

Nursing

ANNUAL REPORT

20
25




RWJBarnabas
HEALTH

**Jersey City
Medical Center**

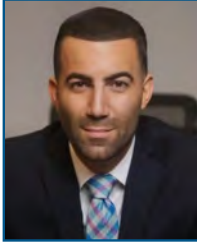




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Jonathan Kyriacou
President and Chief Executive Officer
Jersey City Medical Center

A Message from Jonathan Kyriacou, President and CEO Jersey City Medical Center

As I reflect on 2025, I want to begin by recognizing the extraordinary work you do every day in service to our patients and our community. Your leadership and compassion are evident in every setting, every shift, and every interaction.

This report reflects what is clear across our organization—a team grounded in clinical excellence, driven by accountability, and united by a shared commitment to delivering high-quality, patient-centered care.

Your leadership within shared governance, your pursuit of advanced certifications, and your continued engagement in professional development initiatives reflect a deep investment in both your patients and one another. These efforts strengthen our alignment with the Nursing Strategic Plan and reinforce the high standards that define nursing at Jersey City Medical Center.

The recognitions Jersey City Medical Center received in 2025 reflect the strength of the interdisciplinary teams you help lead every day. Achievements such as the Healthgrades Coronary Intervention Excellence Award™, Five-Star ratings in Coronary Interventional Procedures, DNV certification of our Hip & Knee Replacement Program, and the American Heart Association's Get With The Guidelines® - Stroke Gold Plus Quality Achievement Award are made possible through the coordination, vigilance, and clinical expertise of our nursing teams. Being named a High Performing Hospital in Maternity Care by U.S. News & World Report and earning 2025 Echocardiography Accreditation further demonstrate how nursing excellence supports and elevates care across our service lines.

Equally important is the way you support and develop one another. Through mentorship, participation in the Nurse Residency Program, and engagement in professional initiatives, you are strengthening a resilient workforce prepared to meet the evolving needs of the Hudson County community.

As we look ahead, we will continue to build on this foundation—advancing quality, supporting professional growth, and reinforcing the essential role nursing plays in shaping the future of care at Jersey City Medical Center.

Thank you for the expertise, compassion, and integrity you bring to your work each day. I am proud to support you and look forward to continuing this important work together.

Sincerely,

Jonathan P. Kyriacou
President and Chief Executive Officer
Jersey City Medical Center



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

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

Every year I am reminded that nursing is both a calling and a discipline. It requires heart, intellect, teamwork, grit and unwavering commitment to doing what is right for our patients — even when it is hard.

In 2025, you demonstrated what professional nursing excellence looks like at Jersey City Medical Center. Through your work in shared governance, your pursuit of advanced certifications, your engagement in evidence-based practice, and your mentorship of new nurses entering our profession, you continue to elevate the standard of care across every unit and every shift. Our outcomes reflect your dedication — but more importantly, so do the stories behind them: The calm presence at the bedside. The extra moment spent explaining a procedure. The careful handoff that prevents an error. The collaboration that strengthens a care plan. These are not small actions. They are the foundation of trust.

I am especially proud of the way you support one another. The Nurse Residency Program, professional councils, and leadership responsiveness, demonstrate a culture that invests in growth, accountability, and continuous improvement. You show up for your patients — and for each other.

As we move forward, our commitment remains clear: to strengthen our practice, to uphold the highest standards of safety and quality, and to continue shaping the future of nursing at Jersey City Medical Center.

Thank you for your expertise, your resilience, and your compassion.
I am honored to serve alongside you.

A handwritten signature in black ink that reads "Margaret Ames". The signature is written in a cursive, flowing style.

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 advancing the nursing division along the path of nursing excellence. The Nursing Strategic Plan is aligned with the RWJBH Strategic Plan, mission, vision, and values. Using the Magnet manual as a roadmap, this strategic plan focuses on quality patient outcomes, nurse excellence, and nurse satisfaction. Committed to treating everyone with respect and dignity while appreciating and embracing the differences as well as the similarities that exist among us, Jersey City Medical Center will continue to provide high-quality, equitable, culturally competent, patient-centered care to every patient, every time.





NURSING STRATEGIC PLAN 2022 - 2026

Nursing Strategic Responses

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

RWJBarnabas Health Values

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

NURSING LEADERSHIP 2025

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, CENP, FACHE

Assistant Vice President, Nursing

Janielle Viuya, DNP, RN, AGACNP-BC

Director of Magnet Program and Professional Practice

Kathleen Ansay, MSN, RN, ONC, CMSRN

Nurse Manager of the Orthopedic Institute

Allison Antonik, MSN, RN, CIC

Director, Infection Control

Joselyn Arias, BSN, RN

Assistant Director of Case Management

Babitha Babu, BSN, RN, RN-BC, PMH-BC

Nurse Manager, Center for Comprehensive Care

Renette Berteau, MSN, RN, CCRN

Clinical Operations Manager

Karen Caldas, MSN, RN, CPHRM

Director, Clinical Risk Management and Patient Safety

Shaun Conover, DNP, RN, AMB-BC

Director of Nursing for Hospital Based Clinics

Aschel Curry, BSN, RN

Director of Patient Care Operating Room

Franca DiBrita, MSN, RN, FNP

Lead APN, Cardiology

Leah Dungee-Maignan, MSN, RN, RNC-NIC

Administrative Director Maternal Child Services and Neonatal Intensive Care Unit

Arlene Eastman, MSN, MPH, RN, CEN, NEA-BC

Administrative Director Emergency Services, Pediatrics, and Rapid Diagnostic Unit

Marissa Fisher, MSN, MHI, RN

Trauma Program Director

Santa Jimenez, BSN, RN, CNOR

Director of Patient Care Ambulatory Surgery Center

Bernadette Johnson, MSN, RN, ONC

Director of Nursing, 6 West and Renal Hemodialysis

Ternita Joy, MSN, RN, NE-BC

Clinical Operations Manager

Sean Lo, MSN, RN

ECIS Site Manager

Kelly Loo, MSN, RN, CGRN

Director of Patient Care Endoscopy and Post Anesthesia Care Unit

Michele Lopez, MSN, RN, CEN, NE-BC

Director, Center for Professional Development, Innovation, and Research

Marisa Mak, BSN, RN, CEN

Director of Patient Care, Satellite Emergency Department

Allison McCabe, MSN, RN

Administrative Director of Critical Care and Nursing Practice Interventional Radiology

Heidi Milad, BSN, RN, SCRNP

Director of Patient Care 7 East

Helen Morgan, BSN, RN

Director of Patient Care Same Day Surgery

Regina O'Donnell, MSN, RN, CCRN

Director of Patient Care Cardiac Cath Lab

Vito Pascarella, DNP, RN, NHDP-BC, EMT-B, FO

Director of Patient Care, Nursing Supervisors

Tiffani Pereira, BSN, RN, SCRNP

Manager, Stroke Program

Joanne Reich, DNP, RN, NEA-BC, CPHQ

Vice President of Safety, Quality, and Regulatory Affairs

Bianca Rosa, BSN, RN

Director of Patient Care 7 West

Bonnie Rosenzweig, BSN, RN, CRRN

Quality Management Specialist

Erin Salmond, DNP, RN

Director of Patient Care 5 East and 6 East

Pamela Santiago, MSN, RN, PMHNP-BC

Director of Patient Care 5 West

Cristina Simeone, MSN, RN, NEA-BC

Clinical Resource Director

Caitlin Sweeney, BSN, RN

Director of Patient Care 4 West Labor and Delivery

Valentyna Tabaka, MBA, BSN, RN, WCC

Manager, Wound Care

Nicholas Tolan, BSN, MHA, RN, TCRN

Director of Patient Care, Emergency Department

Eva Villar-Trinidad, MSN, AGACNP-BC

Lead APN, Medicine

Anita M. Williams, MSN, RN-BC, OCN

Nurse Manager Infusion

Brian Weil, MSN, RN

Clinical Operations Manager





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 for the patients, families, and communities they serve (ANCC, 2021).

At Jersey City Medical Center, the theory and concepts noted in the model reflects RWJBH'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 well-being, and diversity, equity, and inclusion both in the organization and in the community.

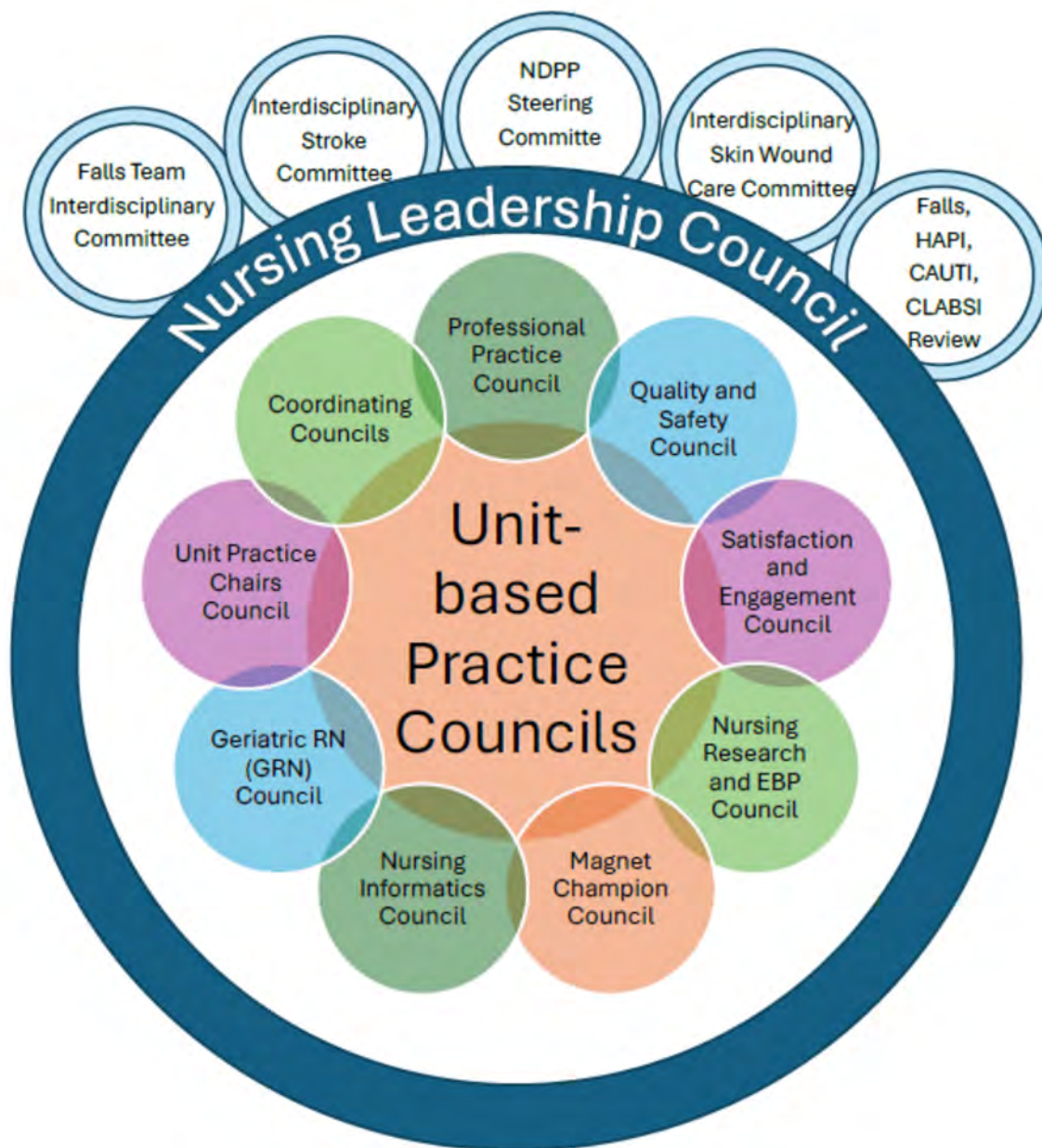


Nursing at Jersey City Medical Center

At Jersey City Medical Center, the nursing strategic plan focuses on care transitions and practice transition to support sustained professional practice excellence and improved patient outcomes. The professional practice model (PPM) drives the nursing strategic plan and guides nursing practice.

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

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, RN, AGACNP-BC

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 among 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. Fostering accountability for improving patient outcomes, quality, and enhancing work life. Standardize UPC agenda to include discussions of unit-specific Nurse Sensitive Outcomes (i.e. falls, HAPI, HCAHPs, etc.), areas for improvement and RN certification rates.

Name	Unit
Brit Destefano (Float Pool)	Alelei Konev (Endo)
Mariae Lapus (Cath Lab)	Vanessa Mondragon (ICU)
Ashley Hangach (SDS)	Jamie Obrero (ASC)
Alexa Passenti (ED)	Jody Cheng (RDU)
Anaisabel Montenegro (5W)	Anabela Cunha-Almeida (Outpatient Oncology)
Heather Landzberg (NICU)	Niccolo Fornier (7W)
Jessica Devine (7E)	Amanda Silver Peralta (3E)
Joanne Reyes - co-chair	Jane Fahey - co-chair



2025 Goals:	2025 Accomplishments
<p>To support unit UPC chairs with their UPC meetings by providing resources and guidance monthly.</p> <p>Ensure unit UPC meetings are occurring monthly.</p> <p>Improve communication between nursing leadership and UPC chairs to ensure understanding of unit specific problems.</p> <p>Establish unit-specific goals for each unit's UPC that are current, relevant, and aligned with the 2023-2026 Nursing Strategic Plan.</p>	<p>Council meetings held each month for 2025, providing chairs with guidance and support.</p> <p>Monthly updates provided by council chairs in standardized report to council format.</p> <p>Concerns communicated through Coordinating Council to nursing leadership.</p> <p>2025 charters developed by council chairs with unit-specific goals.</p>
<p>Expected Outcomes:</p> <p>Achieve at least 75 percent attendance and participation of UPC chairs from each unit/dept.</p> <p>At least three UPC chairs will join the NDPP clinical ladder by the end of 2025.</p> <p>UPC attendance rate to be reported as part of the standard UPC report to council.</p>	<p>Outcomes Achieved:</p> <p>Five units with 75 percent attendance</p> <p>UPC Chairs are reporting the number of RNs attending their UPC meeting as part of their report to council.</p>





PROFESSIONAL PRACTICE MODEL

Professional Practice Council

Council Name: Professional Practice Council

Chair: Suzanne Dee, BSN, RN, CCRN

Advisor: Janielle Viuya, DNP, RN, AGACNP-BC

Council Purpose:

The Professional Practice Council facilitates improvements to nursing practice in alignment with strategic priorities and goals of the organization.

Objectives:

- Review, revise and make recommendations for revision and approval of policies, procedures and practice standards of care related to nursing practice.
- To improve safety and quality outcomes for patients and families.
- Facilitate improvements to nursing practice in alignment with strategic priorities and goals.
- Serve as a forum to exchange best practices that will facilitate improvements to nursing practice.
- Collaborate with the interdisciplinary team to improve the quality of 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 systemwide PNP.

Expected Outcomes:

- Review and/or revise at least four local nursing policies related to nursing professional practice by fourth quarter 2026.
- Integrate system policies into local JCMC nursing professional practice by 4th Quarter 2026.
- Share monthly updates and recommendations about clinical practice standards from the system-wide PNPC during monthly PPC meetings.

Membership:

Active Members:	
Erin Lynch	Mary J Geagoni
Catherine Manza	Elan Witter
Amanda Tobias	Emily Reconco-Ferrari
Jennifer Balcells	Yvette Bryant
Agnes Allado	

2025 Goals:	2025 Accomplishments
<p>Expected Outcomes:</p> <p>Evaluate the DNV recommendations and apply them to appropriate units.</p> <p>Review at least four policies to ensure our JCMC policies are up to date.</p> <p>Collaborate with the interdisciplinary team to ensure that our protocols are suitable.</p>	<p>Outcomes Achieved:</p> <p>Approved NPO wristband policy in response to DNV recommendation.</p> <p>Reviewed and updated TR Band policy as recommended by manufacturer.</p> <p>Education on de-escalation tactics.</p> <p>Council approved policy for Enteral feeding management for RNs.</p> <p>Reviewed and updated the critical incident policy, falls policy, discharge planning.</p> <p>Reviewed the equipment cleaning policy.</p>



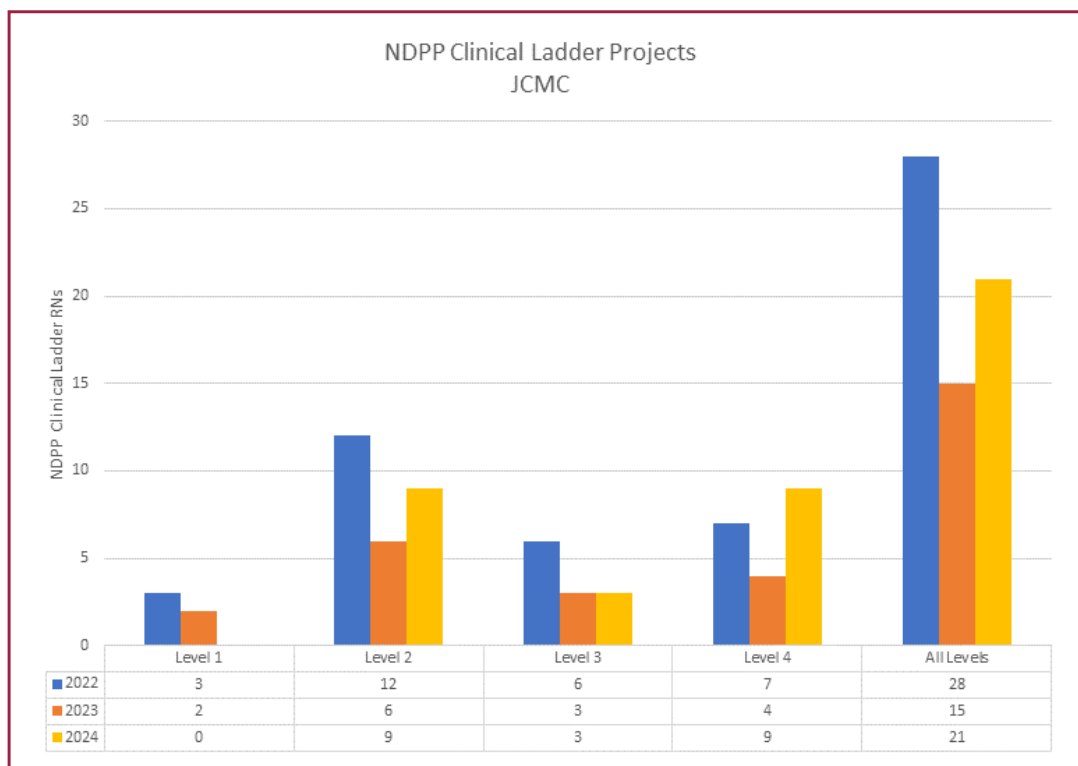
Nursing Differentiated Practice Program (NDPP): 2025

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 values of RWJBarnabas Health, 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 master's degree in nursing is the minimum education requirement. Projects at this level must have a demonstrated impact on nursing.

In 2025, the NDPP Steering Committee and our nursing leadership team have 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.

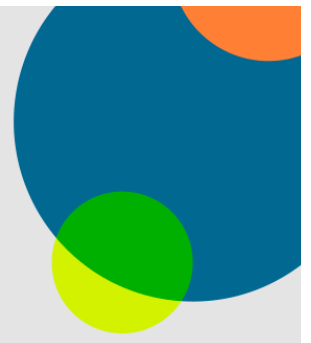


Clinical Ladder 2025

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



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 19. Certified Nurses Day promotes awareness and invites nurses to advance their career through national certification. In March 2025 Margaret Ames DNP, RN, NEA-BC, Chief Nursing Officer and Vice President, Nursing & Patient Care Services, Kimberly Palestis DNP, RN, CEN, TCRN, NEA-BC, CENP, FACHE, Assistant Vice President of Nursing, Claudia Garzon-Rivera DNP, RN, CNL, CCRN, CPHQ, Assistant Vice President of Nursing, and Nicolle Reyes, MSN, APN, AGNP-C, ONC, GRN, Chair of the Magnet Champion Council, recognized all JCMC's certified nurses. The names of all certified RNs were displayed on their own units for recognition. JCMC proudly recognizes certified nurses for their contributions to nursing excellence and validation of expertise and mastery of knowledge within their specialty.

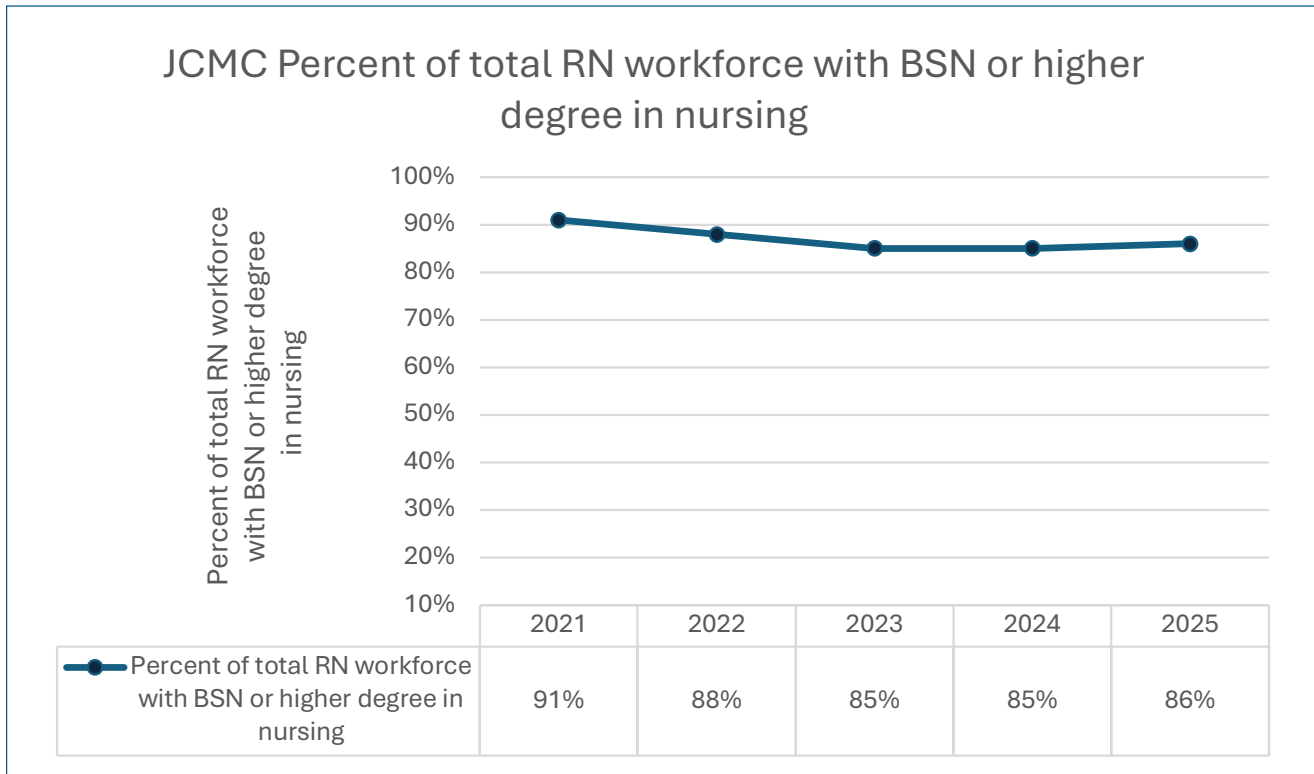
The target for JCMC registered nurses' progress toward obtaining professional board certification to achieve 40 percent by 2024 and 2025 was established as part of the 2022 - 2026 Nursing Strategic Plan. JCMC achieved 41 percent by 2024 and 45 percent by 2025 of professional board-certified nurses. This was achieved through specific strategies and organizational support offered for nurses. The Nursing Strategic Plan is developed to align with RWJBarnabas Health goals and organizational strategic priorities.

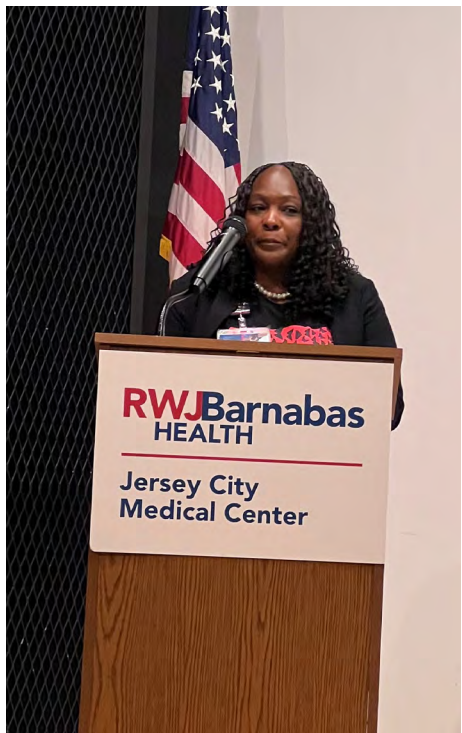


Increasing the number of nurses with baccalaureate or higher degrees in nursing

According to the National Academies of Sciences, Engineering, and Medicine, *The Future of Nursing 2020-2030: Charting a Path to Achieve Health Equity*, it is critical to strengthen education for the nursing workforce. Jersey City Medical Center aligns with this view and values the importance of maintaining a well-equipped nursing workforce to have high-quality patient outcomes. Jersey City Medical Center continues to surpass its goal of maintaining 80 percent 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 with RWJBarnabas Health goals and organizational strategic priorities.

JCMC Nursing Workforce Degrees (All Nurses at all Levels)					
Degree	2021	2022	2023	2024	2025
Diploma	10	8	1	3	4
ADN	67	66	99	124	141
BSN	612	578	602	703	803
MSN	153	153	142	193	252
DNP	19	18	27	35	49





People, Belonging, and Impact

At JCMC our Business Resource Groups (BRGs) are employee-led groups that play a significant role in organizing cultural observances and educational events throughout the year, enhancing cultural awareness and fostering community within our organization. They give all RWJBarnabas Health colleagues spaces to connect, support one another and grow professionally. They are in alignment with our Mission - We are an academic health system, partnering with our communities to build and sustain a healthier New Jersey and our values of accountability, compassion, curiosity, empathy, excellence, kindness, respect and teamwork.





EXEMPLARY PROFESSIONAL PRACTICE

Quality & Safety Council

Council Name: Quality & Safety Council

Chair: Alyssa Favara BSN, RN, CEN, TCRN

Advisor: Claudia Garzon-Rivera DNP, RN, CNL, CCRN, CPHQ,
and Janielle Viuya, DNP, RN, AGACNP-BC

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 review CLABSI, CAUTI, HAPIs, hospital-acquired C. diff, and fall trends for opportunities, disseminate trends, and reinforce standards of care to UPC.
- Members will create recommendations based on recognized trends and opportunities.
- Members will review Sepsis Collaborative Team updates, disseminate nursing performance trends, and reinforce nursing standards of care.
- Members will review outcomes related to nursing quality performance metrics monthly and disseminate results.
- Members will develop, review, and/or revise policies directly related to quality and safety in collaboration with the Professional Practice Council.

Expected Outcomes:

- Improve five target priority areas from audits, such as CAUTI, CLABSI, hospital-acquired C. diff and falls.
- Maintain nurse-sensitive indicators outperforming the established benchmark for at least three of the four quarters.
- Review and/or revise at least four nursing policies related to medication safety, clinical equipment and/or patient safety.

Membership:

- Open to all RNs in all nursing units at JCMC.
- All nursing units are represented.
- Interdisciplinary members.

Active Members:	
Janielle Viuya	Director of Magnet Program and Professional Practice
Claudia Garzon-Rivera	AVP of Nursing
Valentya Tabaka	Wound Care Manager
Priscilla Hurtado	Wound Care Coordinator
Allison Antonik	Infection Prevention
Yagna Patel	Infection Prevention
Katrina Garcia	Infection Prevention
Tiffani Pereira	Stroke Program Manager
Yosley Diaz	Stroke Nurse Coordinator
Theresa LaFlam	Stroke Program Manager Per Diem
Tetyana Polishchuk	Stroke Program Coordinator
Sean Lo	Clinical Informatics Manager
Darrell Hipolito	Clinical Informatics Specialist
Cristina Simeone	Value Analysis
Amanda Tobias	5W
Catherine Manza	Nursing Education
Bijal Patel	CC ADPC
Michele Lopez	Director of Nursing Education
Sung Hee Cho	Nursing Education
Brit DeStefano	Float
Jessica Ho	Nursing Education
Kristen Wadams	Nursing Education
Jennifer Sols	Nursing Education
Richelle Powell	Nursing Education
Olive Wang	Nursing Education
Elizabeth Trelles	PCC 5 East
Alelei Konev	Endo

Active Members: (continues)

Prescila Alegre	SDS
Anabela Cunha-Almeida	Radiation Oncology
Vivian Chang	L&D
Nikita Patel	7 East
Maggie Bocchino	ICU
Kelly Barnhill	CC ADPC
Darlene Kaczka	ED ADPC
Amanda Peralta	3 East
Renette Berteau	Clinical Operations
Doris Bazurto	Infusion

2025 Goals:

Contribute to the nursing strategic plan goal to reduce the number of CLABSI, CAUTIs, Falls, Falls with Injury, HAPIs, and decreasing sepsis mortality.

Contribute to the organizational strategic plan goal to improve the delivery of care related to nursing quality and safety.

2025 Accomplishments

Infection Prevention:

- Hand hygiene at 95 percent
- 1 CLABSI - Improved from 2024
 - In 2024, 6 CLABSIs
- 1 CAUTI
- 7 C. Diff cases
 - In 2024, 13 C. Diff cases
- 8 SSI
 - In 2024, 13 SSI cases
- 4 MRSA cases added this data in 2025

HAPI:

- 29 HAPIs - improved
 - In 2024, 53 HAPIs
- Wound Care Classes continued
- Epic Enhancement for Juven task approved by Q&S

Falls:

- Added unit discussion for fall trends
- Stay with Me Signs went live
- Systemwide Falls Policy reviewed
- Reviewed and approved Gait Belt policy

Sepsis:

- Encouraged Quality and Safety members to be Sepsis Champions for their units
 - Kristen Wadams, Brit Destefano, & Anaisabel Montenegro
- ED scribe program went live to improve compliance

Stroke:

- Thrombectomy - 49 cases
- 1,309 code strokes in 2025
- Applying for comprehensive care center for 2026
- Reviewed NPO wristband for stroke patients pending Speech evaluation

Informatics:

- Reviewed blood transfusion compliance
- BCMA percentages
- Improve timely pain reassessments



2025 Goals:	2025 Accomplishments
<p>Expected Outcomes:</p> <p>Improve five target priority areas from audits, such as CAUTI, CLABSI, hospital-acquired C. diff and falls.</p> <p>Maintain nurse-sensitive indicators outperforming the established benchmark for at least three of the four quarters.</p> <p>Review and/or revise at least four nursing policies related to medication safety, clinical equipment and/or patient safety.</p>	<p>Outcomes Achieved:</p> <p>Added Medication Safety to Q&S</p> <p>Approved Restraint Audit tool</p> <p>Approved Gait Belt policy</p> <p>Approved Enteral Feeding policy updates</p> <p>Approved color-coded wrist band policy to include NPO wristbands</p> <p>Approved swallow precautions signs with Speech Pathology team</p>



Magnet Champion Council

Council Name: Magnet Champion Council

Chair: Nicolle Reyes MSN, APN, AGNP-C, GRN

Advisor: Janielle Viuya, DNP, RN, AGACNP-BC

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

Expected Outcomes:

- Provide at least five Magnet standards examples by the end of 2025.
- Maintain 40 percent nursing professional certification by the end of 2025.
- Units are prepared and engaged for all Magnet Showcases.

Membership:

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



Active Members:	Unit
Amanda Tobias BSN, RN, PMH-BC	5W
Liliana Segovia Woods BSN, RN, CCRN	Critical Care
Raquel Diasen BSN, RN	7W
Sonia Frieire BSN, RN, ONC	SDS
Deanna Delvanto BSN, RN	7E
Khushbu Desai BSN, RN, ONC	6W



2025 Goals:	2025 Accomplishments
<p>Support ongoing nursing professional development by maintaining JCMC Nurse Certification rates at 40 percent at the end of 2025.</p> <p>Review 2023 Magnet Manual Standards monthly.</p> <p>Facilitate and support quarterly Magnet Showcases.</p>	<p>Supported ongoing nursing professional development by increasing awareness of nurse certification through flyers and safety huddles; Certification rates increased to 44 percent year to date.</p> <p>Reviewed magnet standards with council members every month achieving 5 magnet standards reviewed.</p> <p>Collaborating with UPC council members in facilitating quarterly magnet showcases.</p>





Satisfaction and Engagement Council

Council Name: Satisfaction & Engagement Council

Chair: Sonia Freire BSN, RN, ONC

Events Coordinator: Kathlyn Grace Pagaduan

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

Council Purpose:

To promote resilience and nursing excellence through engagement and implementation of nurse-driven goals measured through an increase in nursing recognition and an increase in nursing retention at JCMC.

Goals:

- Coordinate and host the in-person Nurse Excellence Awards by November 2026.
- Support ongoing nursing recognition by updating and promoting The DAISY Award nomination process with increase in the number of nominations by 15%.
- Recognize all DAISY Award nominees and winners on each designated unit with a certificate, nomination-submitted blurb and award for each winner in a timely fashion.
- Support ongoing ancillary recognition by updating and promoting the BEE Award nomination process, with an increase in the number of nominations by 15 percent.
- Create and execute Nurses Week agenda by May 2026.
- Aid in promoting nursing in the community through partnership events with the shared governance councils by May 2026.
- Support ongoing nursing professional development by advocating and encouraging nurses to participate in the NDPP Clinical Ladder as well as promoting the Clinical Ladder Review sessions, aiming to increase the number of nurses on the clinical ladder by 20 percent by the end of 2026.
- Encourage new members to join and sustain consistent attendance with good representation in the SEC meetings.
- Promote and encourage nurses to participate in the Nurse Engagement Survey.



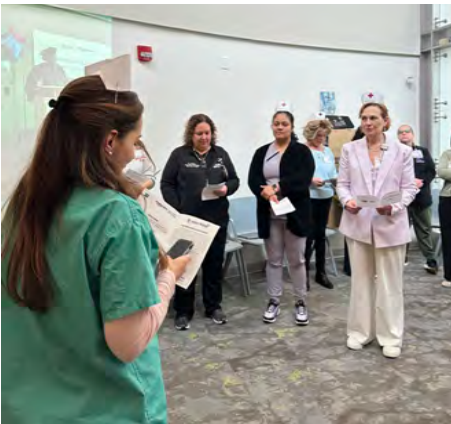


Accomplishments:

- Hosted Nurse Excellence Awards in November 2025.
- Successfully promoted the DAISY Award nomination process, with an increase of nominations, with a total of 361 DAISY Award nominations received for 2025.
- Successfully rolled out the BEE Awards at the start of 2025, with a total of 87 BEE Award nominations received for 2025.

Membership:

- Open to all RNs in all nursing units at JCMC.



Active Members:	Unit
Sonia Freire, BSN, RN, ONC	Same Day Surgery
Janielle Viuya, DNP, APN	Director of Magnet Program and Professional Practice
Kathlyn Grace Pagaduan	Magnet Coordinator
Amanda Tobias, BSN, RN	5 West
Maria Jemimah Bravo, BSN, RN	OR
Alelei Konev, BSN, RN	Endoscopy
Mariekris Galvez, BSN, RN	RDU
Anabela Cunha-Almeida, MSN, RN	Radiation Oncology
Emma Williams, BSN, RN	7 West
Teodora Tzoneva, BSN, RN	7 West
Eric Dworsky, BSN, RN	ICU
Salamatou Sow, BSN, RN	Ambulatory Surgery Center
Emily Kearns, BSN, RN	OR
Justine Yambao BSN, RN	CCL
Luisa Lopez BSN, RN	7 West
Tanvi Prajapati BSN, RN	7 East
Brianna Macklin BSN, RN	ICU
Vanessa Mondragon BSN, RN	ICU
Edward McGreevy BSN, RN	OR

Nurses Week 2025

JCMC Celebrated Nurses Week May 6-9, 2025, led by the Nursing Satisfaction and Engagement Council members, Magnet Champion Council members and nursing leaders. The theme from the American Nurses Association was “The Power of Nurses,” celebrating nurses’ ability to heal, lead, innovate, and advocate. JCMC kicked off Nurses Week with the annual “Red Carpet” Leadership greeting for all staff, distributing ANCC Magnet pins to nurses hired after the most recent Magnet re-designation in 2022. The first day of Nurses’ week was celebrated with food trucks for all hospital employees. A group of nurses led by Amanda Tobias, BSN, RN, PMH-BC, gave back to the community by volunteering at Dickinson High School, 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 Park, and rounding by nursing leadership with aromatherapy and treats during the night shift. On Friday, 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 and 2025, obtained national certification, completed the Nurse Residency program, completed the Geriatric Resource Nurse training, and this year, added the celebration of nurses who retired. Nurses’ week celebration ended with the annual “Blessing of the Hands” ceremony and reciting of the Florence Nightingale pledge.





The DAISY Award

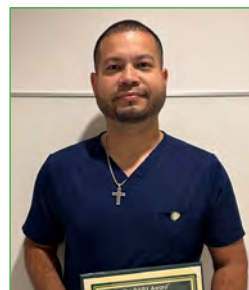
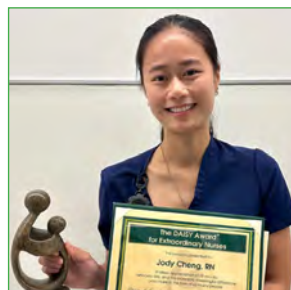
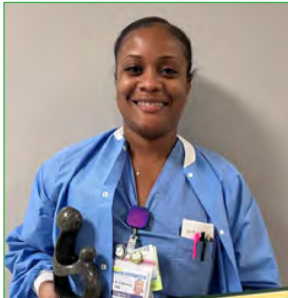
FOR EXTRAORDINARY NURSES

IN MEMORY OF J. PATRICK BARNES



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. JCMC celebrates the DAISY Nurse Educator Award quarterly.



2025 DAISY Winners

Name	Unit	Highest Degree
Christine Castillo	Labor & Delivery	BSN
Emily Acosta-Beltre	7 West	ASN
Eugenia Oswald	Emergency Department	ADN
Daniel Poupart	RDU	BSN
Jody Cheng	RDU	BSN
Ana Ortiz	6 West	BSN
Alec Wasserman	ICU	BSN
Jessica Devine	7 East	BSN
Nelama Hemnarine	7 East	BSN
Naa Bruce	RDU	BSN
Nilda Tinimbang	NICU	BSN
Diana Guaman	7 West	BSN
Richelle Powell	CPDIR	MSN
Yuliya Markiv	CPDIR	MSN
Sung Hee Choe	CPDIR	MSN
4 East		Team Award



BEE Awards

JCMC recognizes and honors partners in excellence through the BEE Awards, added in 2025 by the Satisfaction and Engagement Council. The BEE (Being Exceptional Everyday) Award is a new JCMC recognition program for nurses, that honors and celebrates the extraordinary work that our partners in excellence healthcare team do every day. Just as a DAISY cannot grow without the help of a bee, our nurses cannot properly care for their patients without the aid of our partners in excellence.





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 attendees wrote “Thank You” cards and gifted roses 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 MaryEllen McLaughlin, Chair of the JCMC Board of Trustees, who delivered the welcome address. Margaret Ames, DNP, MPA, RN, NEA-BC, delivered the CNO address.



Nursing staff are supported in their professional development and opportunities for recognition by peers are provided. Each year our nursing staff nominates their peers whose performance exemplifies 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 2025 awards ceremony was on November 13, 2025, at Jersey City Medical Center.

2025 Nurse Excellence Awards Nominees

Transformational Leadership

Laura Alves-Monia, MSN, RN
 Kelly Barnhill, BSN, RN
 Katarzyna Bezrudczyk, BSN, RN
 Ann Carmen Reyes, BSN, RN
 Yamila Castro, BSN, RN
 Sung Hee Choe, MSN, RN
 Mollie De La Rosa, BSN, RN
 Raquel Diasen, BSN, RN
 Henriette Diene, BSN, RN
 Amarilis Diez Presilla, MSN, RN
 Samantha Dimalanta, BSN, RN
 Leah Dungee-Maignan, MSN, RN
 Erica Francisquini, BSN, RN
 Bianca Garcia, BSN, RN
 Maureen Hernandez, BSN, RN
 Tunesia Holiday, BSN, RN
 Bakhshish Kaur, BSN, RN
 Albina Ketoeva, BSN, RN
 Isabella Lennon, BSN, RN
 Rochelle Lizo, BSN, RN
 Michelle Lopez, BSN, RN
 Cassie Marco, BSN, RN
 Edwin Martinez, BSN, RN
 Allison McCabe, MSN, RN
 Jessica Mercado-Cintron, MSN, RN
 Heidi Milad, BSN, RN
 Vanessa Mondragon, BSN, RN
 Melissa Ortiz, BSN, RN

Kimberly Palestis, DNP, RN
 Shiela Policastro, BSN, RN
 Kevette Pulyado, BSN, RN
 Shyleaxie Rodriguez, BSN, RN
 Bianca Rosa, BSN, RN
 Krista Roszkowski, BSN, RN
 Erin Salmond, DNP, RN
 Carlene Segro, BSN, RN
 Daria Serpe, BSN, RN
 Fatma Soliman, BSN, RN
 Marisol Soto, BSN, RN
 Cristina Villaflor Laboy, BSN, RN
 Eva Villar-Trinidad, MSN, APN
 Anita Williams, MSN, RN

Structural Empowerment

Evangeline Cagas, BSN, RN
 Sung Hee Choe, MSN, RN
 Raquel Diasen, BSN, RN
 Kristen Drost, DNP, APN
 Jane Fahey, BSN, RN
 Erin Grogan, BSN, RN
 Khristian Herrera, BSN, RN
 Renu Jain, BSN, RN
 Rochelle Lizo, BSN, RN
 Ayvalise Lopez, BSN, RN
 Mariel Manaytay, ADN, RN
 Catherine Manza, MSN, RN
 Vanessa Mondragon, BSN, RN

McKenna O'Donnell, BSN, RN
 Melissa Ortiz, BSN, RN
 Myeongae Park, BSN, RN
 Siza Patel, BSN, RN
 Jennifer Sols Balcells, MSN, RN
 Jennifer Squitieri, BSN, RN
 Alexa Veenstra, BSN, RN
 Anita Williams, MSN, RN

Exemplary Professional Practice

Nancy Awad, DNP, APN
 Elisabet Benzaquen, BSN, RN
 Macy Buhl, BSN, RN
 Sughey Castillo Sanchez, ADN, RN
 Yamila Castro, BSN, RN
 Anabela Cunha-Almeida, BSN, RN
 Nancy De Leon, BSN, RN
 Jessica Devine, BSN, RN
 Raquel Diasen, BSN, RN
 Kristen Drost, DNP, APN
 Erica Francisquini, BSN, RN
 Erin Grogan, BSN, RN
 Tunesia Holiday, BSN, RN
 Nicole Iacullo, BSN, RN
 Julia Koch, BSN, RN
 Heather Landzberg, BSN, RN
 Mariae Lapus, BSN, RN
 Carmencita Larobis, BSN, RN
 Edwin Martinez, BSN, RN
 Pamela Navas, ADN, RN



Exemplary Professional Practice

Madhuri Ponnaluri, MSN, APN
 Maylyn-Stacy Sapalicio, ASN, RN
 Marisol Soto, BSN, RN
 Cristina Villaflor Laboy, BSN, RN
 Makalia Weeks, BSN, RN
 Laura Williams, BSN, RN
 Messiah Witcher, BSN, RN

New Knowledge, Innovations, and Improvements

Yvette Bryant, MSN, RN
 Yamila Castro, BSN, RN
 Anabela Cunha-Almeida, BSN, RN
 Gabriella D'Antonio, BSN, RN
 Kristen Drost, DNP, APN
 Jane Fahey, BSN, RN
 Bianca Garcia, BSN, RN
 Joyce Naguit, BSN, RN
 Rachyl Otoo, BSN, RN
 Shiela Policastro, BSN, RN
 Casey Reid, BSN, RN
 Eva Velasco, BSN, RN

Empirical Outcomes

Doris Bazarro, BSN, RN
 Brian Bilecky, BSN, RN
 Henriette Diene, BSN, RN
 Leah Dungee-Maignan, MSN, RN
 Nana Figueroa, BSN, RN

Diana Guaman, BSN, RN
 Melissa Jaikissoo, BSN, RN
 Bakhshish Kaur, BSN, RN
 Luisa Lopez, BSN, RN
 Mariel Manaytay, ADN, RN
 Isatou Manjang, ADN, RN
 Mamdouh Mounir, BSN, RN
 Jennifer O'Donnell, MSN, RN
 Ayushi Patel, BSN, RN
 Monica Patel, BSN, RN
 Nidhi Patel, BSN, RN
 Siza Patel, BSN, RN
 Alexa Rozanitis, BSN, RN
 Monika Tulachan, ASN, RN
 Interprofessional Collaboration
 Deborah Adamo-Collins, RD
 Mariana Escate, RD
 Priscilla Hurtado, BSN, RN
 Andy Jin, MD
 Sarah Lam, RD
 Jamie McIlvaine, MD
 Valentyna Tabaka, BSN, RN

Partners in Excellence and Care

Christopher Alicea
 Anita Ampaw
 Balchisu Braimah
 Regina Chambers
 Anamie Cristantiello

Antoinette Crowley
 John Davis
 Nafissatou Diagne
 Shontaye Diawara
 Guillermo Garcia
 Jennifer Green-Bell
 Rona Guanizo
 Olga Guerra
 Erin Harlan
 Albina Hyde
 Justin Loo
 Milagros Lopez
 Jayantie Mahadeo
 Modou Manjang
 Shena Minus
 Tonya Mitchell
 Puja Paudel
 Brandon Persaud
 Sophia Pierre
 Renaida Rodriguez
 Jose Santos
 Nandane Sookdeo
 Ana Subir
 Rosario Syphrett
 Adina Thomas
 Kimberly White
 Cheryl Ybanez

2025 Nurse Excellence Award Recipients

Transformational Leadership: **Heidi Milad, BSN, RN**

Structural Empowerment: **Evangeline Cagas, BSN, RN**

Exemplary Professional Practice: **Mariae Lapus, BSN, RN**

New Knowledge, Innovations, and Improvements: **Sheila Policastro, BSN, RN**

Empirical Outcomes: **Siza Patel, BSN, RN**

Interprofessional Collaboration: **Deborah Adamo-Collins, RD; Mariana Escate, RD; Priscilla Hurtado, BSN, RN; Sarah Lam, RD; and Valentyna Tabaka, BSN, RN**

Partners in Excellence and Care: **Rosario Syphrett**

Rita Smith "Get Back to School" Award: **Anabela Cunha-Almeida, BSN, RN**



Orthopedic Nurses Day

October 30 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 who 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 who 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 and 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 and 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. The interdisciplinary team provides patients with targeted goals for distance of ambulation. Case managers and social workers ensure that patients are referred to home care agencies and transportation is arranged if needed.



The Stroke Program

Jersey City Medical Center (JCMC) is designated by the New Jersey Department of Health and Human Services (NJDHSS) as a Primary Plus Stroke Center. The Stroke Program continues 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, recertified in July 2024, and certified as a DNV Primary Plus Thrombectomy Capable Stroke Center Program in July 2025.

The multidisciplinary program, led by our Stroke Medical Director, Alex Chen, MD, Claudia Garzon-Rivera DNP, RN, CNL, CCRN-K, CPHQ, AVP of Nursing, Tiffani Pereira BSN, RN, SCRNP, Stroke Program Manager, Theresa LaFlam MSN, RN, NVRN-BC, Stroke Coordinator, Yosley Diaz BSN, RN, SCRNP, Stroke Coordinator, Tetyana Polishchuk BSN, RN, SCRNP, Stroke Coordinator, along with nursing and medical staff, provided care to more than 1,300 patients with stroke or stroke symptoms in 2025.

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 its 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 2026!

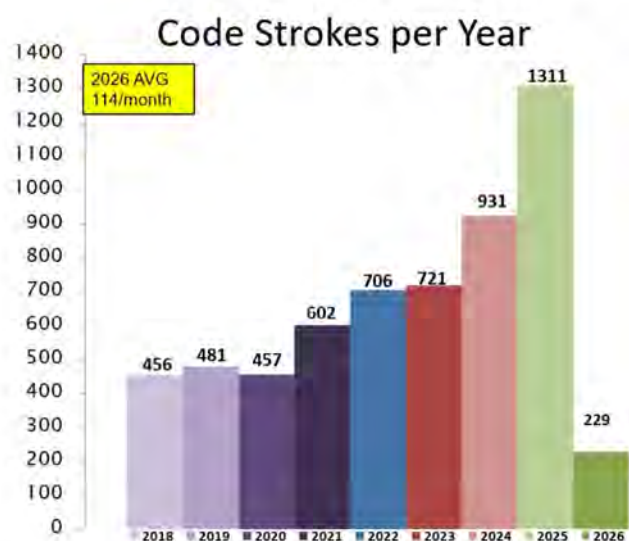
The Stroke Interdisciplinary Committee, led by Tiffani Pereira, Stroke Program Manager, and Alex Chen, MD, Stroke Program Medical Director, with members



from nursing, medical providers in the Emergency Department, 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 state-of-the-art neurointerventional 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 80 thrombectomies since our NeuroEndovascular Program go-live date of October 1, 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 time in 2025 for door-to-thrombolytic agent administered was 50 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 three telestroke devices to assist with workflow for emergency and inpatient consultations. This provides our patients with quality evidence-based health care services with the latest stroke technology.





Our mission is to improve health and wellness of the elderly adults 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.”

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.



NICHE™

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.

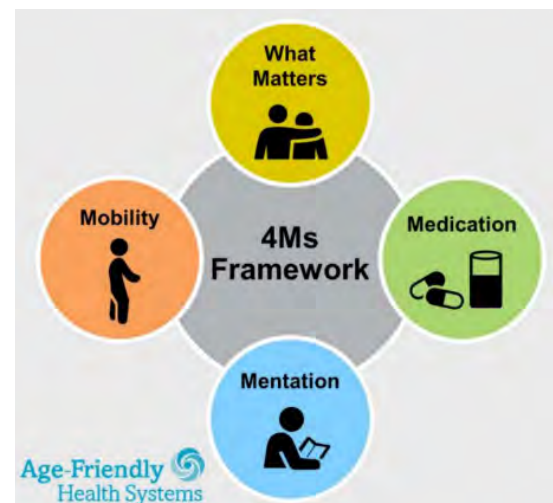
Becoming an Age-Friendly Health System entails reliably providing a set of four evidence-based elements of high-quality care, known as the “4Ms,” to all older adults in your system: What Matters, Medication, Mentation, and Mobility. JCMC together with RWJBH hospitals are on a journey to become an Age-Friendly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





Jersey City Medical Center is part of a movement to improve health care for older adults, contributing to a goal of continuing to expand and grow age-friendly care. As part of the Age-Friendly Health Systems initiative, The John A. Hartford Foundation and the Institute for Healthcare Improvement, in partnership with the American Hospital Association and the Catholic Health Association of the United States, are helping health care organizations implement a set of evidence-based interventions specifically designed to improve care for older adults.

Collaborative learning opportunities across the movement bring together health care teams committed to sharing data and improving together. All teams strive toward reliably implementing age-friendly best practices across the hospital.



Jersey City Medical Center now joins an international group of more than 5,200 health systems working to tailor care to patients' goals and preferences and to deliver care that is consistently of the highest quality.

The initiative is based on a series of practices focused on addressing four essential elements of care for older patients:

- **What Matters:** Know and align care with each older adult's specific health outcome goals and care preferences including, but not limited to, end-of-life care, and across settings of care.
- **Medication:** If medication is necessary, use age-friendly medications that do not interfere with What Matters to the older adult, Mobility, or Mentation across settings of care.
- **Mentation:** Prevent, identify, treat, and manage dementia, depression, and delirium across settings of care.
- **Mobility:** Ensure that older adults move safely every day in order to maintain function and do What Matters.

Age-Friendly Health Systems is an initiative of The John A. Hartford Foundation and the Institute for Healthcare Improvement (IHI), in partnership with the American Hospital Association (AHA) and the Catholic Health Association of the United States (CHA). For more information, visit ihi.org/agefriendly.



Geriatric Resource Nurses

Name	Unit
Jasmine Bejar	6W
Concordia Meglioranza	6W
Maria Mendoza	6W
Maria Kay Velasco	6W
Ibronke Alake	6W
Brianna Cortes	6W
Khushbu Desai	6W
Christianna Papapietro	6W
Ma Christina Llarenas	7E
Katherine Ocampo	7E
Carlene Segro	7E
Jessica Blakeney	7E
Jessica Devine	7E
McKenna O'Donnell	7E
Laura Scalercio	7E
Tunesia Holiday	7W
Jolanta Kapusta-Guillame	7W
Milip Park	7W
Kayla Howard	7W
Elan Witter	7W
Dianna Guaman	7W
Raquel Diasen	7W
Amy Ni	7W
Messiah Witcher	7W
Ayushi Patel	7W
Nidhi Patel	7W
Rachyl Otoo	7W
Kelly Keegan	Cath Lab
Melissa Tan	Cath Lab
Doreen Jones	Cath Lab
Jacqueline Jansen	Cath Lab
Thelma Nyaboga	CCU
Brit DeStefano	Float Pool



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, RN, AGACNP-BC

Council Purpose:

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

Objectives:

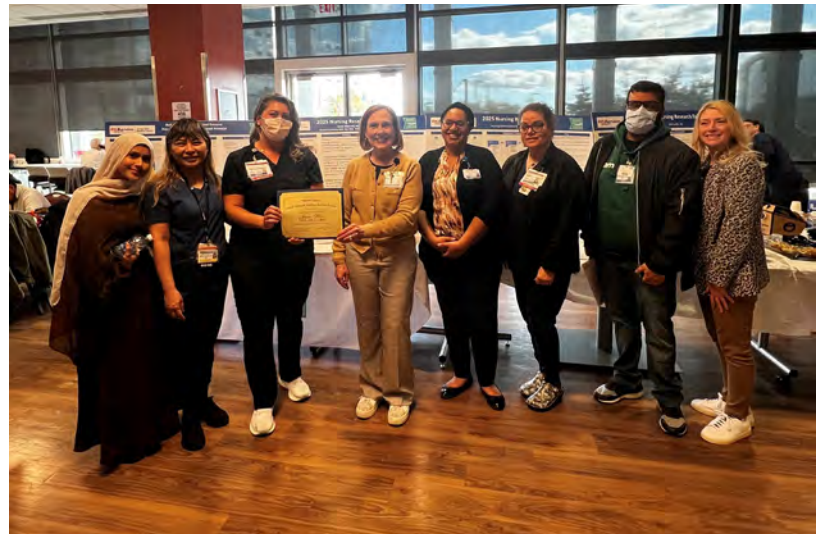
- Increase council members' knowledge and skill in evidence-based practice and research methodologies.
- Cultivate an environment of clinical inquiry that will encourage nursing research studies, implementation of best practices at JCMC, and dissemination of research.

Expected Outcomes:

- Review and approve at least three research activities involving JCMC nurses by the end of 2026.
- Successfully complete quarterly journal club activities with at least 50 percent participation from council members each quarter.
- Conduct at least one research fair to disseminate findings, with at least four nursing staff presenting their research.
- Disseminate at least one research study at an external research fair or the RWJBH Research Symposium by the end of 2026.
- Submit at least one research manuscript to a peer-reviewed nursing journal by the end of the year.
- Conduct at least one community service event to promote nursing and nursing research, such as a presentation at a local high school or community event, by the end of 2026.

Membership:

- Open to all nurses in all JCMC inpatient and ambulatory nursing units. Two or more attendance within the year constitutes membership.
- Interdisciplinary members.



Council Members	Unit
Brittany Haliani, MLS, AHIP, CHIS	Director of Medical Library
Abril Suffill, MLS	Medical Librarian
Aileen Reilly, BSIT	Library Technician
Emily Acosta, ASN, RN	OR
Nishat Ali, BSN, RN	CTICU
Elsie Chen, BSN, RN	OR
Tiffany Cheng, BSN, RN	OR
Jessica Chung Huey Ho, DNP, RN, PED-BC, CLNC	Nursing Education
Sung Hee Choe, MSN, RN, CCRN	Nursing Education
Vivian Chi-Yuan Chang	Labor and Delivery
Shaun Conover, DNP, MSN, RN, AMB-BC	Director of Hospital-Based Clinics
Alelei Costales-Konev	Endoscopy
Anabela Cunha-Almeida, BSN, RN, OCN	Radiation Oncology
Suzanne Dee, BSN, RN, CCRN	Cath Lab
Christopher de la Victoria, DNP, RN, CEN, CMSRN, CDP, CADDCT	Nursing Education
Susannah Goya-Pack	Nursing Education
Monera Holgado	Director of ASC
Donna Ho-Shing	ASC
Raol Kallio	ICU
Evan Kaw	6-East
Emily Kearns, BSN, RN	OR
Ericah Laxamana, BSN, RN	Cath Lab/CMMC
Michele Lopez, MSN, RN, CEN, NE-BC	Director of the Center for Professional Development, Innovation, and Research – Nursing Education
Catherine Manza, MSN, RN	Nursing Education
Allison McCabe, MSN, RN	Director of Critical Care
Eddie McGreevy, BSN, RN	OR
Ayushi Patel	7-West
Natalia Penaranda, BSN, RN	OR
Nicolle Reyes, MSN, APN, AGNP-C, ONC, GRN	Geriatrics NP/NICHE Coordinator
Mia Robertiello, BSN, RN	OR

2025 Goals:	2025 Accomplishments
<p>Expected Outcomes:</p> <p>Review and approve at least three research activities involving JCMC nurses by the end of 2026.</p> <p>Successfully complete quarterly journal club activities with at least 50% participation from council members each quarter.</p> <p>Conduct at least one research fair to disseminate findings, with at least 4 nursing staff presenting their research.</p> <p>Disseminate at least one research study at an external research fair or the RWJBH Research Symposium by the end of 2026.</p> <p>Submit at least one research manuscript to a peer-reviewed nursing journal by the end of the year.</p> <p>Conduct at least one community service event to promote nursing and nursing research, such as a presentation at a local high school or community event, by the end of 2026.</p>	<p>Outcomes Achieved:</p> <p>Reviewed a minimum of three research activities involving JCMC nurses.</p> <p>Completed quarterly journal activities.</p> <p>Conducted in-person research fair on October 24, 2025.</p> <p>Research Fair presenters were invited to present at RWJBH Research Symposium, Oct. 2025.</p> <p>One research manuscript was submitted to a peer-reviewed journal.</p> <p>Community service at Dickinson High School to promote nursing and nursing research on April 30, 2025. Drop-off/distribution of donations at a local social services center on November 14, 2025.</p>

Primary Investigators or Presenters	Title
Nishat Ali (nee Poppy) and Nicolle Reyes	Non-pharmacologic interventions for ICU delirium prevention: Impact of a standardized checklist on electronic nursing documentation and implementation in older adults.
Ericah Laxamana (with Sung Hee Choe as mentor-presenter)	Reducing hospital-acquired pressure injuries in the ICU through a nutrition-focused protocol.
Janielle Viuya, DNP, RN	Nursing Differentiated Practice Program.
Abril Suffill, Medical Librarian	Introduction to Cumulative Index to Nursing and Allied Health Literature (CINAHL) database, Lippincott Solutions (continuing education), certification review, and Lippincott Professional Development access through The Bridge.
Shaun Conover, DNP, RN, AMB-BC	Study Results: Assessing nurses' perception of shared governance utilizing the Index of Professional Nursing Governance Tool.
Amanda Tobias	CITI Training, nurse specialty certification, and Sigma Theta Tau International Honor Society of Nursing.
Christopher De La Victoria, DNP, RN	Study overview: Nurse residents' perceptions of transition to clinical practice.
Kristen Drost, DNP, RN	Safe patient handling committee.
Jamie Miles and Kimberly Palestis, DNP, RN, AVP of Nursing	Aromatherapy as natural remedy for postoperative nausea and vomiting.



Quarterly Journal Club 2025 Presenters	Topics
<p>February (for March) - APN Nicolle Reyes presented and Amanda Tobias discussed four scholarly articles.</p>	<p>Renal Osteodystrophy scholarly articles and implications to JCMC practice, specifically a recent geriatric patient incident.</p>
<p>June - Liliana M. S. Wood (nee Segovia)</p>	<p>Evidence-based strategies to prevent/address a rapid response.</p>
<p>September - Quality Improvement Project (QIP) Behavioral Health Specialists Josefina Vega and Anissa Flewellen presented; and Amanda Tobias discussed four scholarly articles.</p>	<p>Evidence-based strategies to prevent hospital readmission within 30 days and JCMC current strategies.</p>
<p>December - OR Team (led by expert resource Temisan Tenumah) shared their clinical experience; and Amanda Tobias discussed seven articles.</p>	<p>Evidence-based strategies to start surgical cases on time and prevent delays.</p>

Nursing Research Fair

The Nursing Research Council hosted an in-person Nursing Research Fair on October 25, 2025. 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 discernible 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.
 - Fewer than five overdue pain reassessments 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.

Membership:

- Open to all RNs 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 Osores, 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





2025 Goals:	2025 Accomplishments
<p>Contribute to the nursing strategic plan goal by optimizing clinical applications to enhance and support the clinician's management of patient care.</p> <p>Assist with at least two unit-based IT improvement projects by the end of 2024.</p> <p>Perform at least two nurse sensitive indicator audits for each unit bi-monthly.</p>	<p>Juven Enhancement – Brain Tasks that remind nurses to give patients Juven or nutritional supplements – in the works.</p> <p>Turning Q2hrs Brain Task – task to remind nurses to turn their patient every 2 hours as well as field to document turning.</p> <p>Give all nurses the ability to use the Receive Dispense function to better track medication sent to the floor.</p> <p>Rolled out education and knowledge on EPIC Deterioration Index.</p> <p>In-serviced various departments such as endoscopy and cardiac catheterization on Rover usage.</p> <p>Rolled out Huron application on the Rover.</p> <p>Assisted with Capsule Neuron connectivity education and future use of Capsule Neuron.</p>

Jersey City Medical Center Advanced Practice Nurses

Advanced 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 settings 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. Advanced Practice Nurses attend the Unit's Practice Council.

Nurse practitioners in the cardiac catheterization laboratory act as clinical experts—assisting with patient assessments and peri-procedural care, interpreting results, and providing patient education. In addition to their ongoing contribution to cardiac patients, they have been a part of the transformation to provide care and improve outcomes for complex neurointerventional cases. They have recently become part of the Barnabas Health Medical Group, focusing on providing coordinated and personalized healthcare to the community.

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, our academic partners, and the community members. Education opportunities engage our employees, students, and community needs through 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 evidence-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 2025 the CPDIR conducted 617 education sessions with a total of 8,125 participants.

The NPDS are most proud of the successful onboarding and orientation of more than 500 members of our workforce (Nurses, Patient Care Technicians, 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.

The NPDS collaborated with their fellow system colleagues to expand the scope of nursing specialty courses across the 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: 2025

Jersey City Medical Center prides itself as an academic institution with a mission of supporting the learning and clinical experiences of undergraduate and graduate students in all areas of healthcare. The Center for Professional Development, Innovation and Research (CPDIR) oversees the school affiliation process with our corporate team and coordinates clinical experiences. Clinical rotations include both nursing and a broad range of clinical programs for health care professionals.

In 2025, the CPDIR oversaw 60 academic affiliation agreements with our academic partners with 27 institutions actively enrolling students for precepted experiences at JCMC. Proudly, our organization had a total of 667 students under our guidance and collectively our employees provided 83,112 hours of preceptorship to the students. The CPDIR team appreciates all 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 nursing and professional studies programs.



Nurse Residency Program: 2025

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 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 systemwide Nurse Residency Program achieved "Accreditation with Distinction" in June 2025.

As the third largest nursing residency program among the 12 participating hospitals, we welcomed 90 nurse residents in 2025, compared to 53 nurse residents in 2024. Participating nursing specialties include: Critical Care, Emergency Department, medical-surgical units, Surgical Unit, Observation Unit, Post Intensive Care Unit, Behavioral Health, Neonatal Intensive Care and Mother Baby, and the Operating Room.

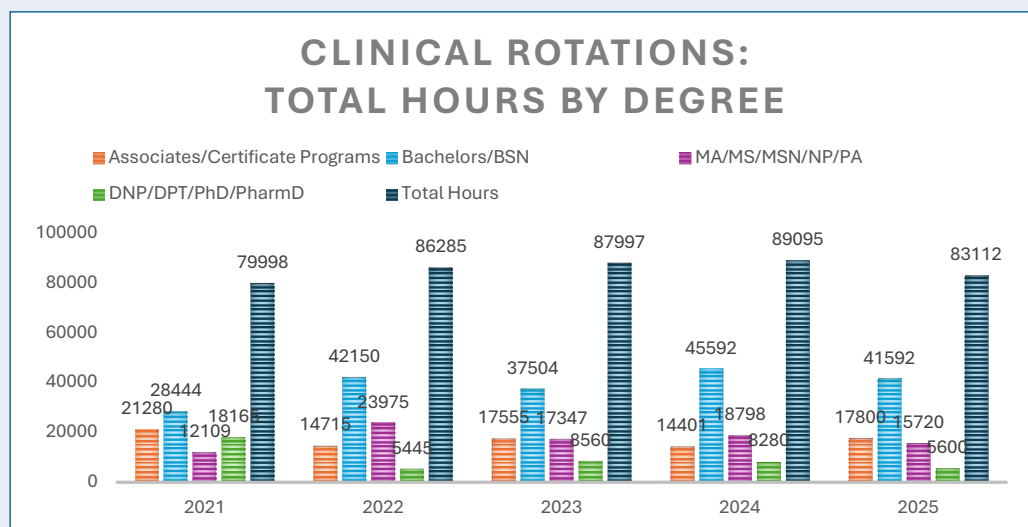
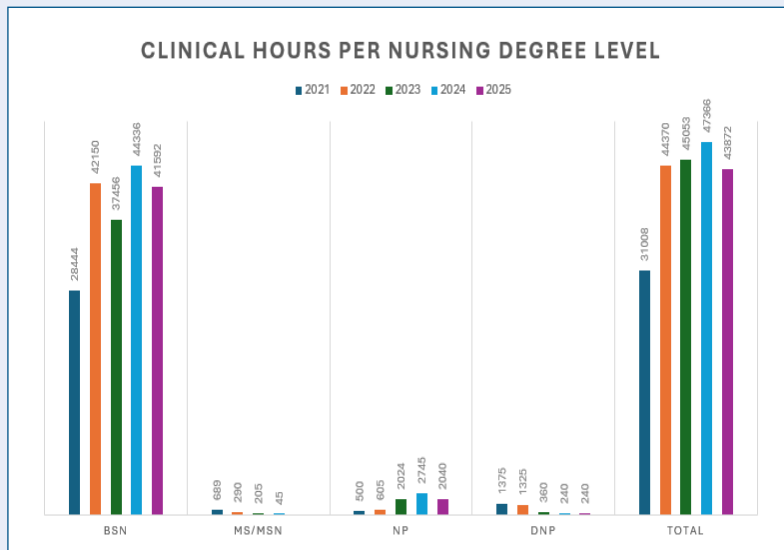
Congratulations to all our current and past nurse residents on your successful transition into nursing practice! We are proud of your achievements.

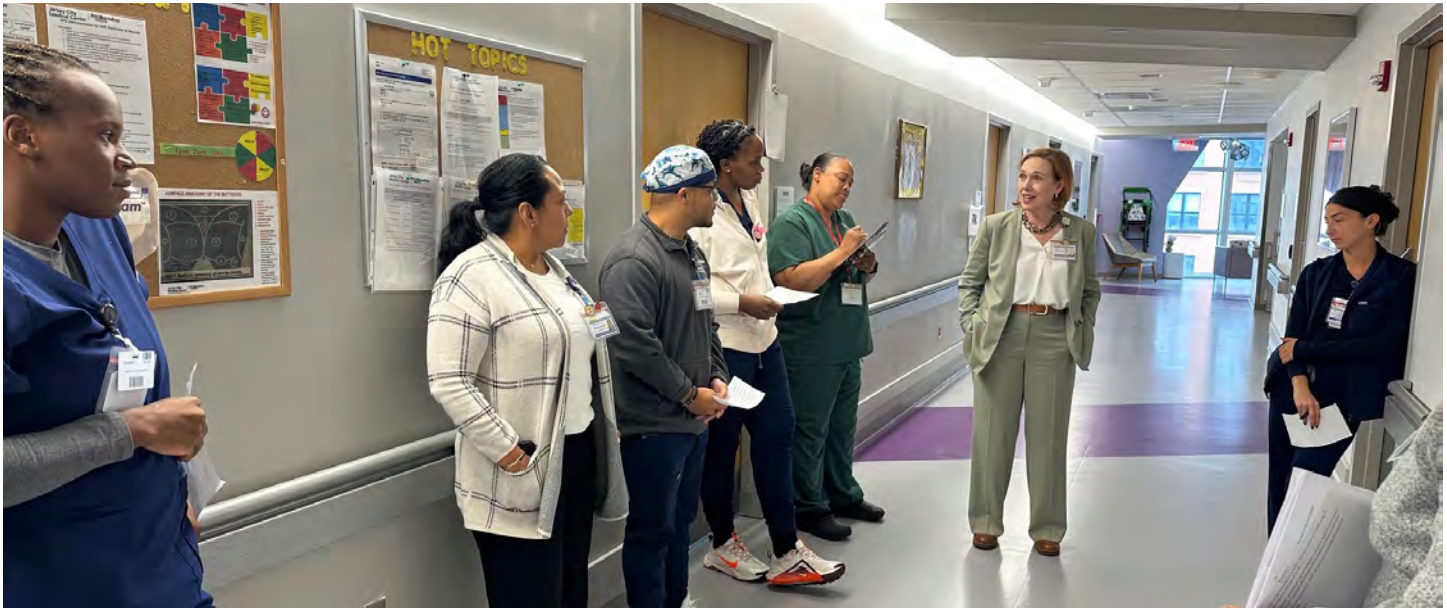
NOURISH™

The Center for Professional Development, Innovation and Research (CPDIR) implemented a systemwide 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 and Executive Dean of the RWJBarnabas Health School of Nursing. The NOURISH™ Program supports new graduate nurses by integrating clinical skills, facilitating adaptation 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 2024 JCMC welcomed our first NOURISH™ Cohort with 11 new graduates working in Med Surg. In 2025, we had 27 new graduates in Med Surg participate in NOURISH™ Cohorts. We look forward to continuing this program to coincide with the quarterly nurse residency program cohorts.

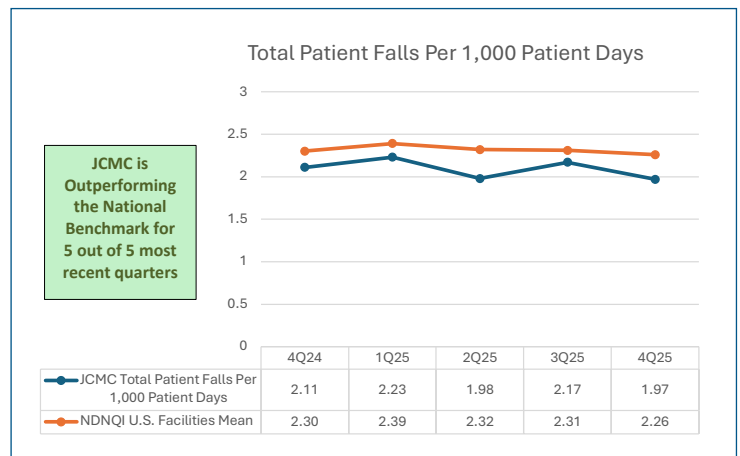
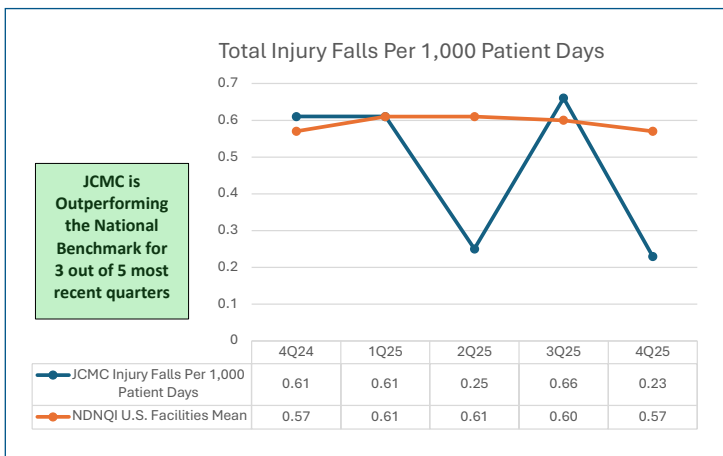




Reducing Patient Falls

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 reinforce 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, RN, AGACNP-BC, continue to review and reinforce the use of evidence-based

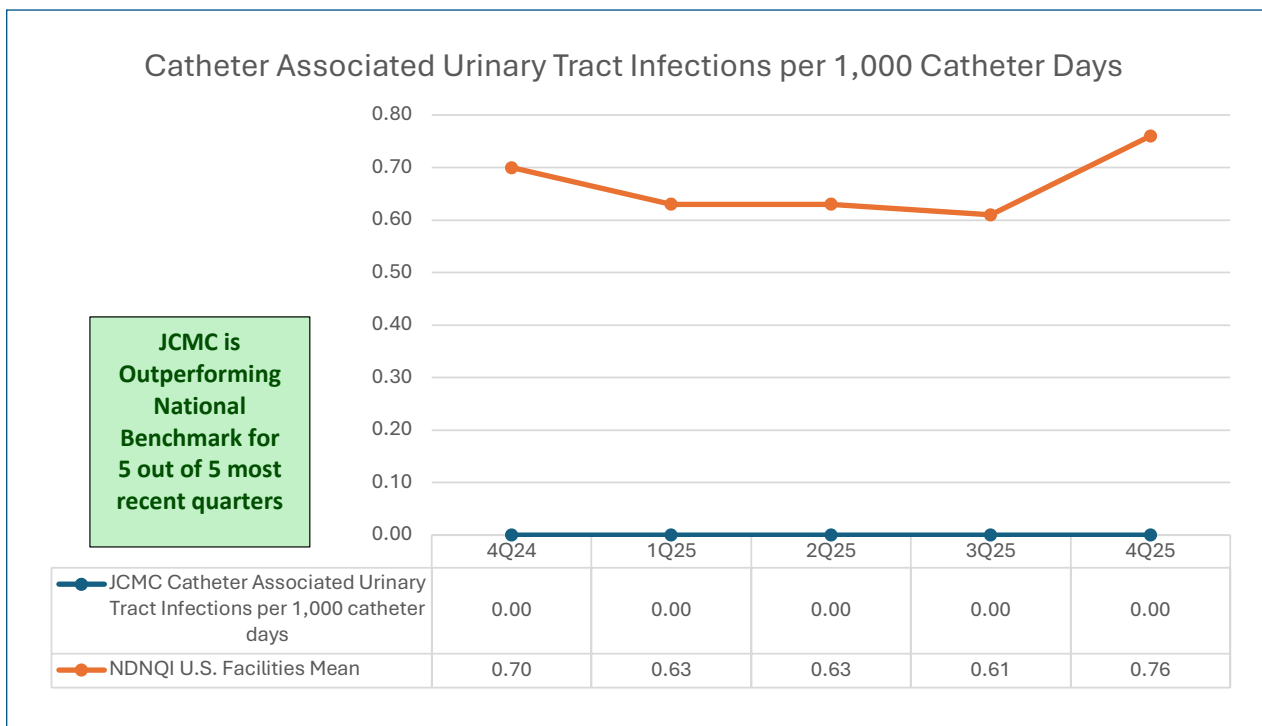
practices to decrease the number of falls and falls with injury. In addition, fall case reviews are conducted weekly. The lessons learned from the case reviews are disseminated to nursing staff. In attendance at the meetings are Nursing Educators, AVP of Nursing, Director of Nursing and ancillary staff 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 Centers for Disease Control and Prevention, as well as other evidence-based resources.

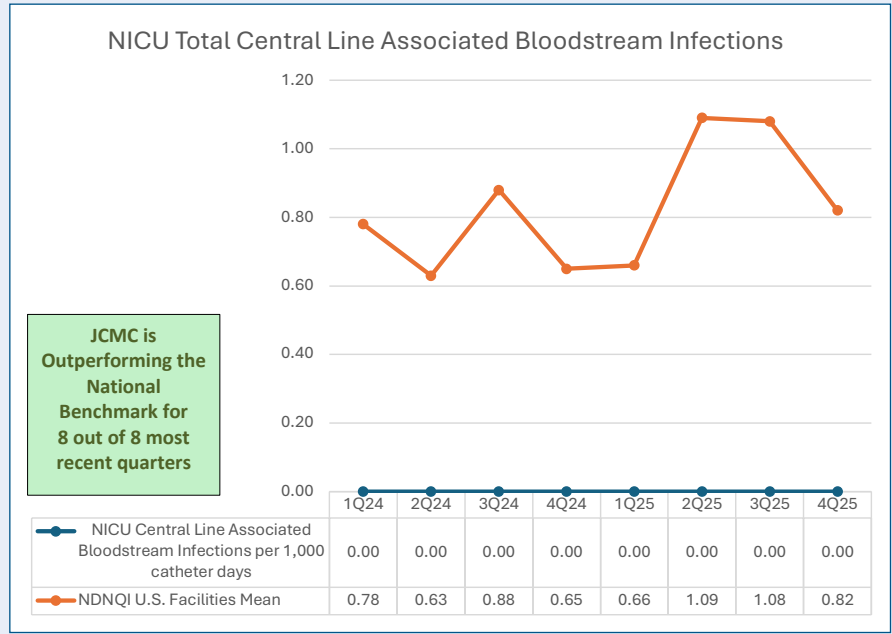
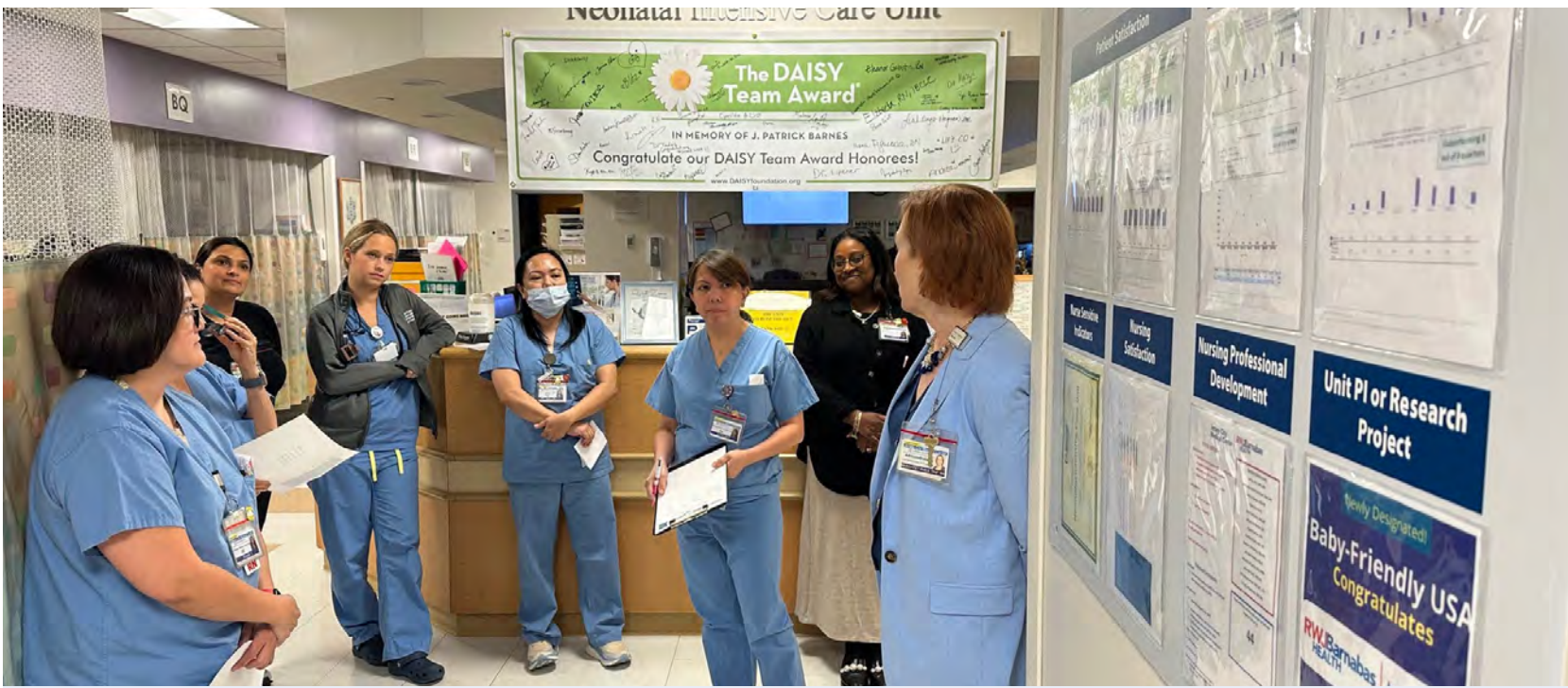


Reducing Catheter-Associated Urinary Tract Infections (CAUTIs)

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, CPHQ Assistant Vice President of Nursing and Allison Antonik, 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 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 the Allison McCabe MSN, RN Critical Care Director during the Administrative Safety Huddle.
- Systemwide 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 bloodstream 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

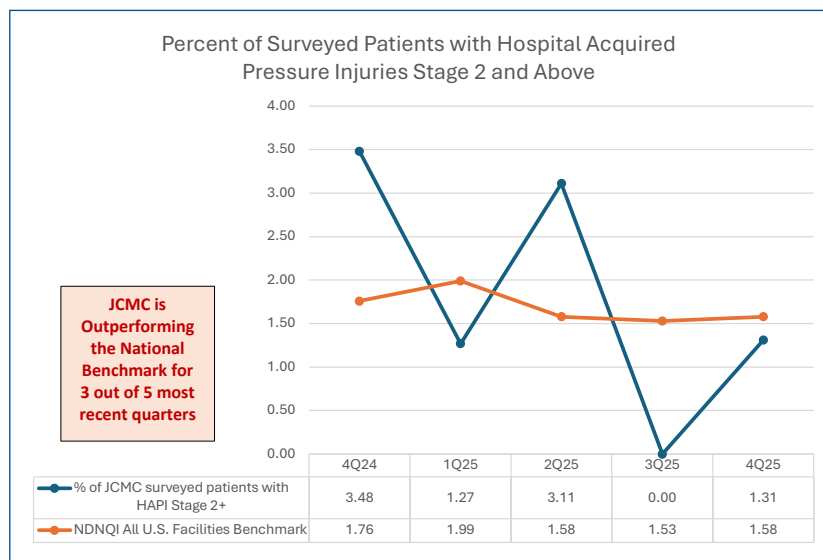
The goal to reduce hospital-acquired pressure injuries is a goal for RWJBarnabas Health and JCMC. Injuries to patients' skin can contribute to increased morbidity and increased length of stay. In an effort to eliminate hospital-acquired pressure injuries (HAPIs), RNs, along with the assistance of the 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 prevention interventions are vital in decreasing the incidence of HAPIs our-eyes 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 is to identify opportunities that may be systemic barriers. The lessons learned from the case reviews are shared during unit safety huddles and disseminated to staff via email.

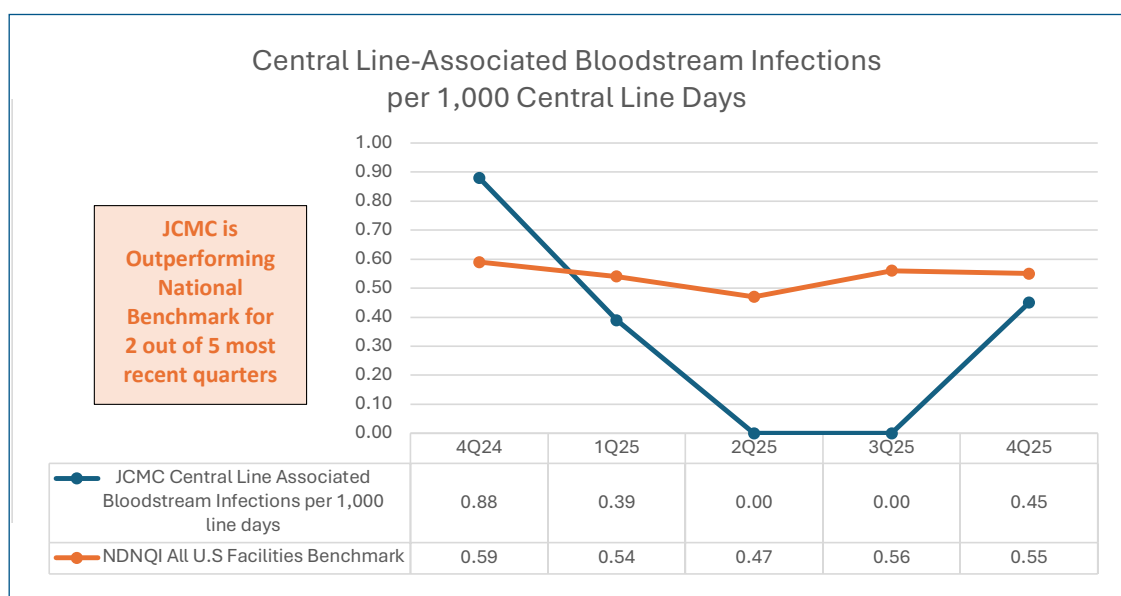
In addition to ensuring the HAPI prevention interventions are in place, Valentyna Tabaka Wound Manager MBA, BSN, RN, WCC provides ongoing education to new and existing staff in collaboration with the Nursing Educators. Education is provided to

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 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 a means of monitoring a unit's success in pressure injury prevention interventions, a monthly Pressure Injury Prevalence Study is conducted by a team of RNs, led by Valentyna 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 and is co-chaired by Priscilla. 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 Bloodstream Infections (CLABSI)

Decreasing Central Line-Associated Bloodstream Infections continue to be an organizational and systemwide strategic priority in 2025. 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. Steering Committee members Claudia Garzon-Rivera, DNP, RN, CNL, CCRN, CPHQ, AVP of Nursing, and Allison Antonik, BSN, RN, CIC, Director of Infection Prevention, along with physician and nursing representatives, review best practices identify opportunities, track and trend data and drive key tactics to achieve a reduction in CLABSI. CLABSI Resource Nurse was added to the Nursing Differentiated Practice Program (NDPP) in 2025.

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 catheter and length of time.
- Central line maintenance rounds conducted by the Infection Prevention Practitioners.
- CLABSI Resource Nurse addition to NDPP.





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