

Doris Bazurto, BSN, RN
Jude Mart Espares, BSN, RN
Sally Kufczynski, BSN, RN
Allison McCabe, MSN, RN
Heidi Milad, BSN, RN
Vito Pascarella, DNP, RN
Siza Patel, BSN, RN
Fatma Soliman, BSN, RN
Valentyna Tabaka, BSN, RN
Elizabeth Vargas, BSN, RN

Freedom Villafuerte, BSN, RN

Alec Wasserman, BSN, RN

Exemplary Professional Practice

Anabela Cunha Almeida, BSN, RN
Hannah Almontaser, BSN, RN
Yvette Bryant, MSN, RN
Evangeline Cagas, BSN, RN
Megan Carr, BSN, RN
Yamila Castro, BSN, RN
Maria Co, BSN, RN
Raquel Diasen, BSN, RN

Eric Dworsky, BSN, RN

Tunesia Holiday, BSN, RN
Priscilla Hurtado, BSN, RN
Amber Lupo, BSN, RN
Catherine Manza, MSN, RN
Alice Munishi, BSN, RN
Bijal Patel, DNP, RN
Alexa Reyes, BSN, RN
Stephanie Rivera, MSN, RN
Emily Sayed, BSN, RN
Teodora Tzoneva, BSN, RN
Cristina Villafior, BSN, RN
Freedom Villafuerte, BSN, RN
Janielle Viuya, DNP, RN
Alec Wasserman, BSN, RN

Interprofessional Collaboration

Amanda Alfonso, DPT
Leo Batongbakal, PharmD
Rachel Bogom
Nicole Delisio
Dr. Zeinab Eid
Dr. Rosario Garcia
Jennifer Green-Bell
Frances Ibay
Dr. Joada Noel
Dr. Richard Savel
Dr. Muhammad Shahid
Luz Wenzel

New Knowledge, Innovations, & Improvements

Maria Victoria Alcantara, BSN, RN
Franca DiBrita, MSN, RN
Jane Fahey, BSN, RN

Kristy Fernandez, BSN, RN

Darrell Hipolito, BSN, RN
Michelle Horn, ADN, RN
Renu Jain, ADN, RN
Theresa Laflam, MSN, RN
Sean Lo, MSN, RN
Melissa Massa, MSN, APN
Loren Matias, RN
Heidi Milad, BSN, RN
Michelle Mosquera, BSN, RN
Siza Patel, BSN, RN
Monika Tulachan, ASN, RN
Tricia Zulueta, BSN, RN

Structural Empowerment

Rino Alcantara, BSN, RN
Agnes Allado, BSN, RN
Nancy Awad, DNP, APN, AGACNP-BC
Alyssa Balacuit, BSN, RN
Yvette Bryant, MSN, RN
Jessica Carlucci, BSN, RN
Al Jaim, BSN, RN
Concordia Meglioranza, BSN, RN
Mamdouh Mounir, BSN, RN
Nicolle Reyes, MSN, RN
Bianca Rosa, BSN, RN
Taylor Rynkowski, DNP, RN

Amanda Tobias, BSN, RN

Emma Williams, BSN, RN

Partners in Excellence and Care

Edwin Alvarado
Delia Alvarez
Naheema Bass
Dianne Buckner
Kenneth Castillo
Migdalia Cortes
Aaron Darby
Robertino Gelvosa
Erin Harlan
Albina Hyde
Matias Jose
Aruna Kalia
April Laban
John Lee
Lionell Lewis
Shena Minus

Mayra Villa

Baniela Sciscio

Simeon Sharpe

James Solano
Nandane Sookdeo
Christopher Juarez
Samantha Sutherland
Rosario Syphrett
Crystal Thomas
Luz Wenzel

Transformational Leadership

Shaun Conover, BSN, RN
Amani Danielian, BSN, RN
Sharon Dela Cruz, BSN, RN
Abigaile DeMesa, BSN, RN
Franca DiBrita, MSN, RN
Eric Dworsky, BSN, RN
Karen Fuller, BSN, RN
Katrina Garcia, BSN, RN
Yeonette Gaskin, BSN, RN
Nicole Iacullo, BSN, RN
Appadurai Lakshmanan, ADN, RN
Michele Lopez, MSN, RN
Amber Lupo, BSN, RN
Sharon Onvimala, BSN, RN
Melissa Ortiz, BSN, RN
Vito Pascarella, DNP, RN
Bijal Patel, DNP, RN
Dharti Patel, BSN, RN
Kenneth Reardon, BSN, RN
Bianca Rosa, BSN, RN
Emily Sayed, BSN, RN
Daria Serpe, BSN, RN
Rose Stewart, BSN, RN
Elizabeth Trelles, BSN, RN
Michele Zaorski, MSN, RN





2023 Nurse Excellence Award Recipients are:

Transformational Leader:
Michele Zaorski, MSN, APN

New Knowledge and
Innovations and Improvement
Kristy Fernandez, BSN, RN

Exemplary Professional Practice
Eric Dworsky, BSN, RN

Structural Empowerment
Amanda Tobias, BSN, RN

Empirical Outcomes
Freedom Villafuerte, BSN, RN

Partners in Excellence and
Care Award
Simeon Sharpe

Interprofessional
Collaboration Award
Richard Savel, MD, MBA

Rita Smith "Get Back to School"
Scholarship
Eric Dworsky, BSN, RN



Shared Governance Council Fair

Jersey City Medical Center (JCMC) Nurses share a dynamic relationship between leadership and other healthcare professionals in a culture that promotes collaboration, facilitates deliberation and decision making, and fosters accountability for improving patient outcomes, quality, and enhancing work life (ANCC, 2021).

As part of Nurses Week Celebration, JCMC held its first Shared Governance Council Fair on May 11, 2023 to highlight the contributions of each council to nursing practice. The Shared Governance Council fair was attended by nurses, interprofessional team members, the executive team, and Mark Manigan, President and Chief Executive Officer of RWJBarnabas Health.



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 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
Richard Ortiz MSN, RN	Assistant 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
Helen Morgan, BSN, RN	Nurse Manager SDS
Aschel Curry BSN, RN	Nurse Manager OR
Regina O'Donnell MSN, RN	Nurse Manager CCL
Jennyfer Morel, BSN, RN	Nurse Manager ASC
Monera Holgado BSN, RN	Nurse Manager ASC
Sharon Onvimala, BSN, RN	PCC ASC



NURSING WORKPLACE ENVIRONMENT AND STAFFING COUNCIL

Council Name: NWESC Council

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

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

2023 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.

2023 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.

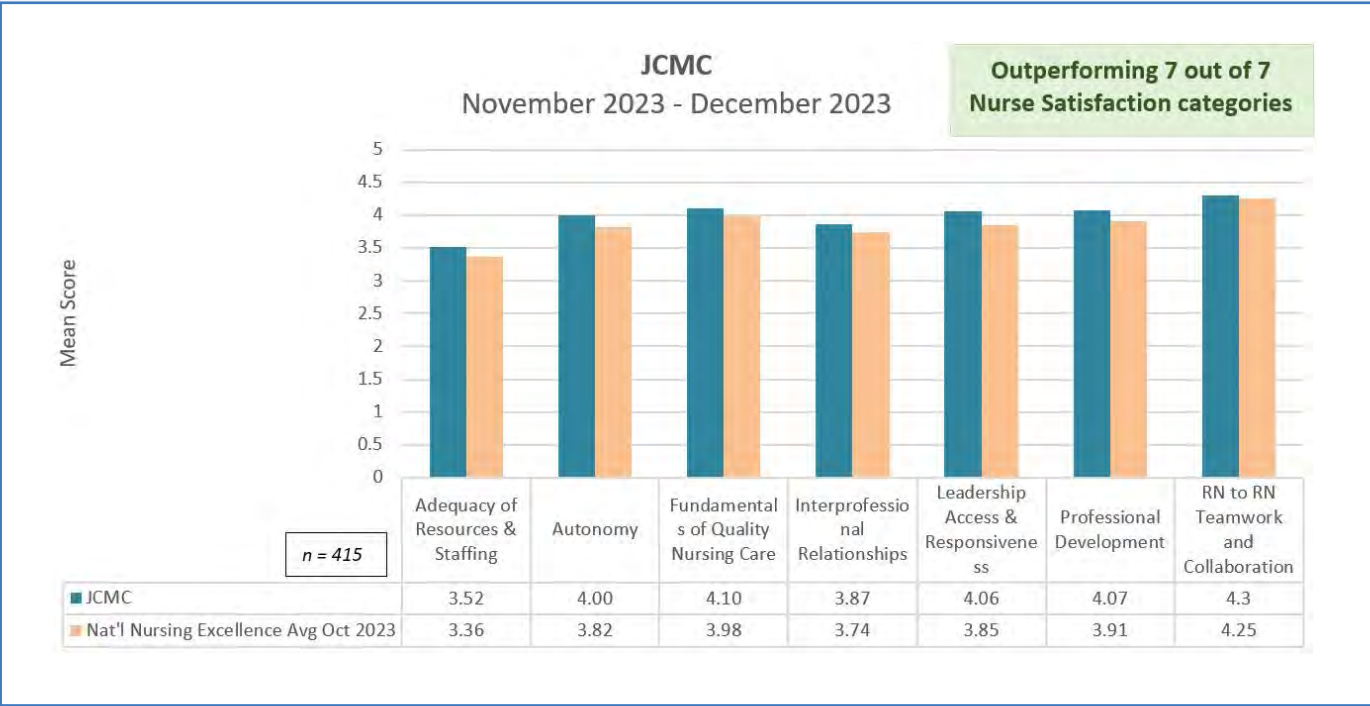
Expected Outcomes:

- 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 .

JERSEY CITY MEDICAL CENTER NURSE EXCELLENCE SURVEY

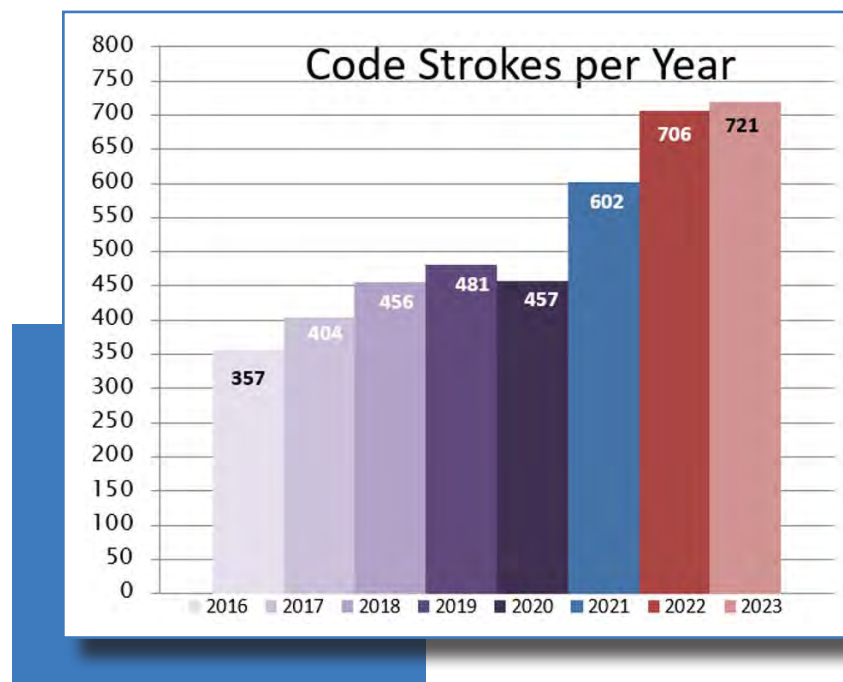


JCMC NURSING SATISFACTION IS ABOVE THE NATIONAL AVERAGE

The Nursing Engagement Survey from November 2023- December 2023 showed that JCMC outperformed the national average in 7 out of 7 categories.

Examples of categories outperforming with questions asked in the survey include:

- **Autonomy**
 - I am involved in decisions that affect my work
 - I have the opportunity to influence nursing practice at this organization
- **Leadership Access and Responsiveness**
 - Nurse leaders are accessible at this organization
 - The person I report to supports free exchanges of opinions and idea
- **Professional Development**
 - This organization provides career development opportunities
 - I get the training I need to do a good job



The Stroke Program

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 Tele-neurology services. In June 2019, JCMC was nationally certified as a DNV Primary Stroke Center Program, and recertified in July 2023.

The multidisciplinary program, led by our Stroke Medical Director, Dr. Ashish Kapoor, 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 thirteenth consecutive in 2023!

The Stroke Interdisciplinary Committee which is led by Theresa LaFlam, Stroke Program Manager, and Dr. Ashish Kapoor, 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 2023 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 to expand the stroke program to even a higher level of care. We introduced a new state of the art neuro interventional suite in our cardiac cath lab in 2023 allowing our physicians to quickly intervene and perform the most advanced stroke treatments for best patient outcomes. We performed our 1st mechanical thrombectomy case in November of 2023.

Thrombolytic therapy is the use of medications called “clot busters” that dissolve blood clots in the brain and help to improve blood flow. Our average times in 2023 for door-to-thrombolytic agent administered was 48 minutes. Time is of the essence when treating a stroke.

Due to a significant increase in the overall number of code strokes and multiple code strokes called at the same time in 2023, we now utilize 2 telstroke devices to assist with workflow for emergency consultations. This provides our patients with quality evidence-based health care services with the latest stroke technology.

NICHE™

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

Jersey City Medical Center (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.

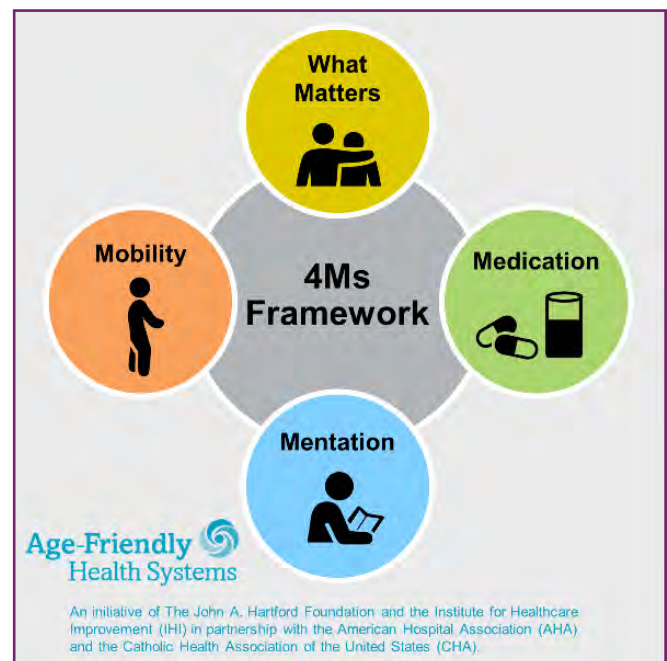


Geriatric Resource Nurse Council

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.

Nicolle Reyes, MSN, APN, AGNP-C, ONC, GRN, Geriatric Nurse Practitioner/NICHE Coordinator, 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.

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.



NEW KNOWLEDGE, INNOVATIONS AND IMPROVEMENTS



NURSING RESEARCH AND EVIDENCE BASED PRACTICE COUNCIL

Council Name: Nursing Research and Evidence Based Practice Council

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

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

Council Purpose:

- To contribute to the body of nursing knowledge through research endeavors and to foster staff member knowledge and skills in nursing research and evidence-based practice

Objectives:

- Review and approve policies related to nursing research
- Increase council members' 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, implementation of best practices at JCMC, and dissemination of research contributions

Expected Outcomes:

- Review and approve at least three research activities involving JCMC nurses
- Complete quarterly journal club activities
- Develop and approve policies related to nursing research
- Conduct at least one research fair to disseminate findings
- A minimum of one research study to be disseminated at an external research fair
- A minimum of one research manuscript to be submitted to peer-reviewed journal
- A minimum of one community service to promote nursing and nursing research

Membership:

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

Active Members:

Name	Unit
Brittany Haliani, MLS, AHIP, CHIS	Medical Library Director
Abril Berry	Medical Librarian
Aileen Reilly	Medical Library Technician
Kathleen Ansay, MSN, RN	Nursing Education
Jennifer Sols Balcells MSN, RN	Nursing Education
Yamila Castro, BSN, RN	3-East
Christopher De La Victoria, DNP, APN	Nursing Education
Arvee Lopez MSN, RN	Nursing Education
Catherine Manza, MSN, RN	Nursing Education
Regina O'Donnell, MSN, RN	Cath Lab Manager
Richard Ortiz MSN, RN	Bayonne ED ADON
Justina Oseagulu, BSN, RN	5-West
Brittany Pascocello MSN, RN	Nursing Education
Richelle Powell MSN, RN	Nursing Education
Bryan Pazmino, BSN, RN	ED PCC
Lisa Ryan, BSN, RN	5-West
Misha Sharma, BSN, RN	CCU
Amanda Silver, BSN, RN	3-East
Michele Zaorski, MSN, APN	CTIVU/ICU Lead APN
Amanda Tobias, BSN, RN	5-West/Council Chair
Janielle Viuya, DNP, APN	Director of Magnet and Nursing Professional Practice

Goals and Accomplishments:

2023 Goals	2023 Accomplishments
Expected Outcomes: • Review and approve at least three research activities involving JCMC nurses • Complete quarterly journal club activities • Develop and approve policies related to nursing research • Conduct at least one research fair to disseminate findings • A minimum of one research study to be disseminated at an external research fair • A minimum of one research manuscript to be submitted to peer-reviewed journal • A minimum of one community service to promote nursing and nursing research	Achieved Outcomes: • Reviewed a minimum of three research activities involving JCMC nurses • Completed quarterly journal activities • Developed and approved updated policies related to nursing research • Conducted in-person research fair on October 27, 2023 • Research Fair presenters will be invited to present at Sigma's Research Fair, April 2024 • One research manuscript is still being prepared for submission to peer-reviewed journal • Community service at Dickinson High School to promote nursing and nursing research on May 9, 2023

New Knowledge, Innovations,
and Improvements

2023 ANNUAL NURSING RESEARCH FAIR



Nurses Week 2023

The Nursing Research Council hosted an in-person Nursing Research Fair on October 27, 2023. All were invited to attend. The fair showcased Doctorate of Nursing Practice (DNP) projects and nursing quality improvement projects. RWJBH system medical librarians also provided an “Ask a Librarian” corner, a great resource for nurses preparing for DNP projects and clinical ladder projects.

PI / Presenter	Title
Hannah Mandler, BSN, RN, CCRN, RRNA Patrick Miller, BSN, RN, CCRN, RRNA Angelo Llanes, MSN, CRNA	PEN-FAST Antibiotic Allergy Screening Tool
Bijal Patel, DNP, RN	Implementation of a Palliative Care Screening Tool in the Intensive Care Unit
Mikhail Kolomoitsev MSN, RN, CMSRN, CNL, AGACNP Theresa Laflam, MSN, RN, NVRN-BC	Reduction in Patient Wait Times for Stroke Symptoms in the Emergency Department Following BEFAST Training Expansion for Non-Licensed Ancillary Staff
Taylor Rynkowski DNP, RN	Advance Prescription, Advance Protection: Increasing Access to Emergency Contraception
Melissa Massa, MSN, APN, AGACNP-BC Franca DiBrita, MSN, APN, FNP	Impella Patient Management
Eric Dworsky, BSN, RN	Utilization of Technology to Initiate and Maintain Smoking Cessation

INFORMATICS COUNCIL

Chair: Sean Lo, MSN, RN

Co-Chair: Darrell Hipolito, BSN, RN

Advisor: Kimberly Palestis DNP, RN, CEN, TCRN, NEA-BC, FACHE



Council Purpose:

- Optimize clinical applications to enhance and support the clinician's management of patient care.

Objectives:

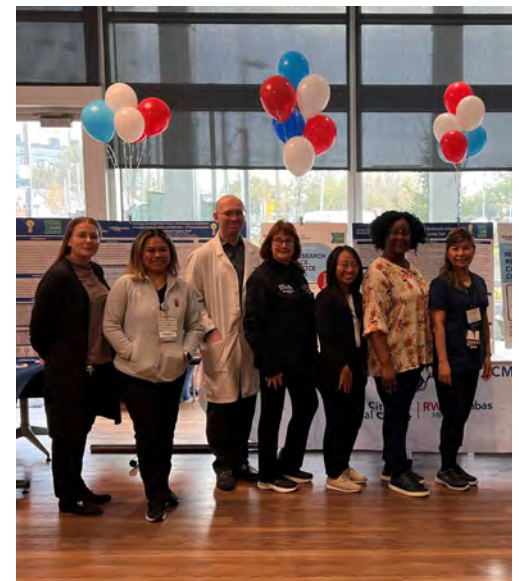
- Use system-generated reports to encourage compliance and safe clinical practices.
- Identify opportunities to maximize functionality for clinical workflow, documentation, and safe clinical practices.
- Identify ongoing educational needs using metrics/audits and input/awareness from staff.

Expected Outcomes:

- Promote compliance and safe clinical practice by monitoring three identified areas of focus with available reporting data with the intent to make a discernable change:
 - Medication Management (Meds History, Admission Rec, Discharge Rec)
 - Unsigned Nursing Notes
 - Wristband compliance
- Increased attendance of Informatics Council to provide feedback/insight into ways workflow can be optimized for specific users.

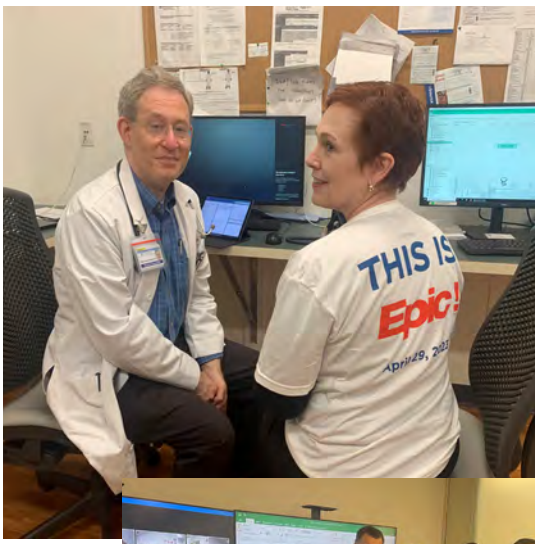
Active Members:

Name	Unit
Sean Lo MSN, RN	IT
Robertino Gelvosa BSN, RN	IT
Stefanie Orrico BSN, RN	7E
Amanda Tobias BSN, RN	5W
Regina O'Donnell MSN, RN	Cardiac Cath
Justina Oseagulu BSN, RN	5W
Darrell Hipolito BSN, RN	IT



Goals and Accomplishments:

2023 Goals	2023 Accomplishments
• Assist with at least two unit-based IT improvement or fix projects • Involve at least two interested members in EPIC Go-Live for experience • Perform at least two medication history audits for each unit • Get representation from every unit in the hospital	• Helped to prepare JCMC Staff for the transition to the EPIC electronic medical record (EMR) system. • Recruited 5 JCMC Nurses to be superusers to help with implementation at Wave 5 Go-Live sites. • Had nurses assist with Shadow Charting to bridge any gaps between the legacy Cerner EMR and the new EMR EPIC • Submitted several change requests for enhancements in the EPIC system such as Fall Risk showing on the unit display boards. • Went live on Epic EMR in April 2023.



Epic Go-Live

JCMC went live with Epic on April 29, 2023. The Clinical Informatics team along with Kimberly Palestis DNP, RN, CEN, TCRN, NEA-BC, FACHE, Epic site-lead, lead the transition to the new Epic electronic medical record.



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. The Advance Practice Provider Council is Chaired by Michele Zaorski, MSN, ACNP-BC, Lead APN, CTICU / ICU.





Center for Professional Development, Innovation and Research (CPDIR) 2023

Our nursing professional development specialists (NPDS) 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 and real time learning 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 NPDS proudly support the shared governance councils by serving as resources to the council members. Additionally, the NPDS partner with the unit leaders ensuring education is provided to support unit-based initiatives and the consistent delivery of evidenced based care at the bedside. Feedback from our nursing and patient care technicians is solicited through the annual learning needs assessment survey, results of our program evaluations, and through direct interactions with our employees and leaders. The CPDIR team utilizes this feedback to develop programs to meet the learning and professional development needs of our employees. Proudly, in 2023 the CPDIR conducted 152 live classes with a total of 3380 participants.

The NPDS are most proud of the successful onboarding and orientation on 519 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.

Our employees embraced changes to our EMR, our learning management system, and our on-line resource development service- Lippincott. The NPDS collaborated with their fellow system colleagues to standardize nursing specialty courses across the RWJBH system. Additionally, the orientation process for our nurses and patient care technicians was redesigned to a three- day program and relocated to the brand- new, state of the art Livingston campus. Truly, 2023 was an EPIC year of change!

Academic Affiliations: 2023

Jersey City Medical Center- RWJBH 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 2023, 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 2023, the CPDIR oversaw 52 school affiliation agreements with 29 academic institutions actively enrolling students for precepted experiences at JCMC. Proudly, our organization had a total of 87,997 student clinical hours completed under the preceptor guidance of JCMC-RWJBH employees. This is 1,712 more precepted student hours than in 2022. Our largest growth in clinical hours was in the Nurse Practitioner student precepted hours, an additional 605 hours in 2023 hours compared to 2022. Additionally, Doctorate level student hours in nursing, pharmacy and physical therapy increased from, 5,445 hours in 2002 to 8,560 hours in 2023. Our allied health professionals (i.e., radiology, ultrasound, lab) increased their student clinical hours from 14,715 in 2022 to 17,555 hours in 2023. 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 Executive Nursing Leadership, CPDIR, Human Resources, and the CPDIR participated in recruitment events throughout the year 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-RWJBH!

Nurse Residency Program: 2023

The Nurse Residency Program (NRP) prepares nurses for the successful transition from the role of student nurse to the role of competent, confident, professional nurse. The NRP curriculum design is based on the requirements of the American Nurses Credentialing Center (ANCC) Practice Transition Accreditation Program standards. Nurses with less than 6 months of experience are eligible to join the NRP.

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 nursing professional development specialists (NPDS), 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.

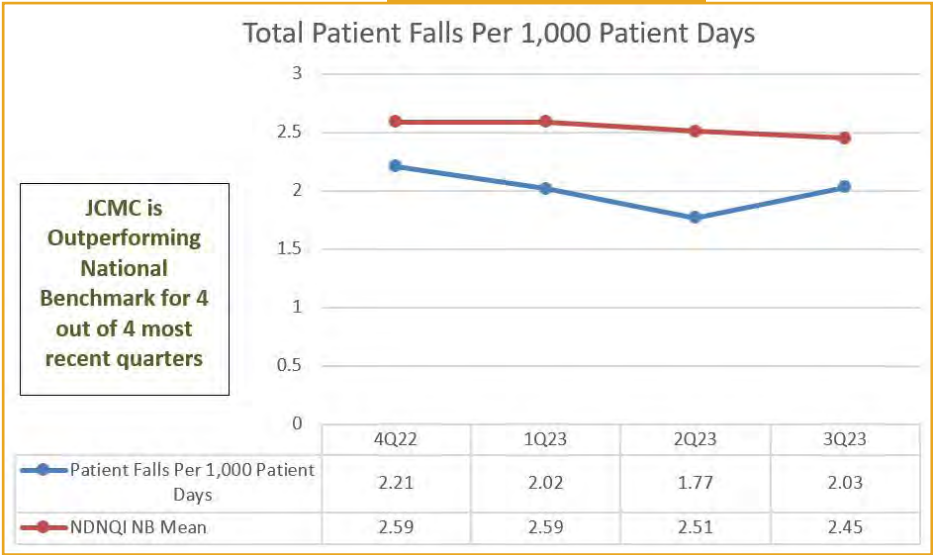
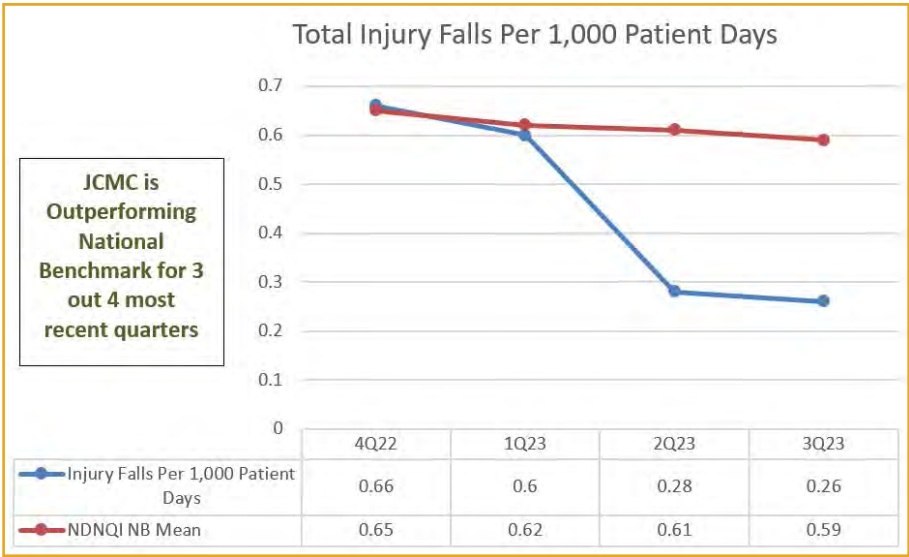
Jersey City Medical Center established the first cohort of nurse residents in September of 2018, and the program received "Accreditation with Distinction" honors in February 2020. The NRP was re-accredited by the ANCC in July, 2023. Highlights of our accreditation summary from the ANCC surveyors included the overwhelming engagement of our preceptors, nurse residents, recognition of the program's support by our manager's, directors, NPDS and our executive nursing leadership team!

Looking ahead in 2023, JCMC began the process to transition our program the system-wide RWJBH Nurse Residency Program which will be one year in length. The NPDS are collaborating with their respective colleagues to enhance the learning experience of our new graduates. In 2023, we welcomed 109 nurse residents 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 Center for Professional Development, Innovation and Research team looks forward to expanding our program again this year. Congratulations to all our nurse residents on their successful transition into nursing practice!

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, led by Janielle Viuya, DNP, APN, AGACNP-BC, GERO-BC, GRN, continue to review and reinforce the

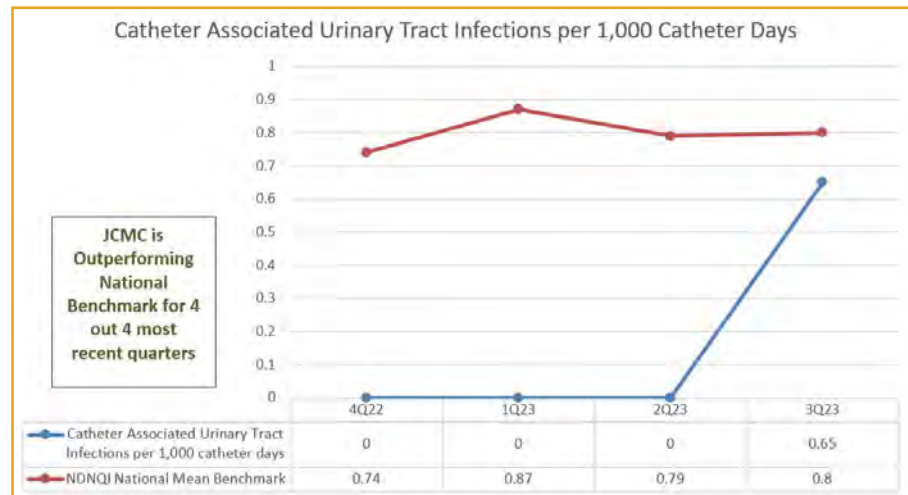
use of evidence-based practices to decrease the number of patient falls and patient falls with injury. In addition, fall case reviews are conducted on a weekly basis. The lessons learned from the case reviews are disseminated to nursing staff. In attendance at the meetings are Nursing Educators, AVP 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)

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:

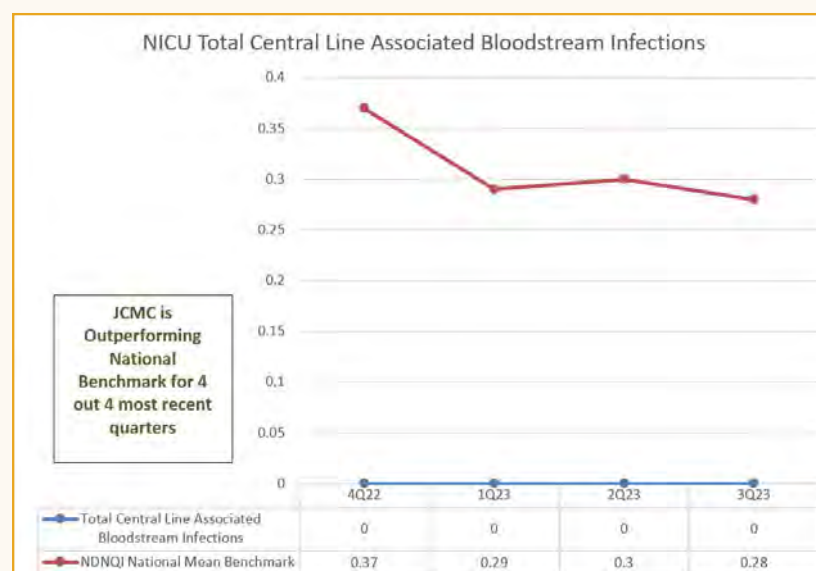
- Daily Rounding by the Patient Care Coordinators (PCCs) in collaboration with providers for necessity of the urinary catheter using the CAUTI rounding log
- Use of a standardized methodology for surveillance and data management
- Weekly urinary catheter maintenance bundle audits are performed by the 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



- The number of Critical Care urinary catheters in place, their indication and their plan for removal are reported by Allison McCabe MSN, RN Critical Care Director during the Administrative Safety Huddle
- System wide consultation with Vizient for assessment of current practices and advisement for evidence-based practice resources

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.



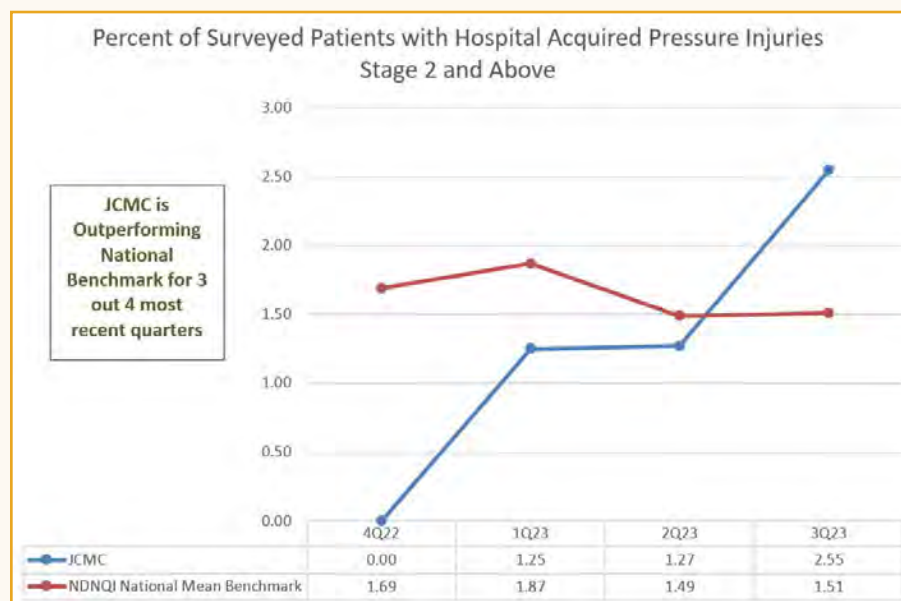
Reducing Hospital Acquired Pressure Injuries

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 Dietitians, 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 Care Clinicians. In addition, HAPI case reviews are presented by clinical nurses in collaboration with the Registered Dietitians 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, Nurse Directors, Registered Dietitians, and ancillary staff as needed. The focus of the case reviews are 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 Wound Manager MBA, BSN, RN, WCC 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 Tabaka MBA, BSN, RN, WCC while she conducts wound consults. After the new RNs complete their wound education modules, the Nurse Educators schedule a day with Valentyna Tabaka. 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 MBA, BSN, RN, WCC and Priscilla Hurtado Wound Coordinator BSN, RN, 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 MBA, BSN, 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 Dietitians, and Physical Therapists. Members represent the Medical-Surgical, Critical Care, and specialty areas.



Reducing Central line Associated Blood Stream Infections (CLABSI)

Decreasing Central Line Associated Blood Stream Infections continue to be strategic priority in 2023. 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

