



# 2024 NURSING ANNUAL REPORT

**RWJBarnabas**  
HEALTH | Jersey City  
Medical Center

355 Grand Street  
Jersey City, NJ 07302

201-915-2000  
[rwjbh.org/jerseycity](http://rwjbh.org/jerseycity)

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

**RWJBarnabas**  
HEALTH | Jersey City  
Medical Center

CONTENTS

4	TRANSFORMATIONAL LEADERSHIP
8	STRUCTURAL EMPOWERMENT
8	PROFESSIONAL PRACTICE MODEL
20	EXEMPLARY PROFESSIONAL PRACTICE
38	NEW KNOWLEDGE, INNOVATIONS AND IMPROVEMENTS

NURSING LEADERSHIP 2024

Margaret Ames DNP, MPA, RN, NEA-BC Chief Nursing Officer and Vice President of Patient Care Services	Arlene Eastman MSN, MPH, RN, CEN, NEA-BC Director of Nursing, Emergency Department, Observation, and Inpatient Pediatrics	Regina O'Donnell MSN, RN, CCRN Nurse Manager, Cardiac Cath Lab
Claudia Garzon-Rivera DNP, RN, CNL, CCRN, CPHQ Assistant Vice President of Nursing	Richard Ortiz, MSN, RN, SANE-A Assistant Director of Nursing, Satellite Emergency Department (Bayonne)	Stanley Owusu MBA, BSN, RN Nursing Finance Director
Kimberly Palestis DNP, RN, CEN, TCRN, NEA-BC, FACHE Assistant Vice President, Nursing	Jan Arthur Elpa BSN, RN Nurse Manager Behavioral Health	Vito Pascarella DNP, RN, NHDP-BC, EMT-B, FO Lead Clinical Operations Manager, Float Pool, Sitters, and Patient Transport
Janielle Viuya DNP, APN, AGACNP-BC Director of Magnet Program and Professional Practice	Marissa Fisher MSN, MHI, RN Trauma Program Director	Tiffani Pereira, BSN, RN Manager, Stroke Program
Laura Alves-Monia MSN, RNC-MNN Director of Nursing 4 West Labor and Delivery	Tania Hardiman, MS, BSN, RN, CCM Director of Case Management	Joanne Reich DNP, RN, NEA-BC, CPHQ Vice President of Safety, Quality, and Regulatory Affairs
Kathleen Ansay MSN, RN, ONC, CMSRN Nurse Manager of the Orthopedic Institute	Monera Holgado, MBA, MHA, BSN, RN, CNOR Nurse Manager, ASC and PAT	Bianca Rosa BSN, RN Nurse Manager, 7 West
Allison Antonik, BSN, RN, CIC Director, Infection Control	Bernadette Johnson MSN, RN, ONC Director of Nursing, 6 West and Renal Hemodialysis	Bonnie Rosenzweig BSN, RN, CRRN Quality Management Specialist
Babitha Babu BSN, RN, RN-BC, PMH-BC Nurse Manager, Center for Comprehensive Care	Ternita Joy MSN, RN, NE-BC Clinical Operations Manager	Erin Salmond DNP, RN Director of Nursing, 5 East and 6 East
Renette Berteau MSN, RN, CCRN Clinical Operations Manager	Theresa LaFlam MSN, RN, NVRN-BC Manager, Stroke Program	Pamela Santiago MSN, RN Director of Nursing, 5 West
Karen Caldas MSN, RN, CPHRM Director, Clinical Risk Management and Patient Safety	Sean Lo, MSN, RN ECIS Site Manager	Cristina Simeone MSN, RN, NEA-BC Clinical Resource Director
Shaun Conover MSN, RN Director of Nursing at Greenville Primary Care	Kelly Loo MSN, RN, CGRN Director of Nursing, Endoscopy and Post Anesthesia Care Unit	Valentyna Tabaka MBA, BSN, RN, WCC Manager, Wound Care
Aschel Curry BSN, RN Nurse Manager, Operating Room	Michele Lopez MSN, RN, CEN, NE-BC Director of Educational Center for Professional Development	Eva Villar-Trinidad, MSN, AGACNP-BC Lead APN, Medicine
Vicki DeChirico MSN, RN, CIC Director, Infection Control	Allison McCabe MSN, RN Director of Nursing, Critical Care and Nursing Practice Interventional Radiology	Anita M. Williams, MSN, RN-BC, OCN Nurse Manager Infusion
Franca DiBrita, MSN, RN, FNP Lead APN, Cardiology	Heidi Milad, BSN, RN Nurse Manager, 7 East	Brian Weil MSN, RN Clinical Operations Manager
Leah Dungee-Maignan MSN, RNC-NIC Director of Nursing, Maternal Child Services and Neonatal Intensive Care Unit	Helen Morgan, BSN, RN Nurse Manager, Same Day Surgery	

FROM OUR LEADERSHIP



A Message from Michael Prilutsky, President and CEO

Dear Nursing Team,

Each year, I have the privilege of seeing the incredible work you do — and, 2024 was no exception. This report reflects what I've seen throughout the year: a team that leads with purpose, delivers with compassion, and remains committed to excellence in every setting.

Your leadership continues to shape the way we care for our community. Through your work in shared governance, commitment to advanced certifications, and engagement with the NDPP program, you are helping us move forward together, aligned with our Nursing Strategic Plan and our continued Magnet journey.

I was especially proud to see how your efforts translated into outcomes. From the launch of our enhanced Stroke Program to your improvements in nurse-sensitive indicators and infection prevention, your dedication has made a measurable impact. The in-person Research Fair and your participation in interdisciplinary initiatives highlight just how collaborative and forward-thinking this team is. You also continue to invest in each other. Whether it's through mentoring, participating in the Nurse Residency Program, or leading our DEI and Business Resource Group efforts, you are building a workforce that reflects the community we serve and creating a culture where people feel supported and valued.

Celebrating your work during Nurses Week and the Nurse Excellence Awards was a reminder of just how much you've accomplished this year, and how many lives you've touched in the process.

Thank you for your commitment, your expertise, and your leadership. It does not go unnoticed. I'm proud to support you, and to work alongside you, and I look forward to what we'll achieve together in the year ahead.

Sincerely,

**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

Dear Nurse Colleagues,

You are appreciated!

You make a difference!

Our patient feedback magnifies my sentiments and I hope you take a minute to read these REAL comments from 2024.

Too often we ruminate on the negative but not on the positive. Instead of a traditional CNO letter this year, I offer you patient comments and my gratitude and ask that you spend a moment extra in the positive.

I encourage you to reflect on the kind words you hear, even if they seem small. Whether it is the recognition at your team huddle, the pat on the back from your colleague or a show of appreciation from a patient. This gratitude approach is good for our emotional and physical health!

THANK YOU FOR ALL YOU DO!

Happy Nurse's Week,

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

*"When I came from the operating room, I told her how much pain I felt. She would not stop to find a way adjust pain medications to my body with feedback from the doctors. She truly made me feel like someone cares about me during this difficult time at the hospital."*  
6East

*"She has been helping me with all my issues, bringing snacks when the kitchen closed, helpful in applying medicine cream, smiling during all this, changing my clothes to make me feel fresh, though I could see she was busy."*  
5 East

*"She was the one who took her time with us, even though I could tell how busy it was. Telling is what was given to my husband and explaining why it is given and how it will help my husband."*  
7 West

*My nurse was attentive, thoughtful, kind, patient and care and made me feel at ease during my stay.*  
6West

*"From the moment she introduced herself until handoff...she was making sure we understood everything that was happening. You can tell she is not only amazing at her job but she absolutely loves what she does!"*  
Labor and Delivery

*While in pre-op anxiously awaiting surgery, he noticed our anxiousness and kept a friendly smile.*  
Ambulatory Surgery Center














## Transformational Leadership

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:	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	

RWJBarnabas Health Values

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





## Nurse Advocacy for Health Promotion American Nurses Association Day on the Hill

On June 27, 2024, in Washington D.C., about 500 nurses from across the nation gathered for ANA Hill Day to advocate for priority health issues that influence the nursing profession. Dharti Patel, BSN, RN, Assistant Director of Patient Care, Inpatient Behavioral Health, attended to advocate for key nursing federal health policy issues. Dharti presented a summary of each health policy to the Nursing Leadership council in July 2024 to spread awareness and to encourage other nurses to advocate for the nursing profession. Dharti shared that the Nurse Faculty Shortage Reduction Act's goal is to create a five-year pilot program to increase faculty at schools of nursing by increasing pay to meet workforce needs. As an Assistant Director of Patient Care, Dharti talked about the importance of supporting the Restricting Mandatory Overtime for Nurses Act. This Act would restrict the use of mandatory overtime for nurses with common sense exceptions, however would not prohibit voluntary overtime. The implications of this Act were discussed by the Nurse Leadership Council with thoughtful interaction between nurse leaders. As a nurse practitioner student, Dharti shared the importance of supporting the ICAN Act to increase access to APRNs for Medicare and Medicaid beneficiaries. Limited scope of practice for APRNs limits access to care for this large patient population.







# Structural Empowerment

## 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 to patients, their families, and the communities they serve.

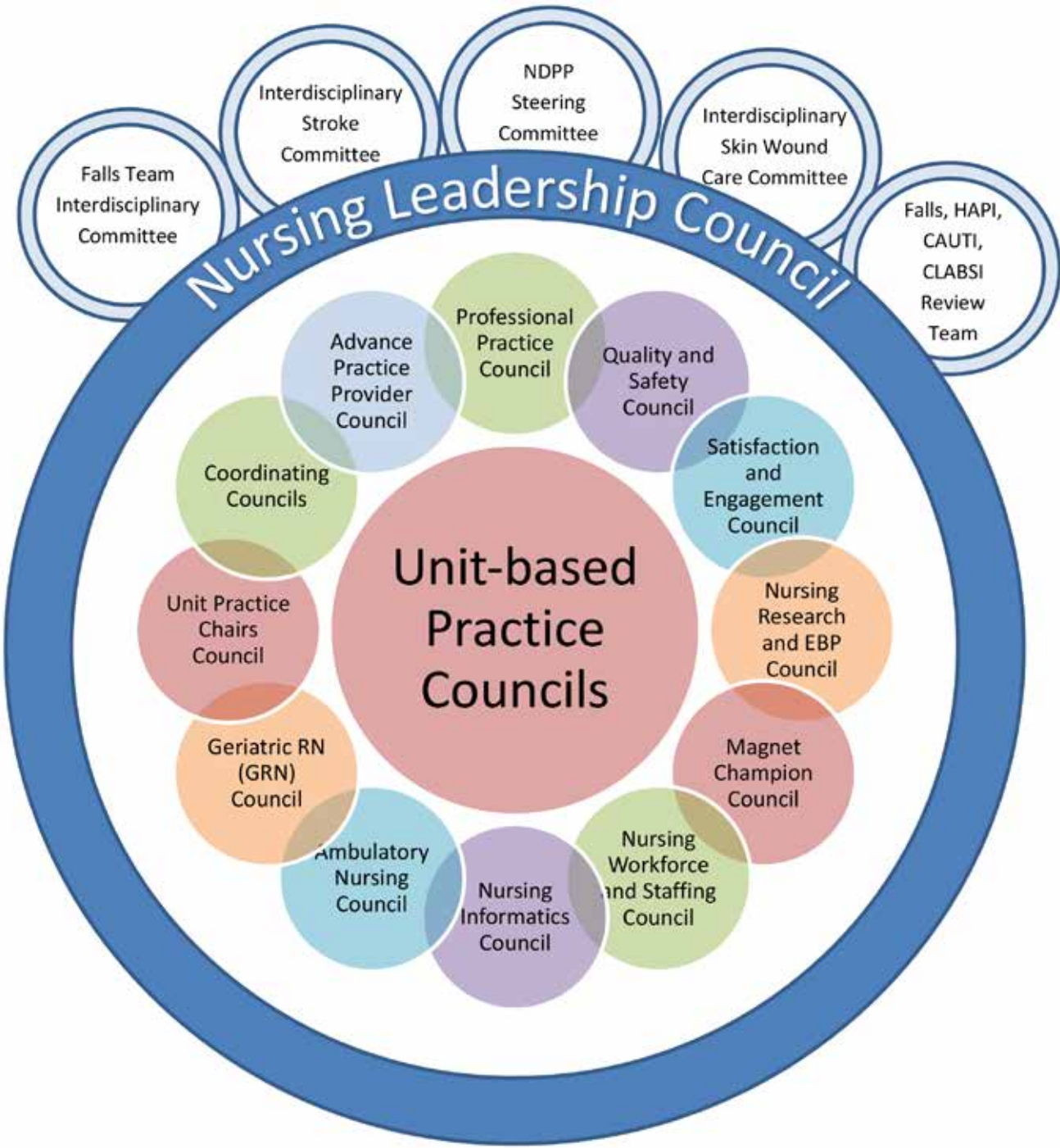
At Jersey City Medical Center, the theory and concepts noted in the model reflect the organization's mission, vision, and values while also embracing the diversity of the patient population in Hudson County. Members of the Magnet Champion Council and Professional Practice Council take the lead in reviewing 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 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 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 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

**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 amongst all UPCs.

- Objectives:**
- Increase the number of UPC chairs on the NDPP clinical ladder.
  - Assist UPC chairs with developing 2025 charters and unit goals.
  - Improve collaboration between UPC chairs and Nursing Directors in agenda development for monthly UPC meetings.
  - UPC chairs will promote a dynamic relationship between leadership and staff RNs, encouraging collaboration, deliberation and decision making, and fostering accountability for improving patient outcomes, quality, and enhancing work life.
  - Standardize UPC agenda to include discussion of unit specific Nurse Sensitive Outcomes (i.e.all, HAPI, HCAHP etc.), areas for improvement and RN certification rates.

2024 Goals and Accomplishments:

2024 Goals	2024 Accomplishments
To support unit UPC chairs with their UPC meetings / ensure UPC meetings are happening each month.	UPC chairs developed 2024 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.

Name	Unit
Brit Destefano BSN, RN	Float
Alelei Costales-Konev BSN, RN	Endo
Jennifer Squittieri BSN, RN	Cath Lab
Stephanie Ricciardi BSN, RN	ICU
Amy Herd BSN, RN	CCU
Jamie Obrero BSN, RN	ASC
Laura Ann Lindo BSN, RN	6W
Jessica Devine BSN, RN	7E
Joanne Reyes (co-chair) BSN, RN	7E
Julianne Dennehy BSN, RN	L&D
Amanda Silver BSN, RN	3E
Yamilla Castro (co-chair) BSN, RN	3E
Sonia Freire BSN, RN	SDS
Darlene Kaczka BSN, RN	ED





PROFESSIONAL PRACTICE COUNCIL

Council Name: Professional Practice Council  
Chair: Suzanne Dee, BSN, RN, CCRN  
Co-Chair: Erin Lynch, RN  
Advisor: Janielle Viuya, DNP, APN, AGACNP-BC

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 2024
- Integrate at least 4 system policies into local JCMC nursing professional practice by 4th Quarter 2024
- Review 3 clinical products / equipment impacting nursing practice by 4th Quarter 2024
- 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
Mary Jane Geagoni BSN, RN	Medical Surgical Unit
Alelei Konev BSN, RN	Endoscopy
Sean Lo MSN, RN	Informatics
Marlene Paredes BSN, RN	OP Behavioral Health
Richelle Powell MSN, RN	Education
Amanda Tobias BSN, RN	Behavioral Health
Catherine Manza, MSN, RN	Education
Jennifer Sols Balcells MSN, RN	Education
Regina O'Donnell MSN, RN	Cath Lab



2024 Goals and Accomplishments:

2024 Goals	2024 Accomplishments
Serve as a forum to exchange best practices that will facilitate improvements to nursing practice.	Integrated system-wide policies: <ul style="list-style-type: none"><li>• Wound care policies and procedures</li><li>• Tele-Sitter Video Monitoring Policy &amp; Procedure</li><li>• Restraints Violent &amp; Non-Violent</li><li>• Patient Controlled Analgesia Policy and Procedure</li><li>• Medication Reconciliation Policy</li><li>• Patient Safety Watch Policy &amp; Procedure</li><li>• Blood Transfusion Policy &amp; Procedure</li></ul>
Collaborate with interdisciplinary team to improve the delivery of quality patient care.	Policies Updated or Created: <ul style="list-style-type: none"><li>• Cathflo Activase Policy &amp; Procedure</li><li>• Visitation Policy</li><li>• Malignant Hyperthermia</li><li>• Patient Family Education</li><li>• Restraint Alternatives for Older Adults Policy</li><li>• Rapid Response Team Policy &amp; Procedure</li><li>• Veraflow Wound Vac Policy &amp; Procedure</li></ul>
Review, revise and approve policies and procedures and standards of care related to nursing practice	Shared monthly updates and recommendations about clinical practice standards from the system wide NPPC during monthly PPC meetings
Participate in the review and communication of new clinical products and equipment impacting nursing practice.	
Active participation and contribution in the System wide NPPC to support the strategic goals in nursing practice	
Establish consistent membership and engagement from all nursing units	





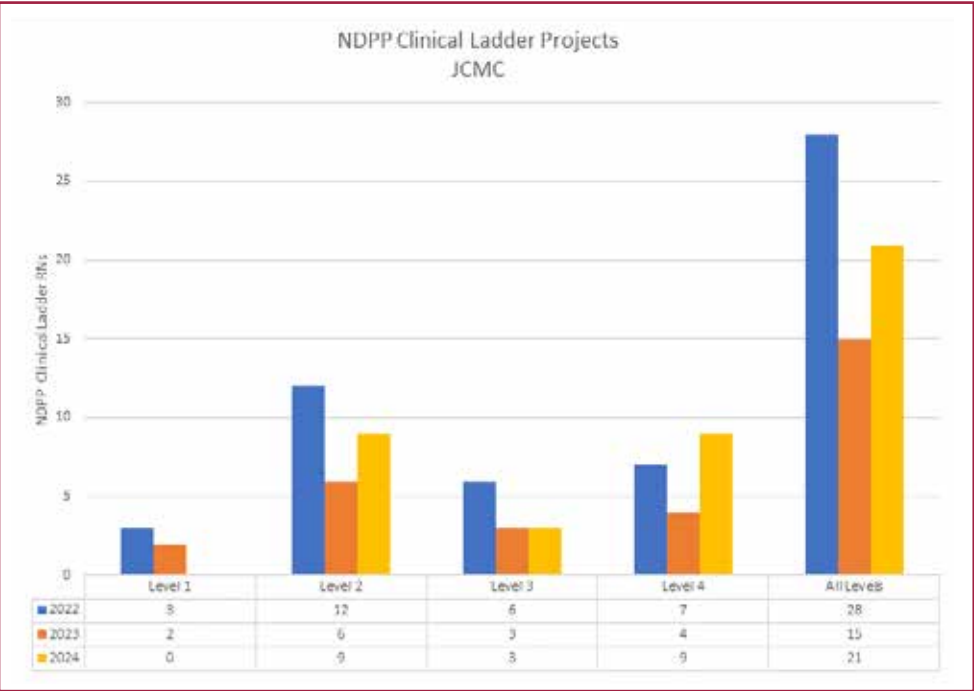
Nursing Differentiated Practice Program (NDPP): 2024

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 RWJBarnabas Health and Jersey City Medical Center Organizational Strategic Plan. The NDPP supports the over-arching mission, vision, and shared values of the RWJBarnabas Health 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:

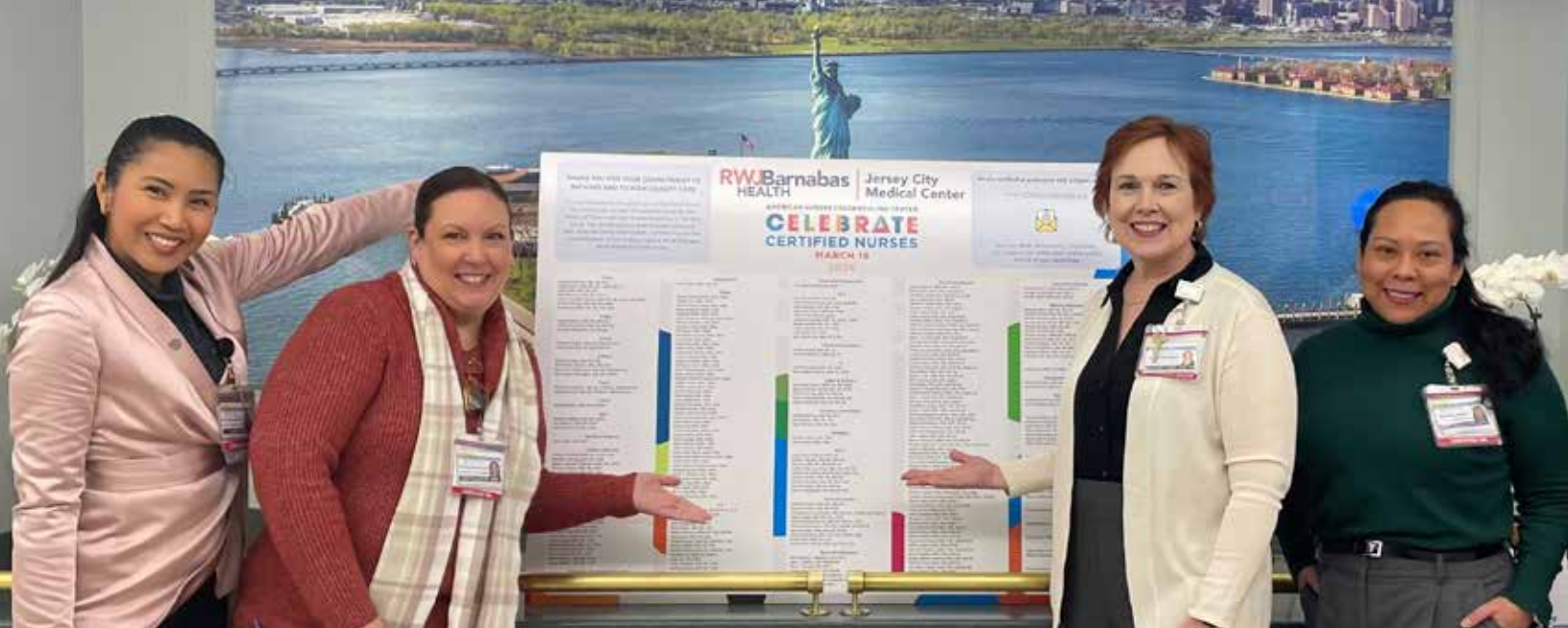
- **Novice / Advanced Beginner:** Level 1 is designed as an introductory level to the NDPP program. This level introduces nurses new to the organization of novice nurses to the NDPP program and our shared governance model.
- **Advanced Beginner / Competent:** Level 2 nurses begin their journey into professional growth by implementing practice change. At this level, members are required to participate in an evidence-based practice project, act as the UPC Chair for the unit, or be the clinical resource nurse for Central Line Associated Blood Stream Infections (CLABSI) Prevention, or the Geriatric Resource Nurse (GRN) on their units. 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.
- **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.
- **Expert:** 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.

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 2024			
NDPP   RN	Dept	Project Title	Estimated Date of Completion
Level 1			
Level 2			
Maggie Bocchino, BSN, RN	ICU	CLABSI Clinical Resource Nurse	8/14/2026
Alelei Costales-Konev, BSN, RN	Endo	UPC Chair	10/29/2026
Julianne Dennehy, BSN, RN	L&D	UPC Chair	10/29/2026
Brit Destefano, BSN, RN	Float	UPC Chairpersons Council Chair	12/15/2024
Aimee Herd, BSN, RN	CCU	UPC Chair	11/21/2026
Katherine Ocampo, BSN, RN	7E	Geriatric Council Chair	7/22/2026
Alexa Passenti, BSN, RN	ED	UPC Chair	11/21/2026
Bijal Patel, DNP, RN	ICU	CLABSI Clinical Resource Nurse	5/21/2026
Amanda Peralta, BSN, RN	3E	UPC Chair	2/12/2025
Level 3			
Alyssa Favara, BSN, RN	Nsg Educ	Quality and Safety Council Chair	1/11/2026
Sonia Freire, BSN, RN	SDS	Satisfaction and Engagement Council Chair	11/21/2026
Stephanie Ricciardi, BSN, RN	ICU	UPC Chair	11/21/2026
Level 4			
Sung Hee Choe, MSN, RN	Nsg Educ	Wellness for the Critical Care Unit	3/13/2026
Suzanne Dee, BSN, RN	CCL	Professional Practice Council Chair	7/22/2026
Franca Dibrita, MSN, APN	Cardio	Impella/LVAD Patient Management Protocol	12/18/2025
Catherine Manza, MSN, RN	Nsg Educ	Continuous Quality Improvement of Patient Outcomes for Older Adults	3/13/2026
Melissa Massa, MSN, APN	Cardio	Impella/LVAD Patient Management Protocol	12/18/2025
Nicolle Reyes, MSN, APN	Geriatrics	Magnet Champion Council Chair	3/13/2026
Jennifer Squitieri, BSN, RN	CCL	UPC Chair	6/1/2026
Amanda Tobias, BSN, RN	5W	Nursing Research Council Chair	3/13/2026
Kristen Wadams, BSN, RN	Nsg Educ	Safe Patient Handling Council Chair	8/28/2026





## Certified Nurses Day

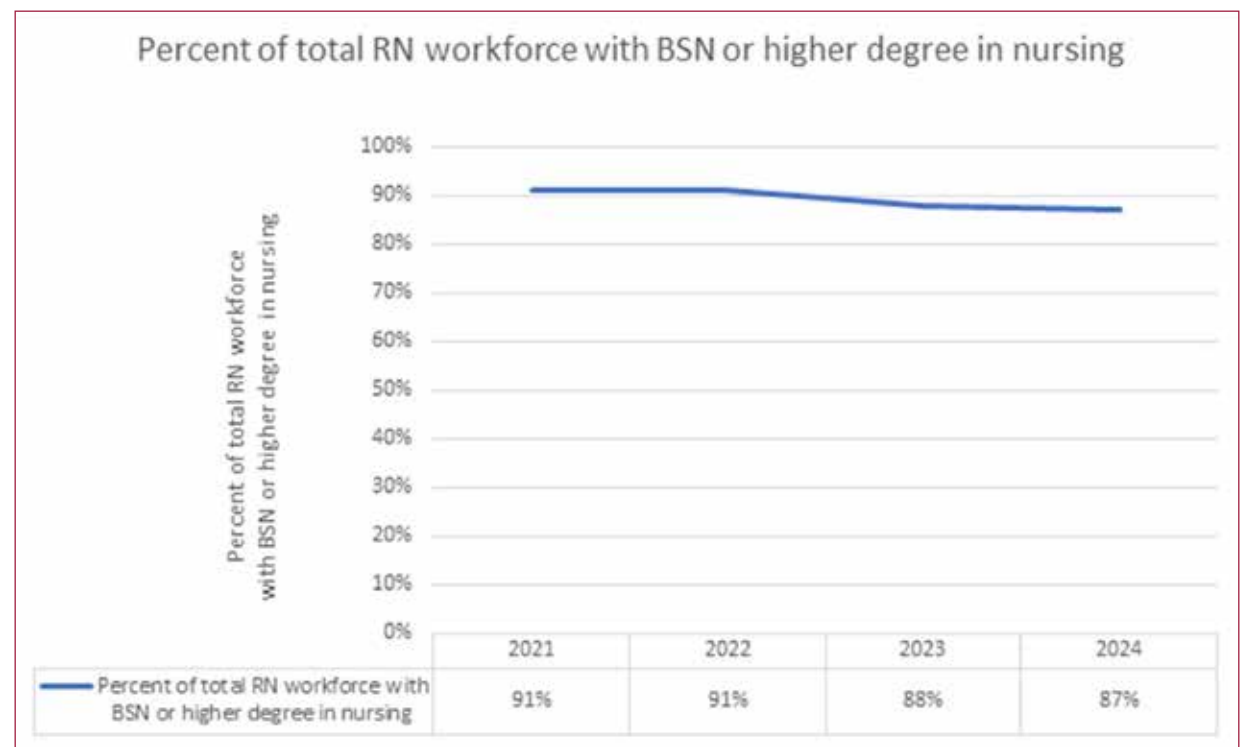
JCMC recognizes the importance of achieving national certification and celebrates those who have taken the journey to distinguish themselves in their nursing specialty. Yearly, JCMC recognizes nurses who have achieved national certification during National Certified Nurses Day™ on March 19th. Certified Nurses Day promotes awareness and invites nurses to advance their career through national certification. In March 2024 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 and a photo selfie station around the units. 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	2021	2022	2023	2024
Diploma	10	8	1	3
ADN	67	66	99	124
BSN	612	578	602	703
MSN	153	153	142	193
DNP	19	18	27	35





Diversity, Equity, & Inclusion

JCMC values diversity, equity, and inclusion in the workplace and in the community. Nurses at JCMC participate in 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. Laura Alves, MSN, RN, Director of Labor and Delivery co-chairs the SALUD BRG. Allison Antonik, BSN, RN, Director of Infection Prevention co-chairs the PROUD 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: Alyssa Favara BSN, RN, CEN, TCRN  
Advisor: Claudia Garzon-Rivera DNP, RN, CNL, CCRN, CPHQ, and Janielle Viuya, DNP, APN, AGACNP-BC

**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 review CLABSI, CAUTI, HAPIs, and falls monthly unit audits, disseminate trends, and reinforce standards of care to UPC
  - Members will create recommendations based on recognized nursing performance trends
  - Members will serve as CLABSI, CAUTI, Falls, Falls with Injury, and HAPI prevention Champion
  - Members will review Sepsis Collaborative Team updates, disseminate nursing performance trends, and reinforce nursing standards of care to UPC
  - Members will review outcomes related to nursing quality performance metrics monthly and disseminate results to UPC
  - Members will develop, review, and/or revise policies directly related to quality & safety in collaboration with the Professional Practice Council

- Expected Outcomes:**
- Improve 5 target priority areas from audits i.e. CAUTI, CLABSI, falls
  - 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.

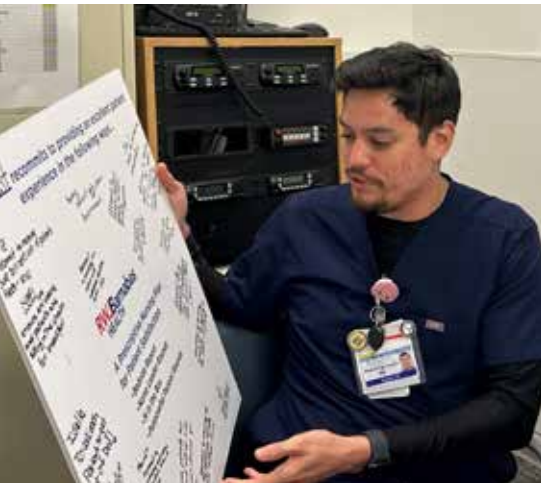
- Membership:**
- Open to all RN's in all nursing units at JCMC
  - All nursing units are represented
  - Interdisciplinary member

Name	Unit
Janielle Viuya DNP, APN	Director of Magnet Program and Professional Practice
Claudia Garzon-Rivera DNP, RN	AVP of Nursing
Valentyna Tabaka MSN, RN	Wound Care Manager
Priscilla Hurtado BSN, RN	Wound Care Coordinator
Allison Antonik BSN, RN	Infection Prevention
Yagna Patel	Infection Prevention
Katrina Garcia, BSN, RN	Infection Prevention
Tiffani Pereira BSN, RN	Stroke Program Manager
Theresa LaFlam MSN, RN	Stroke Program Manager Per Diem
Tetyana Polishchuk MSN, RN	Stroke Program Coordinator
Sean Lo MSN, RN	Clinical Informatics Manager
Darrell Hipolito BSN, RN	Clinical Informatics Specialist
Cristina Simeone MSN, RN	Value Analysis
Amanda Tobias BSN, RN	5W
Catherine Manza MSN, RN	Nursing Education
Justina Oseagulu BSN, RN	5W
Bijal Patel DNP, RN	ICU PCC
Michele Lopez MSN, RN	Director of Nursing Education
Jody Cheng BSN, RN	RDU
Sung Hee Cho MSN, RN	Nursing Education
Brit Destafano BSN, RN	Float
Andrea Campos MSN, RN	Nursing Education
Jessica Ho DNP, RN	Nursing Education
Kristen Wadams BSN, RN	Nursing Education
Jennifer Sols MSN, RN	Nursing Education
Richelle Powell MSN, RN	Nursing Education
Elizabeth Trelles BSN, RN	PCC 5 East
Regina O'Donnell MSN, RN	Cath Lab
Alelei Konev BSN, RN	Endo
Prescila Alegre BSN, RN	SDS
Anabela Cunha-Almeida MSN, RN	Radiation Oncology
Vivian Chang BSN, RN	L&D
Nikita Patel BSN, RN	7 East
Maggie Bocchino BSN, RN	ICU
Sabrina Scibetta BSN, RN	CCU
Darlene Kaczka BSN, RN	ED PCC
Amanda Peralta BSN, RN	3 East
Yosley Diaz BSN, RN	ED
Doris Bazurto BSN, RN	Outpatient Infusion
Valentina Valencia BSN, RN	Cath Lab
Pamela Navas BSN, RN	Cath Lab
Jasmine Bejar BSN, RN	6 West



2024 Goals and Accomplishments:

2024 Goals	2024 Accomplishments
<p>Contribute to the nursing strategic plan goal to reduce the number of CLABSI, CAUTIs, Falls, Falls with Injury, HAPIs, and decreasing sepsis mortality</p> <p>Contribute to the organizational strategic plan goal to improve the delivery of care related to nursing quality and safety</p>	<p><b>Infection Prevention:</b></p> <ul style="list-style-type: none"><li>4 CLABSIs – Improved from 2023<ul style="list-style-type: none"><li>In 2023 8 CLABSI</li></ul></li><li>Hand hygiene @ 98%</li><li>2 CAUTI</li><li>13 C. Diff – added this data</li><li>13 SSI – added this data to Q&amp;S, IP working on improvements</li><li>PCCs validated by education department to be a clinical resource nurse</li><li>Education completed in ED for dialysis catheter dressing changes</li><li>HURON rounding access achieved for PCCs and charge nurses</li></ul> <p><b>HAPI:</b></p> <ul style="list-style-type: none"><li>42 HAPI</li><li>HAPI prevention checklist created by education and approved for use by Q&amp;S</li><li>Wound Care Classes initiated by Valentyna</li><li>Portex Trach product trial to decrease trach pressure injuries</li><li>Wound Vac Vera-Flo policy updated, reviewed, and approved by Q&amp;S</li><li>Epic Enhancement for Juven task approved by Q&amp;S</li><li>Included director of nutrition in discussion for HAPI prevention<ul style="list-style-type: none"><li>Mariana Escante</li></ul></li><li>Voted for NDPP to include Wound Champion –pending</li></ul> <p><b>Falls:</b></p> <ul style="list-style-type: none"><li>Improved RDU's fall rates by initiating:<ul style="list-style-type: none"><li>JHFAT documentation within 1.5 hr of patient arrival</li><li>Fall risk cart</li><li>Alarm pads supplied</li></ul></li><li>Safe Patient Handling Committee created – Chair Kristen Wadams</li><li>Voted in favor of Stay with Me Signs</li></ul> <p><b>Sepsis:</b></p> <ul style="list-style-type: none"><li>Added Sepsis data to Q&amp;S for 2024</li><li>Med-surg Sepsis checklist created and voted to be implemented</li><li>ED sepsis checklist updated &amp; reviewed to include Epic changes</li><li>Reviewed updates to Epic Sepsis Narrator with members</li></ul> <p><b>Stroke:</b></p> <ul style="list-style-type: none"><li>Stroke teach-back education job aide developed to improve Stroke Core Measures</li><li>Stroke Core Measures checklist updated &amp; approved</li><li>Sarah Glacken from Speech created guideline for contact of Speech Therapy</li><li>June DNV findings reported out – action plan for Nicardipine infusion titration<ul style="list-style-type: none"><li>Education provided to CC/ED RNs and physicians</li></ul></li><li>Thrombectomy go-live 10/1/2024</li></ul> <p><b>Informatics:</b></p> <ul style="list-style-type: none"><li>Q2H turning task reminder in Epic voted in favor by Q&amp;S</li></ul> <p><b>Value Analysis:</b></p> <ul style="list-style-type: none"><li>Change in amplifiers</li><li>Wide toothed combs</li><li>Change in defibrillator pads</li></ul> <p><b>Other:</b></p> <ul style="list-style-type: none"><li>Rapid Response policy updated to include Epic Deterioration Index – reviewed &amp; approved. Retired Early Warning Signs policy</li><li>Added Medication Safety to Q&amp;S</li><li>Reviewed controlled substance waste and return</li><li>Returned to in-person meetings as of June 2024</li><li>Dual sign off for IVP Insulin approved by Q&amp;S</li></ul>



MAGNET CHAMPION COUNCIL

Chair: Nicolle Reyes MSN, APN, AGNP-C, GRN  
Advisor: Janielle Viuya, DNP, APN, AGACNP-BC

Purpose:

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

Objectives:

- Collaborate with unit leaders and the Director of Magnet Program to update unit Magnet Showcase boards quarterly
- Provide support and coaching to unit leaders prior quarterly Magnet Showcases
- Review and discuss possible examples for one Magnet standard from the 2023 Magnet Manual monthly
- Review and discuss possible examples for one Magnet standard from the 2023 Magnet Manual monthly with UPC
- Review and discuss unit certification rates and tactics quarterly

Expected Outcomes:

- Provide at least 5 Magnet standards examples by end of 2024
- Achieve 40% nursing professional certification by end of 2024
- Units are prepared and engaged for all Magnet Showcases

Membership:

- Open to all RN's in all nursing units at JCMC (inpatient and ambulatory areas)
- All nursing units are represented
- Interdisciplinary members

Active members:

Name	Unit
Amanda Tobias BSN, RN	5W
Liliana Segovia Woods BSN, RN	Critical Care
Maria Jemimah Bravo BSN, RN	OR
Laura Lindo BSN, RN	6W
Stefanie Orrico BSN, RN, CMSRN	7E
Raquel Diasen BSN, RN	7W
Sarala Timalsena MSN, RN	ASC
Sonia Frieire BSN, RN	SDS







# EDUCATE. INNOVATE.

## *Celebrate!*

### 2024 Goals and Accomplishments:

2024 Goals	2024 Accomplishments
Support ongoing nursing professional development by increasing JCMC Nurse Certification rates from 39% in 2023 to 40% by end of 2024	Supported ongoing nursing professional development by increasing awareness of nurse certification through flyers and safety huddles; Certification rates increased to 40%
Review 2023 Magnet Manual Standards monthly with UPC	Reviewed magnet standards with council members every month and 2 magnet standard examples came from council meetings
Facilitate and support quarterly Magnet Showcases	Collaborating with UPC council members in facilitating quarterly magnet showcases
	Created Newsletter for Shared Governance Council Awareness

Attendee	Unit
Janielle Viuya, DNP, APN	Director of Magnet and Professional Practice

### Magnet Conference

RWJBH nurses including JCMC attended the 2024 Magnet Conference in New Orleans, Louisiana. 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.





SATISFACTION AND ENGAGEMENT COUNCIL

Chair: Sonia Freire BSN, RN, ONC  
Events Coordinator: Kathlyn Grace Pagaduan  
Advisor: Janielle Viuya, DNP, APN, AGACNP-BC

Purpose:

To promote resilience and nursing excellence though 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 2024
- 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 November 2024
- Successfully promoting Daisy Award Nomination Process with an increase of nominations
- Monthly voting and unit recognition for both nominated and awarded nurses
- Facilitated successfully Nurses' Week events May 2024

Membership:

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

Name	Unit
Sonia Freire, BSN, RN	SDS
Janielle Viuya, DNP, APN	Director of Magnet Program and Professional Practice
Kathlyn Grace Pagaduan	Magnet
Amanda Tobias, BSN, RN	5W
Maria Jemimah Bravo, BSN, RN	OR
Alelei Konev, BSN, RN	Endo
Nicolle Reyes, MSN, RN	Geriatrics
Anabela Cunha-Almeida, MSN, RN	Radiation
Emma Williams, BSN, RN	7 West
Teodora Tzoneva, BSN, RN	7 West
Eric Dworsky, BSN, RN	ICU
Salematou Sow, BSN, RN	ASC
Jamie Obrero BSN, RN	ASC
Justine Yambao BSN, RN	CCL
Mariekris Galvez BSN, RN	RDU
Tanvi Prajapati BSN, RN	7E





## Nurses Week 2024

JCMC Celebrated Nurses Week May 6-10, 2024 led by the Nursing Satisfaction and Engagement Council members, Magnet Champion Council members and nursing leaders. 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 kicked off nurse's week with the annual “Red Carpet” Leadership greeting for nightshift and dayshift staff, distributing ANCC Magnet pins to nurses hired after the most recent Magnet re-designation in 2022. JCMC organized a Shared Governance Speaker event with Forum for Shared Governance Founder & CEO, Robert Hess, PhD, RN, FAAN. A group of nurses led by Amanda Tobias, BSN, RN, PMH-BC, gave back to the community by volunteering at a local high school, Dickinson High, to encourage nursing as a profession. Recognizing the importance of Nurse Wellness, JCMC held an annual “Wellness Wednesday” with certified therapy dogs, chair massage sessions, a 30-minute wellness walk to local park, Van Vorst, and nightshift rounding by nursing leadership with aromatherapy and treats. On Thursday, participating units displayed their door decorations as part of the annual “Door Decoration Contest” featuring how nurses make a difference. In the afternoon, JCMC celebrated the annual “Nurses Week Graduation” to recognize and honor those who graduated in 2024, obtained national certification, completed the Nurse Residency program, completed the Geriatric Resource Nurse training, and this year, added the celebration of nurses who retired in 2024. Nurses week celebration ended with the annual “Blessing of the Hands” ceremony and reciting of the Florence Nightingale pledge. This event was attended by Mark E. Manigan, President and CEO of RWJBH, and Nancy E. Holecek, MAS, MHA, BSN, RN, FNP, Executive Vice President and Chief Nursing Officer RWJBH.







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. In 2024 JCMC added the recognition of the Daisy Nurse Educator Award, celebrated quarterly.

The 2024 Daisy Award Winners are

Justine Yambao	Cath Lab	BSN
Yamila Castro	3E	BSN
Osmali Duverge	CTICU	BSN
Paulina Moroz	ED	BSN
Krystal Palmisano	SED	ADN
Akehila Bradshaw	7W	BSN
Zakiyah Rawlins	L&D	BSN
Stefanie Orrico	7E	BSN
Chantal Davis	L&D	BSN
Madison Bonocore	L&D	BSN
Katelyn Carter	CTICU	BSN
Monika Tulachan	7W	ASN
Catherine Manza	Nurse Educator for 7E, 7W	MSN
Alyssa Favara	Nurse Educator for ED, SED, RDU, PEDS	BSN
NICU	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. The Nursing Satisfaction and Engagement Council members and Magnet Champion Council members planned and led the celebration. The NJ Symphony Orchestra played during the event, and a local plant shop hosted a sunflower “build your own bouquet bar” for attendees to gift to the nominees and honorees. It was a meaningful celebration of nurse excellence at JCMC. The event was attended by the Nurse Excellence Awards nominees, honorees, nurse leaders, and the JCMC Executive Team including Michael Prilutsky, President and CEO of JCMC, who delivered the welcome address. Margaret Ames, DNP, MPA, RN, NEA-BC, delivered a CNO address centered on mindfulness and wellness.

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 2024 awards ceremony was on November 13, 2024, at Jersey City Medical Center.

Transformational Leadership

Prescila Alegre, BSN, RN  
Laura Alves-Monia, MSN, RN  
Elisa Andrade, BSN, RN  
Gabrielle Bacani, BSN, RN  
Elisabet Benzaquen, BSN, RN  
Maria Bernardo, DNP, APN  
Yamila Castro, BSN, RN  
Mollie De La Rosa, BSN, RN  
Jessica Devine, BSN, RN  
Eric Dworsky, BSN, RN  
Jan Arthur Elpa, BSN, RN  
Alyssa Favara, BSN, RN  
Katrina Garcia, BSN, RN  
Al Jaim, BSN, RN  
Laura Lindo, BSN, RN  
Kristine Marquez, BSN, RN  
Steven Osore, ADN, RN  
Alexa Passenti, BSN, RN  
Dharti Patel, BSN, RN  
Bianca Rosa, BSN, RN  
Erin Salmond, DNP, RN  
Daria Serpe, BSN, RN  
Emma Williams, BSN, RN

Structural Empowerment

Maria Victoria Alcantara, BSN, RN  
Agnes Allado, BSN, RN  
Raquel Diasen, BSN, RN  
Jude Espares, BSN, RN  
Maggie Gao, BSN, RN  
Katrina Garcia, BSN, RN  
Monera Holgado, BSN, RN  
Al Jaim, BSN, RN  
Rochelle Lizo, BSN, RN  
Catherine Manza, MSN, RN  
Edwin Martinez, BSN, RN  
McKenna O'Donnell, BSN, RN  
Melissa Ortiz, BSN, RN  
Christianna Papapietro, BSN, RN  
Myeongae Park, MSN, APN  
Alexa Passenti, BSN, RN

Nicolle Reyes, MSN, APN  
Monika Tulachan, ADN, RN  
Angelica Villatoro, BSN, RN  
Marlyn Watco, BSN, RN  
Justine Yambao, BSN, RN

Exemplary Professional Practice

Maria Victoria Alcantara, BSN, RN  
Yvette Bryant, MSN, RN  
Yamila Castro, BSN, RN  
Sung Hee Choe, MSN, RN  
Alelei Costales-Konev, BSN, RN  
Nancy De Leon, BSN, RN  
Yosley Diaz, BSN, RN  
Karen Fuller, BSN, RN  
Katrina Garcia, BSN, RN  
Maureen Hernandez, BSN, RN  
Jonathan Juste, BSN, RN  
Michael Malich, ADN, RN  
Catherine Manza, MSN, RN  
Katherine Ocampo, BSN, RN  
Melissa Ortiz, BSN, RN  
Siza Patel, BSN, RN  
Bianca Rosa, BSN, RN  
Melanie Sicat, BSN, RN  
James Solano, BSN, RN  
Valentyna, Tabaka BSN, RN

New Knowledge, Innovations, and Improvements

Niccolo Fornier, BSN, RN  
Karissa-Mae Gabot, BSN, RN  
Bakhshish Kaur, BSN, RN  
Mariae Lapus, BSN, RN  
Rochelle Lizo, BSN, RN  
Andrea Nunez, BSN, RN  
Alexa Passenti, BSN, RN  
Amanda Tobias, BSN, RN  
Monika Tulachan, ADN, RN

Empirical Outcomes

Rachel Becker, BSN, RN  
Maria Canela Olivo, BSN, RN

Claudia Garzon-Rivera, DNP, RN  
Tunesia Holiday, BSN ,RN  
Priscilla Hurtado, BSN, RN  
Renu Jain, BSN, RN  
Kristine Marquez, BSN, RN  
Mamdouh Mounir, BSN, RN  
Carmen Rios, BSN, RN  
Elizabeth Trelles, BSN, RN  
Monika Tulachan, ADN, RN

Interprofessional Collaboration

Dr. Aaiza Aamer  
Grace Anillo  
Dr. Ritu Chandak  
Sarah Glacken  
Frances Ibay  
Kristin Joson  
AJ Krimin  
Sarah Lam  
Jose Lee  
Dantam Manlulu  
Jamie McIlvaine  
Dr. William Ott  
Lilowtie Shrikishun  
Latonia Sims

Partners in Excellence and Care

Anita Ampaw  
Alyssa Baez  
Diane Buckner  
Allyson Capotorto  
Idelle Carter  
John Davis  
Joseph Gallucci  
Jennifer Green-Bell  
Cassandra Houghton  
Modou Manjang  
Kathlyn Grace Pagaduan  
Shanise Peralta  
Eugene Sotomayor  
Israel Tamoro  
Trelusia Thomas  
Luz Wenzel



2024 Nurse Excellence Award Recipients are:

Transformational Leader:  
Alexa Passenti, BSN, RN

New Knowledge and Innovations  
and Improvement  
Bakhshish Kaur BSN, RN

Exemplary Professional Practice  
Alelei Costales-Konev BSN, RN

Structural Empowerment  
Angelica Villatoro BSN, RN

Empirical Outcomes  
Claudia Garzon-Rivera DNP, RN,  
CNL, CCRN, CPHQ

Partners in Excellence  
and Care Award  
Luz Wenzel

Interprofessional Collaboration Award  
Aaiza Aamer, MD

Rita Smith “Get Back to School”  
Scholarship  
Alyssa Favara, BSN, RN



Orthopedic Nurses Day

October 30th is International Orthopedic Nurses Day. But why celebrate one day? The National Association of Orthopaedic Nurses (NAON) encourages members to celebrate the entire week as a way to recognize the dedication, skill and contributions of orthopedic nurses that play a key role in the healthcare system. Orthopedic nursing is a vital yet sometimes under-recognized specialty. Orthopedic Nurses week brings awareness to the field, to hopefully inspire others to enter this specialty and appreciate the diverse roles nurses play in healthcare.

At JCMC, we have several orthopedic certified nurses. During this past week, four new nurses participated in the orthopedic nursing review course to prepare for their upcoming certification test.

We acknowledge orthopedic certified nurses that have a specialized knowledge in areas like joint replacement, fracture care and chronic conditions like arthritis to care for our population. This week honors the time and effort these professionals invest in gaining these valuable skills. An orthopedic certified nurse is able to provide higher quality of care that translates into confidence to conduct better assessment, monitoring and develop patient/family centered care plans which equal better outcomes and increased patient satisfaction.

We also celebrate contributions from the healthcare team. Orthopedic nurses work closely with surgeons, physical therapists, and case managers to coordinate complex care for the patient. This week is a way to celebrate their teamwork and recognize how crucial they are to a multidisciplinary approach to healthcare.

Some of our program initiatives include Patient/Family education, early ambulation and ensuring a smooth transition from the hospital to home. The orthopedic nurse manager starts by educating and preparing the patient and key family members for the upcoming surgery during the pre-procedure class. The class is offered in-person and on Zoom in both English and Spanish. Other languages are available upon request. The class serves as a way not only for the patients to receive vital information about their surgery, but also as an opportunity for the orthopedic coordinator to gather important information about the patient's potential discharge needs.

The nursing team works closely with our rehabilitation counterparts to ensure that patients are ambulating on POD# 0. Case managers & social workers ensure that patients are referred to home care agencies and transportation is arranged if needed.







### 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, CPHQ, AVP of Nursing, Kimberly Palestis, DNP, RN, CEN, TCRN, NEA-BC, FACHE, AVP of Nursing, and Janielle Viuya, DNP, APN, AGACNP-BC, 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

### The Stroke Program

In June 2019, JCMC was nationally certified as a DNV Primary Stroke Center Program and was recertified in July 2024.

The multidisciplinary program, led by our Stroke Medical Director, Dr. Alex Chen, MD, Claudia Garzon-Rivera DNP, RN, CNL, CCRN-K, CPHQ, AVP of Nursing, Tiffani Pereira BSN, RN, Stroke Program Manager, Theresa LaFlam MSN, RN, NVRN-BC, Stroke Coordinator, Yosley Diaz BSN, RN, Stroke Coordinator, Tetyana Polishchuk BSN, RN, Stroke Coordinator, along with nursing and medical staff, provided care to over 700 patients with stroke or stroke symptoms.

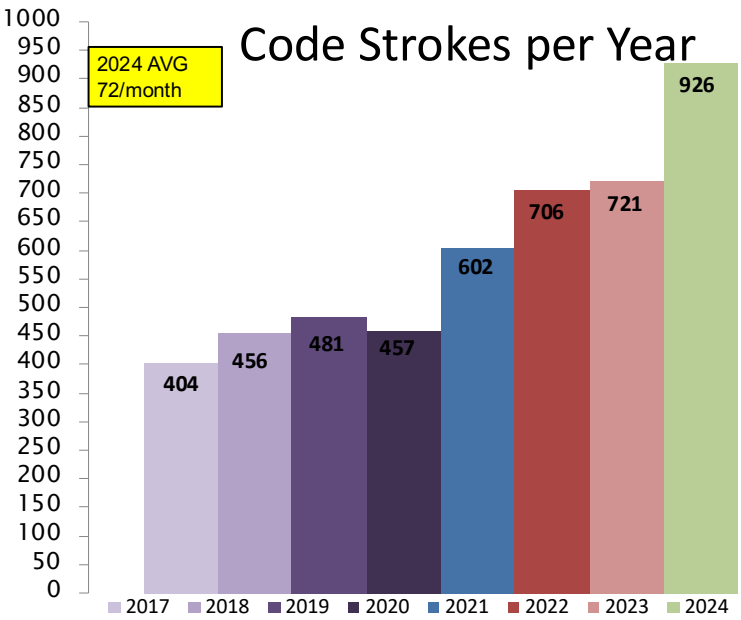
Stroke care is a coordinated response across the continuum of care which includes pre-hospitalization care by our Emergency Medical Services (EMS), our Emergency Department, and both inpatient and outpatient services. Jersey City Medical Center strives to provide excellent award-winning care while maintaining 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 fifteenth consecutive year in 2025!

The Stroke Interdisciplinary Committee which is led by Tiffani Pereira, Stroke Program Manager, and Dr. Alex Chen, 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 2024 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 a higher level of care. We introduced a new state of the art neuro interventional suite in our cardiac cath lab allowing our physicians to quickly intervene and perform the most advanced stroke treatments for best patient outcomes. We performed a total of 11 Thrombectomies since our NeuroEndovascular Program go live date of October 1st, 2024.

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 2024 for door-to-thrombolytic agent administered was 51 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, we utilize two 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 mission statement is to improve health and wellness of the older adult through patient-centered, multicultural, family centered, communication, and social determinants of health 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 to deliver age-sensitive care to older adults and their families.



### Geriatric Education Programs

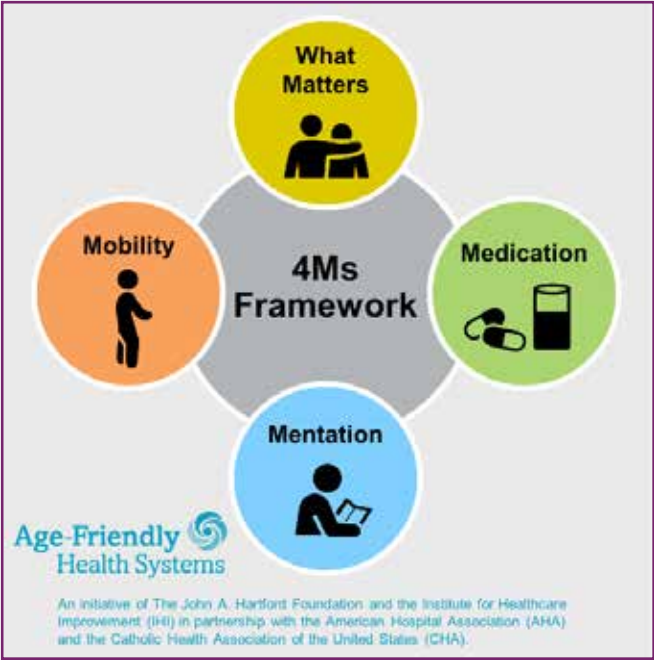
Older adult patients have complex care needs associated with age related changes and multiple chronic conditions. Team education is crucial to achieving improved clinical outcomes for the hospitalized older adult. When hospital staff members attend educational programs in geriatric care as teams, they 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, 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 our system: What Matters, Medication, Mentation, and Mobility. JCMC together with RWJBH hospitals are on a journey to become an Age-Friendly Health System.



Geriatric Resource Nurses	
Jasmine Bejar, RN	6w
Concordia Meglioranza, RN	6w
Maria Mendoza, RN	6w
Maria Kay Velasco, RN	6w
Ibronke Alake, RN	6w
Tiffany Dorvil, RN	6w
Brianna Cortes, RN	6w
Khushbu Desai, RN	6w
Christianna Papapietro, RN	6w
Maria Christina Llarenas, RN	7e
Katherine Ocampo, RN	7e
Carlene Segro, RN	7e
Jessica Blakeney, RN	7e
Jessica Devine, RN	7e
McKenna O'Donnell, RN	7e
Laura Scalercio, RN	7e
Aidan Keeley, RN	7e
Grace Winberry, RN	7e
Tunesia Holiday, RN	7w
Jolanta Kapusta-Guillame, RN	7w
Milip Park, RN	7w
Kayla Howard, RN	7w
Elan Witter, RN	7w
Dianna Guaman, RN	7w
Weltmeister Nilo, RN	7w
Raquel Diasen, RN	7w
Amy Ni, RN	7w
Oezen Bakir, RN	7w
Messiah Witcher, RN	7w
Kelly Keegan, RN	CathLab
Melissa Tan, RN	CathLab
Doreen Jones, RN	CathLab
Jacqueline Jansen, RN	CathLab
Thelma Nyaboga, RN	CCU
Brit DeStefano, RN	Float Pool







New Knowledge,  
Innovations and Improvements

NURSING RESEARCH AND EVIDENCE BASED PRACTICE COUNCIL

Chair: Amanda Tobias, BSN, RN, PMH-BC  
Advisor: Janielle Viuya, DNP, APN, AGACNP-BC

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
- 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

Name	Unit
Brittany Haliani, MLS, AHIP, CHIS	Director of Medical Library
Abril Berry Suffill, MS	Medical Librarian
Aileen Reilly	Medical Library Technician
Jessica Chung-Huey Ho, DNP, RN	Nursing Education
Shaun Conover, MSN, RN	Director of Nursing, Hospital-Based Clinics
Suzanne Dee, BSN, RN	Cath Lab
Alelei Costales-Konev, BSN, RN	Endo
Anabela Cunha-Almeida, MSN, RN	Radiation Oncology
Christopher De La Victoria, DNP, RN	Nursing Education
Yosley Diaz, BSN, RN	ED
Monera Holgado, MBA, MHA, BSN, RN	ASC Nurse Manager
Michele Lopez, MSN, RN	Director of Nursing Education
Catherine Manza, MSN, RN	Nursing Education
Allison McCabe, MSN, RN	Director of Critical Care
Regina O’Donnell, MSN, RN	Cath Lab Manager
Richard Ortiz, MSN, RN	Bayonne ED ADON
Justina Oseagulu, BSN, RN	5-West
Bijal Patel, DNP, RN	PCC, Critical Care
Tetyana Polishchuk, MSN, APN	Stroke Coordinator
Lisa Ryan, BSN, RN	5-West
Amanda Tobias, BSN, RN	5-West/Council Chair
Janielle Viuya, DNP, APN	Director of Magnet and Nursing Professional Practice

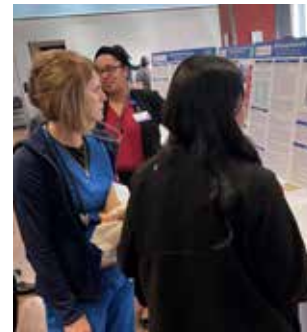
2024 Goals and Accomplishments:

2024 Goals	2024 Accomplishments
<p><b>Expected Outcomes:</b></p> <ul style="list-style-type: none"><li>• Review and approve at least three research activities involving JCMC nurses</li><li>• Complete quarterly journal club activities</li><li>• Conduct at least one research fair to disseminate findings</li><li>• A minimum of one research study to be disseminated at an external research fair</li><li>• A minimum of one research manuscript to be submitted to peer-reviewed journal</li><li>• A minimum of one community service to promote nursing and nursing research</li></ul>	<p><b>Achieved Outcomes:</b></p> <ul style="list-style-type: none"><li>• Reviewed a minimum of three research activities involving JCMC nurses</li><li>• Completed quarterly journal activities</li><li>• Conducted in-person research fair on October 25, 2024</li><li>• Research Fair presenters were invited to present at Sigma’s Research Fair, April 2024</li><li>• One research manuscript was submitted to a peer-reviewed journal</li><li>• Community service at Dickinson High School to promote nursing and nursing research on May 7, 2024. Drop-off/distribution of donations at local social services center on Sept. 25, 2024</li></ul>





# 2024 NURSING RESEARCH FAIR



PI / Presenter	Title
Hannah Mandler & Patrick Miller	Rutgers Nurse Anesthesia Program Results: Improving antibiotic stewardship at JCMC through utilization of the PEN-FAST Screening Tool for surgical patients with documented penicillin allergy
Chelsea Heinz Aron Polyak	Rutgers Nurse Anesthesia Program Results: Low Flow Anesthesia
Shaun Conover, MSN, RN	Assessing nurses' perception of shared governance utilizing the Index of Professional Nursing Governance Tool
Kristy Fernandez, DNP, RN	Implementing standardized training for ultrasound-guided peripheral intravenous (IV) catheter placement in difficult IV access patients in critical care
Misha Sharma, DNP, APN	Improving the medication reconciliation process for CCU admissions
Dharti Patel, BSN, RN Pamela Santiago, MSN, RN Jan Arthur Elpa, BSN, RN Vanessa Basalatan, BSN, RN	Physical restraint reduction: The impact of a refresh hour intervention
Nicolle Reyes, MSN, APN Katherine Ocampo, BSN, RN	Reducing the number of Code BEST episodes for geriatric delirium

Quarterly Journal Club	Topics
March Presenter – Leo Batongbakal, PharmD Amanda Tobias, BSN, RN	Antipsychotic medications and their side effects (including photosensitivity)
June Presenters – Catherine Manza, MSN, RN Valentyna Tabaka, MSN, RN	Strategies to help prevent Hospital-Acquired Pressure-Injury (HAPI) and address barriers to implementation
September Presenter – Amanda Tobias, BSN, RN	AI in healthcare and relevance to JCMC
December Presenter – Frederick Foley, PhD/EAP	Neuro-inflammation and anxiety/depression; stress management and work-life balance; how to contact the Employee Assistance Program (EAP)

## Nursing Research Fair

The Nursing Research Council hosted an in-person Nursing Research Fair on October 25, 2024. 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
Misha Sharma, DNP, APN, AGPCNP-BC, PCCN	Improving the Medication Reconciliation Process for CCU Admissions
Kristy Fernandez, DNP, ACNPC-AG, NVRN-BC, CCRN	Implementation of Ultrasound-guided Peripheral IV Placement for Difficult IV Access Patients in Critical Care
Shaun Conover, MSN RN	Index of Professional Nursing Governance Survey
Nicolle Reyes, MSN, APN, AGNP-C, ONC, GRN Katherine Ocampo, BSN, RN, GRN	Reducing Geriatric Code BESTs
Dharti Patel, BSN, RN, Pamela Santiago, MSN, RN Jan Arthur Elpa, BSN, RN Vanessa Basalatan, BSN, RN	Physical Restraint Reduction: The Impact of a Refresh Hour Intervention



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 ensure compliance and safe clinical practices.
- Identify opportunities to maximize functionality for clinical workflow, documentation, and safe clinical practices
- Identify ongoing educational needs through the use of metrics/audits and increased input/awareness from staff

Expected Outcomes:

- Promote compliance and safe clinical practice by monitoring identified areas of focus with available reporting data with the intent to make a discernable change:
  - 80% of shift Fall Assessment completed within 1-hour of shift start measured through unit audits bi-monthly.
  - 80% of shift Skin Assessment completed within 1-hour start measured through unit audits bi-monthly.
  - Less than 5 overdue Pain Reassessment through unit audits bimonthly.
  - 80% of patients with full NJ Caregiver Compliance completed measured through unit audits
  - 95% compliance of blood transfusions documentation for all hospital units measured monthly into ways workflow can be optimized for specific users.

Membership:

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

Name	Unit
Sean Lo MSN, RN	Informatics
Robertino Gelvosa	Informatics
Stefanie Orrico BSN, RN	7 East
Amanda Tobias BSN, RN	5 West
Shaun Conover MSN, RN	Center for Comprehensive Care
Pamela Navas BSN, RN	Cardiac Cath
Darrell Hipolito BSN, RN	Informatics
Melissa Tan BSN, RN	Cardiac Cath
Steven Osoreo BSN, RN	7 West
Aaron Whitley BSN, RN	7 West
Jonathan Juste BSN, RN	7 West
Lilianna Wood BSN, RN	ICU
Alelei Costales-Konev, BSN, RN	Endo



2024 Goals and Accomplishments:

2024 Goals	2024 Accomplishments
<ul style="list-style-type: none"><li>• Contribute to the nursing strategic plan goal by optimizing clinical applications to enhance and support the clinician’s management of patient care.</li><li>• Assist with at least two unit-based IT improvement projects by the end of 2024.</li><li>• Perform at least two nurse sensitive indicator audits for each unit bi-monthly.</li></ul>	<ul style="list-style-type: none"><li>• Juven Enhancement – Brain Tasks that remind nurses to give patients Juven or nutritional supplements – in the works</li><li>• Turning Q2hrs Brain Task – task to remind nurses to turn their patient every 2 hours as well as field to document turning</li><li>• Give all nurses the ability to use the Receive Dispense function to better track medication sent to the floor</li><li>• Rolled out education and knowledge on EPIC Deterioration Index</li><li>• In-serviced various department such as endoscopy and cardiac catheterization on Rover usage.</li><li>• Rolled out Huron application on the Rover</li><li>• Assisted with Capsule Neuron connectivity education and future use of Capsule Neuron</li></ul>

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 Nurses attend the Unit’s Practice Council.







### Center for Professional Development, Innovation and Research (CPDIR) 2024

The JCMC nursing professional development specialists (NPDS) in the Center for Professional Development, Innovation and Research (CPDIR) support the learning needs of nursing and allied health employees in our organization, our academic partners, and the community members. Education opportunities 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 nurses 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 2024 the CPDIR conducted 227 live classes and inservices with a total of 6209 participants.

The NPDS are most proud of the successful onboarding and orientation on 501 members of our workforce (Nurses, Patient Care Technician, Mental Health Workers, Patient Sitters and Agency Personnel) to support the staffing needs of all our units and promote the safe delivery of care at the bedside.

Our employees continued to embrace upgrades to our EMR, our learning management system, and our on-line resource development service- Lippincott. The NPDS collaborated with their fellow system colleagues to expand the scope of nursing specialty courses across the RWJBH system. Many employees were able to attend courses at the brand- new, state of the art Institute of Nursing at the Eisenhower Conference Center in Livingston.

### Academic Affiliations: 2024

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 coordinates clinical experiences. Clinical rotations include both nursing and a broad range of clinical programs for health care professionals.

In 2024, the CPDIR oversaw 52 school affiliation agreements with 38 academic institutions actively enrolling students for precepted experiences at JCMC. Proudly, our organization had a total of 89,095 student clinical hours completed under the preceptor guidance of JCMC-RWJBH employees. This is 1,760 more precepted student hours compared to 2023. Our largest growth in clinical hours was in the Bachelor of Science degree programs with an additional 8088 hours in 2024 hours compared to 2023. Additionally, Masters, Advanced Practice Nursing and Physician Assistant precepted hours increased from, 17,347 to 18,798 hours from 2023 to 2024. The CPDIR team appreciates all of our JCMC nursing and allied professionals for their support and mentorship of the students entering the healthcare professions.

Members of the Executive Nursing Leadership, Human Resources, and the CPDIR team participated in 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 our future workforce of JCMC.

### Nurse Residency Program: 2024:

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 and the nurse differentiated ladder program.

Jersey City Medical Center established the first cohort of nurse residents in September of 2018, achieving "Accreditation with Distinction" honors in February 2020. The NRP was re-accredited by the ANCC in July, 2023. In September, 2023, JCMC began the process to transition our program to a system-wide RWJBH Nurse Residency Program encompassing twelve hospitals and expanding the program from six months to one year in length. The nurse residency program is conducted quarterly (March, June, September, and December). The RWJBH System Wide Nurse Residency Program will seek accreditation from the ANCC in April, 2025.

As the third largest nursing residency program amongst the 12 participating hospitals in the RWJBH system, we welcomed 53 nurse residents in 2024. Participating nursing specialties include: Critical Care, Emergency Department, Med-Surgical Units, Surgical Unit, Observation Unit, Post Intensive Care Unit, Behavioral Health, Neonatal Intensive Care and Mother Baby.

Congratulations to all our current and past nurse residents on your successful transition into nursing practice! We are proud of your achievements.

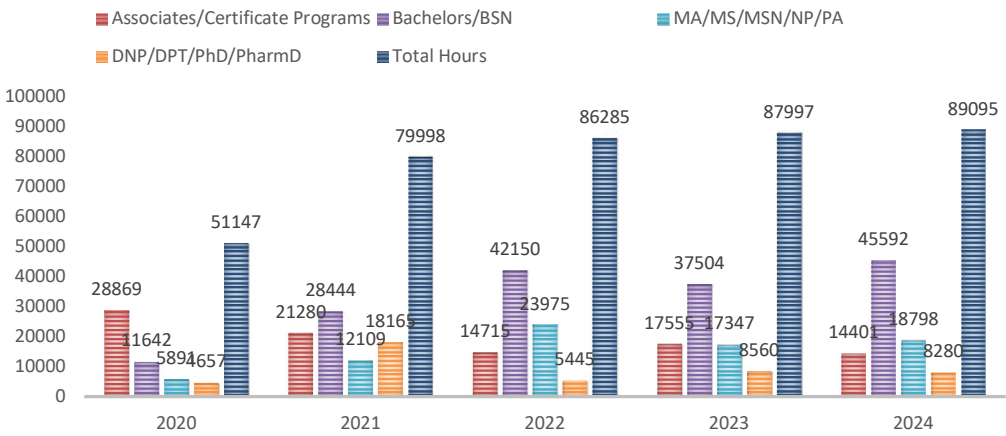




NOURISH™

Across the RWJBH, the Centers for Professional Development, Innovation and Research (CPDIR) implemented a unique program for newly licensed RNs entering the workforce. The Nursing Orientation Unit for RN Integration, Support and Health (NOURISH™) Program was designed by Mary Beth Russell PhD, MA, RN, NPDA-BC®, NEA-BC, FNAP, CPHQ, Senior Vice President, The Center for Professional Development, Innovation, Research & The Institute for Nursing Excellence. The NOURISH™ Program supports new graduate nurses by integrating clinical skills, facilitating adaption to the new work environment, and providing support to entry level nurses. NOURISH™ is structured to provide additional Nursing Professional Development Specialist (NPDS) clinical oversight for the new graduates for the first four weeks of nursing orientation. The NPDS dedicate additional time to develop the new graduates' clinical competence and increase confidence in their practice. In September, 2024 JCMC welcomed our first NOURISH™ Cohort with 6 new graduates working on 5E and 6E. Our second NOURISH™ Cohort in October, 2024 welcomed 5 new graduates working on 7E, 6E and 7W. We look forward to future NOURISH™ Cohorts in 2025 to coincide with our Transition to Practice Program quarterly start dates.

CLINICAL ROTATIONS: TOTAL HOURS BY DEGREE

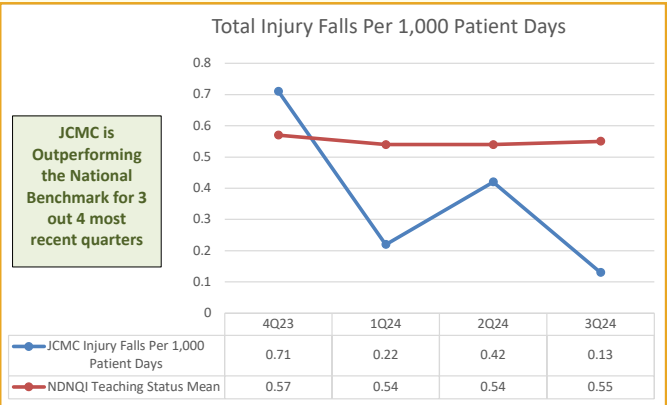
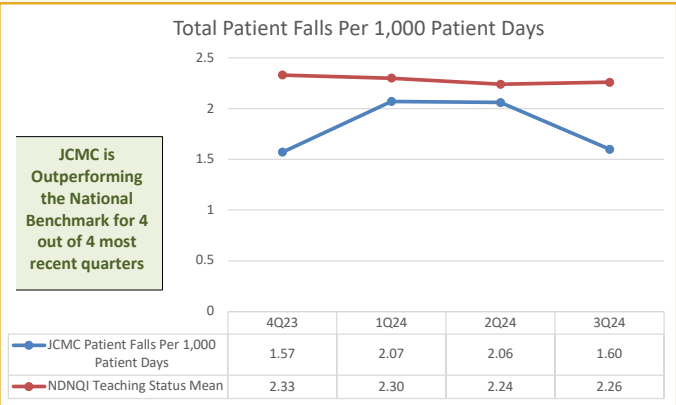


Reducing Patient Falls

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, continue to review and reinforce the use of evidence-based practices to decrease the number of falls and 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.

In 2024 the Interdisciplinary Falls Team Committee's accomplishments included:

- Inpatient falls with injury met target for the majority of the months in 2024 (7 out of 12)
- Emergency Department falls with injury met target for the majority of the months on 2024 (7 out of 12)
- Implementation of "Stay with Me" Bathroom signs intervention
- Reduction of recliner related falls from 25% of all falls related to recliner use in April, to no falls related to recliner use from September to December 2024





Reducing Catheter Associated Urinary Tract Infections (CAUTIs)

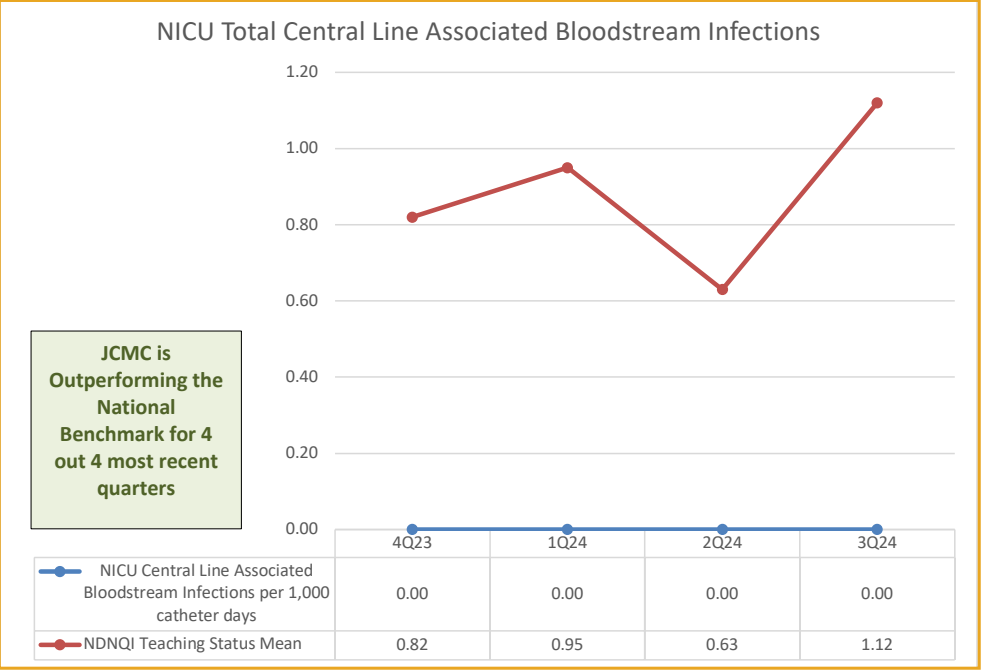
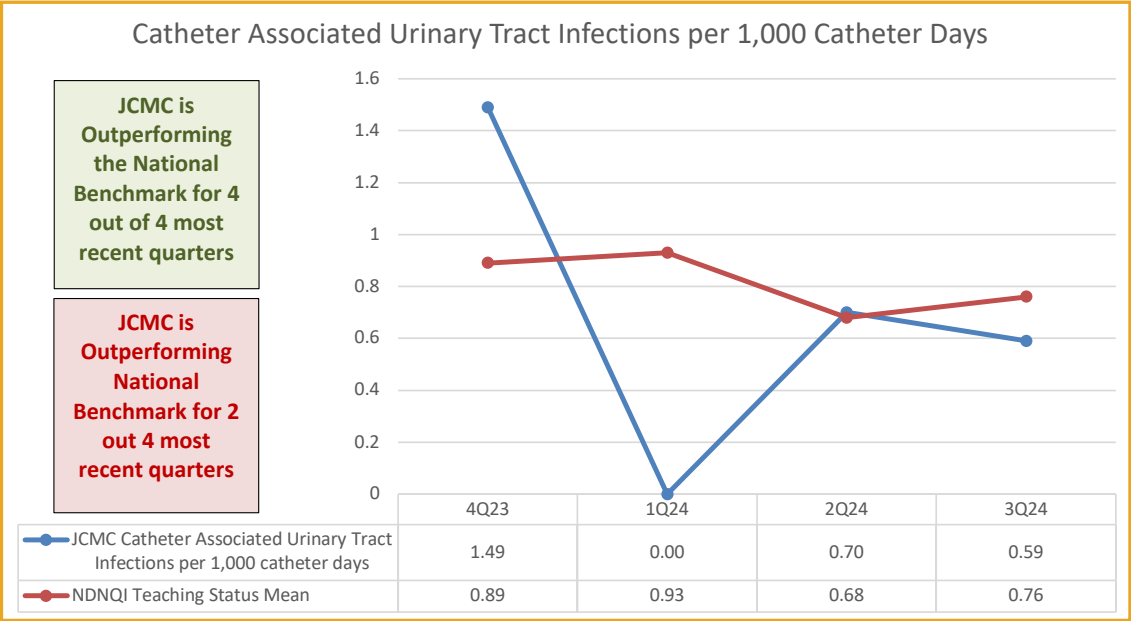
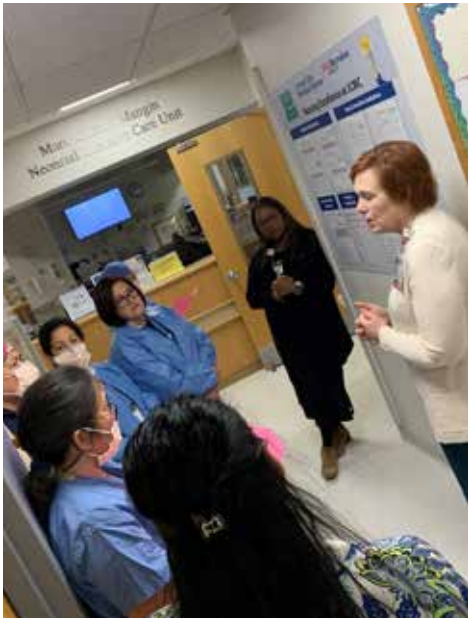
Primary strategies for CAUTI prevention include a focus on daily assessment of need for a urinary catheter as well as weekly observations on the maintenance of the urinary catheter. The CAUTI Steering Committee meets monthly to review best practices, identify opportunities, track and trend data and drive key tactics to achieve a reduction in CAUTI. Claudia Garzon- Rivera, DNP, RN, CNL, CCRN, CPHQ Assistant Vice President of Nursing and Allison Antonik, BSN, 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 Assistant Directors of Patient Care (ADPC) 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 ADPC/Charge RN to reinforce best practices for line maintenance and submitted to Claudia Garzon-Rivera DNP, RN, CNL, CCRN, 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.





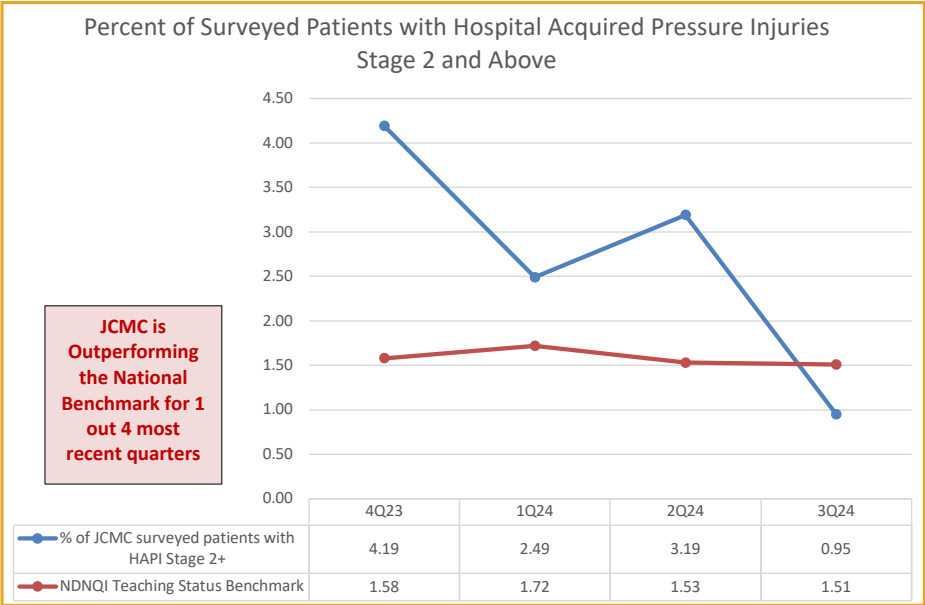
Reducing Hospital Acquired Pressure Injuries

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 Injures (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 Care 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, Nurse Directors, Registered Dieticians, 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, 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. 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 Dieticians, 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 an organizational and system wide strategic priority in 2024. 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, CPHQ AVP of Nursing and Allison Antonik, BSN, 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 Assistant Directors of Patient Care (ADPC) 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 ADPC to reinforce best practices for line maintenance
- Monthly discussion and analysis of opportunities during nursing Quality and Safety council led by Alyssa Favara BSN, RN, CEN, TCRN, Assistant Director of Patient Care, Emergency Department
- 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

