



All Aboard

Tracking Our Magnet® Journey

Vol. I January 1, 2019

With grateful acknowledgement of the guidance provided by the Professional Practice Council and our front line nursing staff, we are thrilled to unveil a new graphic identifier to represent the professional practice model at Johns Hopkins Bayview. You can learn more about the development of this artwork on page 2.



Welcome

It's no coincidence that a patient care organization such as ours fosters a sense of family—not just relationships with our patients, but with each other as well. After all, we are caregivers!

I see these human connections reflected in the thoughtful notes that coworkers post about each other on unit bulletin boards and in grateful stories shared by patients and families. I witnessed tears and hugs during the Nurse Appreciation Week celebrations and was so touched by the genuine affection you all share.

Most people know that I am a proponent of data analytics and process improvement; my role is fully dedicated to promoting patient safety. But, at our summer nursing town hall meeting, I reminded our staff that we are all human, first and foremost—not robots. We are imperfect. We will make mistakes and sometimes we will fail, despite our mightiest efforts and our greatest intentions. But time and again, I see our staff grow through failure and put hard lessons into action.

Striving to be perfect caregivers of patients can sometimes make us lose sight of our need to care for ourselves and our colleagues around us. I believe that we can only perform at our best when we feel safe, supported, valued and appreciated. This is why the Magnet recognition program is so important to me personally, and to the Medical Center as a whole.

The Magnet application process is long, complex and labor-intensive, but it also encourages us to take stock of how we work together as one organization. Do we listen well to our frontline staff? Do our nurses have an authentic opportunity to influence decisions, both on their units and in leadership meetings? Is there a path for nurses to grow and learn, without burning out? Are structures in place that support them when things go well—and also when things go wrong? The Magnet journey allows us to take a good, hard look at ourselves, but it also gives us a chance to magnify the everyday achievements of our nurses.

I know that this introspection and its resulting improvements can only enhance the lives of our nurses—and their long-range ambitions as well. We are full steam ahead here at Johns Hopkins Bayview Medical Center and I invite you to climb aboard and help navigate our journey to Magnet!

With much appreciation,

Maria V. Koszalka, Ed.D., RN

Chief Nursing Officer

Vice President of Patient Care Services



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5 Ways Magnet Matters

Magnet organizations reflect a hard-wired culture of celebrating and promoting nurses.

The data is clear.

Magnet hospitals benefit nurses and patients alike:

1 Higher nurse satisfaction with lower turnover

2 Better patient outcomes

3 Higher scores on quality and safety ratings

4 Lower lengths of stay

5 Increased financial stability for the medical center.

Certification Station

Q1 2019:

- Sharing RN survey results
- Building Unit-Based Councils
- Launching new department website
- Transitioning PPC leadership

PPM Identifier Uncovered

Exemplary Professional Practice

We are thrilled to unveil a new graphic identifier to represent the professional practice model at Johns Hopkins Bayview.

During the spring 2018 Magnet gap analysis, JHBMC nurses began to brainstorm various features of our care delivery system that would be reflected at a glance by this artwork. **Rossana Oakley, BSN, RN, CMSRN**, assistant patient care manager of Med B, even started making sketches by hand while in meetings with the consultant, while several others created art on their computers: puzzle pieces, nursing symbols, stick figures – we had a little bit of everything.

After much discussion and brainstorming at the PPC meetings and summer retreat, our nurses determined that a few key elements recurred throughout the designs:

- An interdisciplinary team of people who hold hands and stand on clinical excellence to deliver care
- Patients and families at the center of everything we do
- Values that bind us together as a team surrounding our work.

Combining all these images and ideas, an artist developed the new identifier using colors introduced by the Innovation 2023 strategic imperatives, allowing us to clearly define our professional practice model while closely aligning JHBMC nurses with the whole of Johns Hopkins Medicine.

We appreciate the insights and guidance of our nurses throughout the art creation process. Look for this new symbolic representation of our work to become embedded across our campus!



Home Grown

Assistant Patient Care Manager Role Gains Ground at Johns Hopkins Bayview

Structural Empowerment



Sarah Ryan, RN, APCM, starts her day on the NSU/NSCCU

Avid rock climber **Sarah Ryan, BSN, RN, CCRN** was planted at Johns Hopkins Bayview at the age of 16 and has been climbing ever since. Volunteer, patient care tech, nurse associate, bedside nurse, charge nurse, preceptor: Ryan held many roles in multiple departments before coming home to the NSCCU.

Now the assistant patient care manager of the NSU/NSCCU and enrolled in her final class of an MSN program, Ryan didn't race head first into a leadership role; her heart is with patients. She was devastated at the thought of losing that human connection. But she has come to embrace her new leadership position, and enjoys being able to influence patient care in a different way. "We already had a great team on our unit," explains Ryan. "Moving into this new role was one way to maintain harmony and flexibility for a really special staff who work so well together."

As she works to embody a leadership philosophy she learned from her role model, **Morning Gutierrez, BSN, RN**, assistant PCM on 6 Surg, Ryan sees her role as that of a "servant leader," focused on the growth and well-being of her people and her community on the unit. A perfect work day for Ryan involves coming in at 5:30 a.m. to connect with the night shift staff as they are transitioning off the unit. Later, she rounds on every patient at 7 a.m. – the highlight of her day, she says – with the day shift nurses. Ryan enjoys the "math" part of her new role, especially as it relates to studying patient outcomes, research and solving problems.

Like every nurse promoted to this new role, Ryan was already an RN on our campus. She served as an interim PCM for several months, as well. The professional development offered by Johns Hopkins Bayview provided Ryan the opportunity to continually learn and grow. ACE, BSN and MSN tuition support, Nursing Leadership Academy: each of these programs helped to prepare her for different roles in nursing, both at the bedside and now in a management role. Ryan feels privileged to have **Sue Kraeuter, MS, RN, PCM** of the MICU and CICU, as her mentor in the Nursing Leadership Academy program, saying that Kraeuter is a "legend" who gives great advice on safety, management and patient care.

Growing managers from within the nursing ranks is a key component of a successful Magnet hospital, and we are grateful to our staff who are pioneering this new role on campus. To learn more about the professional development offered by the department of nursing, please see the intranet page at insidehopkinsbayview.org/nursing.

Assistant Patient Care Managers

Jennifer Bertoni MSN, RN, RNC-NIC – NICU/PEDS/PEDS ED
Kimberly Early BSN, RN – Med A
Jonathan Espenancia BSN, RN, CMSRN – CBMU
Morning Gutierrez BSN, RN – 6Surg/AW4
Kate Hackett BSN, RN, OBRN-C – L&D/MB/NBN
David Herring BSN, RN, CCRN – MICU*
Jason Kafka BSN, RN, CCRN – MICU
Julie Keenan BSN, RN, CCRN – SICU/BICU/BW
Christina Kontogeorgos MSN, RN, PCCN – PCU
Rossana Oakley BSN, RN, CMSRN – Med B
Griely Persia MSN, RN, CMSRN – CBMU
Sarah Ryan BSN, RN, CCRN – NSU/NCCU
Joanne Renjel BSN, RN, CEN – ED
Helen Reyes BSN, RN, CCRN – CICU*
Kristi Rocha BSN, RN, CDNC – APU/PES/CDU
Marillyn Van Wyk, RN – Med B
Brenda Weis BSN, RN, RNFA, CNOR – ASU/PACU/OR
Heather Wilkerson MSN, RN, CCRN – CICU
April Zakes BSN, RN – Med A



Did You Know?

Shared decision-making, a key practice in all Magnet[®]-accredited medical centers, refers to a system of governance where nurses are **empowered** to make decisions about clinical practice standards, quality, staffing and research.

Johns Hopkins Bayview is committed to a model of shared governance, and uses a council structure to support this practice:

- Nurse Executive Council
- Professional Practice Council (PPC)
- Specialty Councils
- Unit-Based Councils (UBC)

Unit-Based Councils are in many stages of development and will have a growing presence on our campus.

Blanka McClammer, nursing projects coordinator, will be working to educate staff in February on the structure and purpose of unit-based councils. In the spring edition of *All Aboard*, you will learn more about the work of these councils, how they communicate with one another and what impact they have on patient care throughout the medical center.

Magnet in Action

Casino Night Shares Information about HAPI

New Knowledge, Innovation and Improvements



Skin in September, an educational event cleverly disguised as fun and games with a Casino Night theme, was brought to JHBMC by nurses, for nurses. This annual educational event hosted by the CWON team combined key elements of Magnet in action: nurse-involved research, groundswell sharing of knowledge, and a focus on protecting patients from harm, in this case, from pressure injuries (PI).

Keynote speaker Bill Padula, Ph.D., MS, MSc, shared his research indicating that preventing pressure injuries costs approximately \$99 per patient, per day in time, tasks and materials; however, a patient who experiences a pressure injury will spend an average of two additional weeks in the hospital at \$5,200 - \$7,000 per day. A single pressure injury can result in costs of \$150,000 over the course of the admission.

Dr. Padula and Dr. Maria Kozalka recently developed a framework for a Pressure Injury Quality Improvement Bundle, with more than two dozen interventions specifically designed to be implemented by the nursing team as a bundle of care. This PI framework represents four of the five Magnet Model Components.

Early identification and intervention is a crucial step in pressure injury prevention. The “Four Eyes in Four Hours” skin inspection has proven successful in 6 Surg and Wenz Orthopaedic Units with sustained zero PI events during NDNQI surveys. Other units have also adopted the practice of two or more clinicians jointly providing skin inspection during admissions and transfers to promote early identification, intervention, and documentation of skin concerns.

The BICU plans to utilize the latest technology innovations utilizing pressure mapping, with results visible on an iPad tablet, to patient and clinicians. Real time visualization of pressure points supports early intervention and patient engagement in repositioning or completing microshifts to redistribute pressure and reduce the risk of associated PI.

Sharing innovations and interventions are a winning hand for Magnet culture on campus. In the *All Aboard* newsletter, you will read about other important initiatives like this one as we go all in on tracking our journey to Magnet.

Magnet at a Glance

Perspectives on the Magnet® Journey from First Time Conference Attendees

Structural Empowerment



Tina Dardamanis, Victoria Wotorson and Stephanie Deighton were first time attendees to the Magnet conference in Denver.

Magnetic forces connected three campus award winners for a week in Colorado in October: Nurse of the Year **Victoria Wotorson, MSN, RN, CCRN**, along with DAISY Award winners **Tina Dardamanis, BSN, RN, CEN**, and **Stephanie Deighton, BSN, RN, CCRN**, made the trip to Denver to attend the National Magnet Conference as part of a group of 18 nurses, managers and executives from Johns Hopkins Bayview.

They were joined by 40 nurses from across Johns Hopkins Health System who spent a week with 10,000 other attendees learning about the importance of Magnet accreditation to nurses, patients and hospital administration.

So what did these first-time attendees learn on their trip?

The breakout sessions offered ideas and lessons that the nurses talked about putting into practice. Wotorson, a MICU charge nurse and preceptor who enjoys mentoring new nurses, hopes to replicate the use of a debrief checklist strategy immediately after a patient code not only to determine as a group what went well along with possible areas of improvement, but also to help newer nurses respond better to a stressful situation or crisis the next time they're confronted with one.

SICU charge nurse Deighton noticed that smart phone technology was implemented in really innovative ways at

other medical centers – for example, scanning QR codes to help with wayfinding or linking to brief video tutorials. She wonders if the new voalte phones can somehow be extended to support this. She also loved a breakout session about the use of a “floating hospice,” which advocates bringing some of the palliative features of hospice care, such as photos, music or aromatherapy, to a patient who might be in an intensive care environment.

Not only did they forge friendships and share personal histories, they learned quite a lot about the way other units from the medical center operate. Says ED charge nurse Dardamanis, “Understanding the barriers between departments can only improve the care experience, and taking ego out of the equation really helps, too!” Swapping knowledge, shadowing and creating a cross-department lunch bunch to brainstorm. These would help people feel less siloed and more connected, say these award winners.

All three agreed that the greatest gift of attending the conference was learning about their coworkers.

None of the three had ever spent extended time with Dr. Koszalka, so learning over dinner about her journey from a 17-year-old practical nurse in vocational high school to the Vice President of Patient Care Services was a huge treat. They felt first-hand how protective Dr. Koszalka is of our nursing staff, and how much she values their commitment to continually learning throughout their careers.

Frontline nurses are both the drivers and beneficiaries of the Journey to Magnet, and Johns Hopkins Bayview is grateful to have these three award winners All Aboard!



Research & Innovation

Nurse-led research is growing on our campus. To learn more, launch a study or lead a process improvement project, consider working with our Nursing Inquiry Council, chaired by **Ilene Jones, DNP, RN** and **Yvette Wilson, DNP, RN**. You can find details on the intranet under Department of Nursing.



A Few Fun Facts About Beth Petterson, RN

If I weren't a nurse: I would be a vet. I love everything that moves and have more than 20 rescue animals of all shapes and sizes, including Leroy, pictured here, who is the service dog on the ARU. He also happens to live with me at home!

Favorite music: Contemporary Christian

Favorite book: The Bible

TV character I love: Lucille Ball

Vacation spot of choice: Anywhere out in nature, preferably with my horses and a beach

Dinner out with friends would always be at: Fogo de Chao

Coworker I most admire: The MICU has a truly fantastic manager, Sue Kraeuter, who is all about supporting her staff and addressing their concerns. She's an amazing role model to see nurturing and caring for her own.

Proudest moment at work: 20 members of the PPC spent a day last spring volunteering at Moveable Feast, and it was really special. All of us are involved in touching people and helping others as part of our jobs, but to see my coworkers out working in a commercial kitchen, caring for the neediest in our community at large, was a true gift – even if we did have to chop up 50 lbs. of onions! That is the day that has meant the most to me here.

An important role model who has influenced me: When I was a tech, there was a nurse where I worked who never **ever** finished her paperwork and was always in trouble for being disorganized. But, she was great with hugs and coffee and connecting, and her every contact with patients made peoples' day. She just lit up the room, and everyone loved her. That nurse still guides the way I try to form relationships with my patients and my nurses, especially new ones or ones that are in my classes. I try to help them understand that each and every day when we wake up, we get a chance to change someone's life for the best. It is a privilege to be a nurse.

Magnet Champion Spotlight

Beth Petterson, RN

Chair of the Professional Practice Council

Transformational Leadership



Beth Petterson and Leroy brighten days on the ARU.

Beth Petterson, BSN, RN, CCRN spends most of her time on campus as the interim patient care manager (PCM) of the Acute Rehabilitation Unit in the Burton Pavilion. She also leads our Professional Practice Council (PPC) – a council she has chaired for eight years. During the time that Petterson has chaired the PPC, it has grown by 300%, reflecting her goal to give a voice to every nurse on our campus. Only front line nurses represent their units on the PPC, and they provide rich context and perspective to one another. The PPC allows them to feel heard by executive leadership, who Petterson says is “simply amazing. Dr. Koszalka is very invested in supporting our nurses, so we can take good care of the patients we serve”.

Petterson values the positive focus Magnet places on the nurses, allowing them to produce the healthiest patients possible. Her pulse is with people, especially when she can teach, mentor and build one-on-one relationships with her nurses. Small improvements like staffing a patient escort service and reinstating the “copy forward” feature in Epic result in huge increases in satisfaction, retention and engagement for our nurses and, most importantly, allow them more time to care for our patients. The PPC plays an important role influencing changes such as these.

Sharing pizza with Dr. Koszalka at her lunchtime town hall meetings helps our nurses connect with her on a personal level and swap information, and this new tradition is one of Petterson's favorite PPC achievements. Being able to bring her furry friend Leroy to work is just icing on the cake!

Magnetic Forces

Congratulations to these valued leaders on our campus for recent honors, awards and recognitions.

- **Rona Corral, MSN, CNS, RN**
(Rosenwald Nursing Innovator of the Year Award & Society of Hospital Medicine Maryland Chapter's Affiliate of the Year)
- **Patty Mattox, MSN, RN, ANP-BC, ACNP-BC**
(Suzanne Concato Nurse Preceptor Award)
- **Guy Dickens, BSN, RN**
(DAISY Award for Extraordinary Nurses)
- **Sheila Goldscheider, MS, RN**
(Behavioral Health System Baltimore's Community Leader Award)
- **Alphie Rahman, DNP, APRN-CNS, CCRN**
(Chapter Excellence Award from the National Association of Indian Nurses of America (NAINA))

“To find the journey's end in every step of the road is wisdom.” -- Ralph Waldo Emerson

insidehopkinsbayview.org/magnet

