

NURSING EXCELLENCE

2017 Magnet®-Recognized Organization
Success Stories



Special
Section



When you start at the top, you can always add a gown to your scrubs.

You want to work with the best team – with no limits on how far you can go. We sit among the top-ranked hospitals in Virginia year after year, according to the *U.S. News & World Report*.® We offer more than 400 work/life benefits – flexible work options, competitive pay, generous benefits and prepaid tuition assistance to help your career – and your life – soar.

Discover how your career can take flight at vcuhealth.org/careers.

EDGE/AA. Veterans' interest rates, values and options with disabilities are encouraged to apply. Ranked in Top 50 for Cardiology and Heart Surgery, GI Diseases and Surgery.



David Keeler, BSN, RN, CPN | Intestinal Rehabilitation Program Coordinator

FOUR TIME RECIPIENTS OF MAGNET® DESIGNATION

Children's Mercy Kansas City was the first hospital in Missouri or Kansas to earn Magnet Designation for excellence in nursing services, an honor the hospital has now received four consecutive times. Children's Mercy nurses are national leaders in helping advance pediatric nursing and how it's practiced in Kansas City and around the world.

Learn more about nursing at Children's Mercy by visiting ChildrensMercy.org/Nursing.



Houston Methodist LEADERS IN NURSING

U.S. News & World Report consistently ranks Houston Methodist among the best for patient care, with nurses playing a significant role in this success. For almost 100 years, we have provided the best clinical care, advanced technology and patient experience — that is our promise of leading medicine.

Discover the difference for yourself and join Houston Methodist.

houstonmethodistcareers.org

Magnet Recognized® Hospitals:

- Houston Methodist Hospital
- Houston Methodist Willowbrook Hospital
- Houston Methodist San Jacinto Hospital

Pathway to Excellence® Designated Hospitals:

- Houston Methodist Sugar Land Hospital
- Houston Methodist West Hospital
- Houston Methodist St. John Hospital



Leveraging technology to improve care and patient outcomes

The CHAMP app supports at-home monitoring of patients with single ventricle cardiac disease.

By Lori Erickson MSN, APRN, CPNP-PC; Cheri Hunt MHA, BSN, RN, NEA-BC; and Paula Blizzard MSN, RN, NE-BC

Discharge day from the hospital with a newborn is an exciting but often overwhelming experience for any new parent. A child with a life-threatening diagnosis only intensifies those anxieties. However, careful coordination, technology, enhanced communication, and ongoing caregiver support can ease fears and apprehensions for these families while improving the care and outcomes for the child.

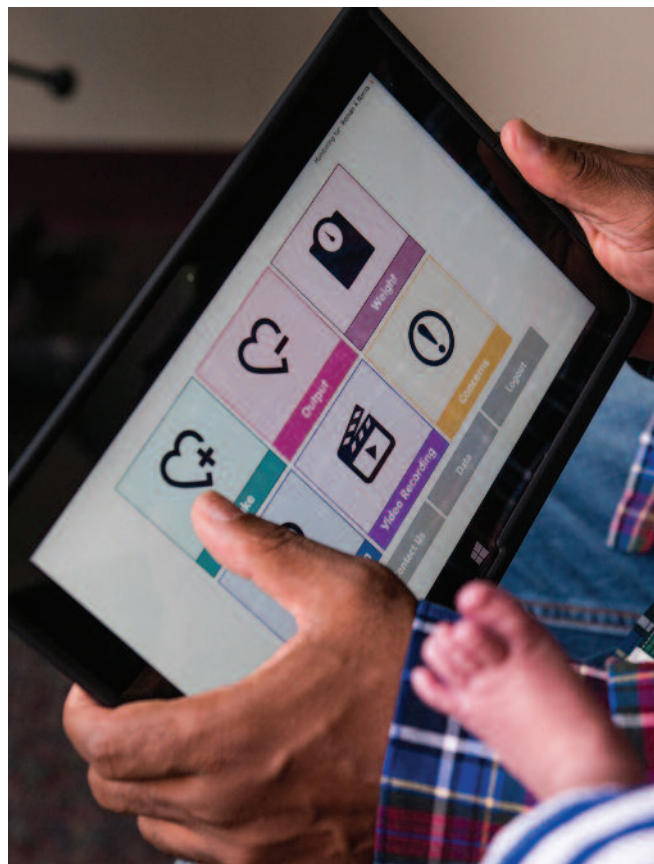
Traditional care

Nearly 2,000 children are born each year with single ventricle (SV) cardiac diseases, such as hypoplastic left heart syndrome and heterotaxy with pulmonary atresia. Although the conditions can't be fully corrected, patients with SV undergo a series of three surgeries in their first 5 years to re-route blood flow for survival.

After the initial surgery, which occurs in the first weeks of life, patients are admitted to an intensive care unit. They're monitored closely by an interprofessional team until discharged home, where they don't have immediate access to or the skills of an inpatient team. This causes incredible stress for parents and the post-acute care transition team as they wait for the child to progress to the next stage in the series.

During the first 6 months at home, known as the interstage period, children with SV are at high risk for sudden, unexplained death (2% to 20% mortality). Since 2003, interstage home monitoring programs have been used to allow providers, nutritionists, social workers, and nurses to work together to improve care, provide education, and support parents.

Traditionally, nurse coordinators evaluate and triage patients based on information collected in a three-ring binder by the caregivers and communicated weekly with the clinical team. This primarily reactive model leaves nurses waiting on calls from parents to address issues that occur at home. Although improvements in outcomes have occurred since implementing traditional home-monitoring programs nationwide, unpredicted and unexplained deaths still happen.



Technology steps in

In 2014, Children's Mercy Kansas City, a pediatric academic medical center based in Missouri that celebrated its fourth Magnet®-recognition in 2016, implemented a cardiac high-acuity monitoring program (CHAMP) to improve communication and interstage patient monitoring. CHAMP uses a tablet-based, caregiver-driven monitoring application to support daily data transfer and video evaluation. The program was developed through the Children's Mercy Ward Family Heart Center with funds from the Claire Giannini Foundation.

Data collected in the home through the CHAMP application is uploaded via a secure cloud-based system and available through a web portal and the electronic health record, where the team can

access it. Nurse coordinators and advanced practice nurses review and integrate CHAMP data to minimize delays in care. This proactive design has led to a drastic decrease in at-home mortality from nearly 20% in 2012 to 1% over the past 3 years for Children's Mercy patients with SV.

Additionally, this application transcends the organization by integrating the standardization of ambulatory care across the continuum for this population. As infants are readmitted to the hospital, their specialized risks and hemodynamic status are well-known by the cardiac care units, leading to early detection and intervention.

CHAMP creates a cost-effective, efficient workflow, with early evaluation and intervention of infants during the interstage period that includes a replicable algorithm for nursing care at other sites. A significant part of the continued success of this program is the communication and integrated support within the interprofessional team, including clinical and information technology staff.

CHAMP success

As of July 2017, CHAMP has been successfully deployed at four additional pediatric hospitals in the United States. Since May 2014, over 100 infants with SV at all five centers using CHAMP have an interstage mortality rate of less than 3%. Ten more pediatric hospitals are actively pursuing

adoption of this program with others interested in the innovation.

In October 2016, Children's Mercy won \$50,000 through the American Nurses Credentialing Center's ANCC Magnet Prize™, sponsored by Cerner, to further their work with this high-risk population.

Along with the CHAMP application and dissemination to other pediatric hospitals, the CHAMP team continues to investigate innovations beyond survival, focusing on helping patients with congenital heart disease thrive throughout their lives. Early progress has been made in developmental support and encouragement for attaining milestones for high-risk infants, implementing parent-to-parent support, developing mobile health technologies for managing cardiac conditions, and improving communication through technology.

For more information about CHAMP, visit childrensmercy.org/champ.

All three authors work at Children's Mercy Kansas City in Missouri. Lori Erickson is the CHAMP clinical program manager, Cheri Hunt is senior vice president for patient care services and chief nursing officer, and Paula Blizzard is Magnet® program director.

Selected reference

Shirali G, Erickson L, Apperson J, et al. Harnessing teams and technology to improve outcomes in infants with single ventricle. *Circ Cardiovasc Qual Outcomes*. 2016;9(3):303-11.

Imagine advancing your career while rewarding your heart.

You're highly trained. You have an endless capacity for helping people. You're just what we're looking for. So, imagine working at Lehigh Valley Health Network, a top-ranked hospital, according to *U.S. News and World Report*, that's also a Magnet Hospital. Imagine being a part of the most respected name in health care in eastern Pennsylvania.

You'll receive highly competitive compensation, excellent benefits and more opportunities to advance than anywhere else in the area. Imagine everything you love about nursing all at one place: Lehigh Valley Health Network.

Get started at LVHN.org/QuickApply.



Lehigh Valley Health Network is an equal opportunity employer. In accordance with, and where applicable, in addition to federal, state and local employment regulations, Lehigh Valley Health Network will provide employment opportunities to all persons without regard to race, color, religion, sex, age, national origin, sexual orientation, gender identity, disability or other such protected classes as may be defined by law. All personnel actions and programs will adhere to this policy. Personnel actions and programs include, but are not limited to, recruitment, selection, hiring, transfers, promotions, terminations, compensation, benefits, educational programs and/or social activities.



Our Magnet® Nurses Go Beyond.

Hackensack University Medical Center has always been proud of its exceptional patient care team. Our team of approximately 2,000 nurses will be pursuing our **sixth consecutive Magnet® designation.**

Hackensack University Medical Center is one of the first two hospitals in the entire nation to achieve this feat — the highest honor that can be bestowed by the American Nurses Credentialing Center.

Magnet® designation indicates not only our commitment to quality patient care, but also affirms the supportive environment we provide our nurses to encourage innovation and professional growth.

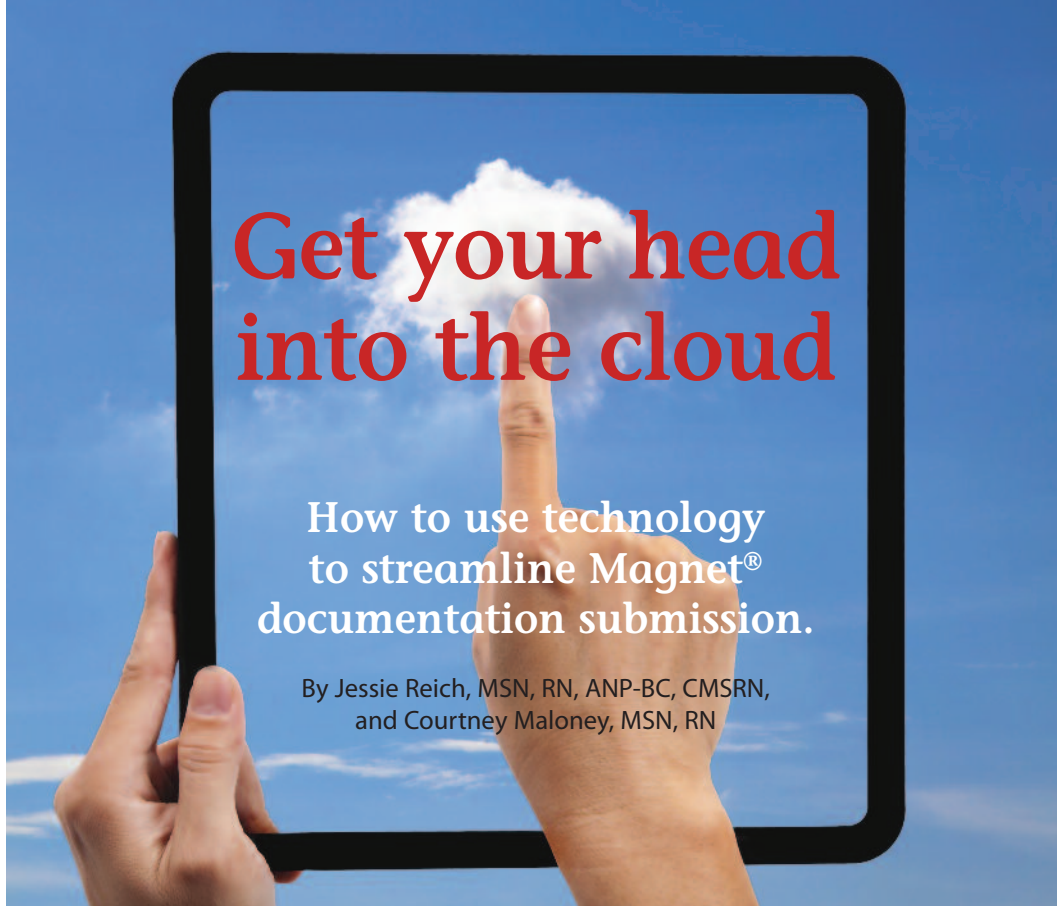
We are grateful for the countless contributions of our world-class nursing team. Together with the rest of our team, they continue to go beyond for our patients.

Life years ahead



Hackensack
Meridian Health
Hackensack University
Medical Center

Nursing.HackensackUMC.org



Get your head into the cloud

How to use technology to streamline Magnet® documentation submission.

By Jessie Reich, MSN, RN, ANP-BC, CMSRN, and Courtney Maloney, MSN, RN

Pennsylvania Hospital–Penn Medicine, the nation’s first hospital, is part of the Penn Medicine Health System, which is composed of five acute care hospitals, all of which are Magnet® recognized. December 2015 was a historic milestone for Pennsylvania Hospital when it became the fifth hospital in the system to earn American Nurses Credentialing Center (ANCC) Magnet recognition. This prestigious designation was a result of a nurse-led multiyear strategic plan and journey to elevate the culture of nursing practice and patient care.

A key component of Pennsylvania Hospital’s Magnet journey was a transparent, defined structure and process. The chief nursing officer (CNO) developed the mantra “Keep the main thing the main thing,” which meant keeping high-quality patient care at the forefront of every initiative across the organization. By keeping the main thing the main thing, clinical nurses and nurse leaders aligned themselves with a consistent process, shared a unified vision, and evolved into Magnet-recognized nurses.

Our path to recognition

On June 1, 2014, Pennsylvania Hospital submitted a letter of intent notifying the ANCC of the plan to submit a formal Magnet application by June 1, 2015. At that time, document writing had not started, but the foundational work, including research, evidence-based practice, and quality-improvement projects to be included in the Magnet document were completed or near completion. Additionally,

because the CNO valued elevating nursing professional practice as a vehicle to improve patient care and attain Magnet recognition, she restructured nursing leadership to include a department of nursing professional practice, with three master’s-prepared nurses reporting to the director of nursing professional practice, Magnet, and patient and guest relations (called the Magnet program director [MPD]). Together, they collaborated with nursing leadership, hospital leadership, clinical nurses, and interprofessional staff throughout the organization to ensure adherence to Magnet standards.

To stay organized, the MPD established a 17-member Magnet document writing team, made up of nurses in various roles and different practice areas, as well as all members of the department of nursing professional practice. Team members committed volunteer time outside of their daily work responsibilities to write the Pennsylvania Hospital Magnet document.

Because the writing team consisted of nurses from different areas throughout the organization, they needed a platform that all members could access to share and edit documents without overloading email servers, email inboxes, and hospital shared drives. The MPD turned to the cloud.

Welcome to the cloud

While cloud computing may seem complex, it’s really just another way to store and share infor-

(continued on page 76)

Nursing Consulting Partners has over 60 collective years of experience with Magnet® and Pathway to Excellence® consultation with national and international health care organizations. We have assisted over 300 clients in successfully obtaining Magnet® designation. We offer customized services to address each client's unique needs.



Presentations at the Magnet® Conference

*** Visit us at Booth 1054 ***

Hollywood Helps Magnet® Designation

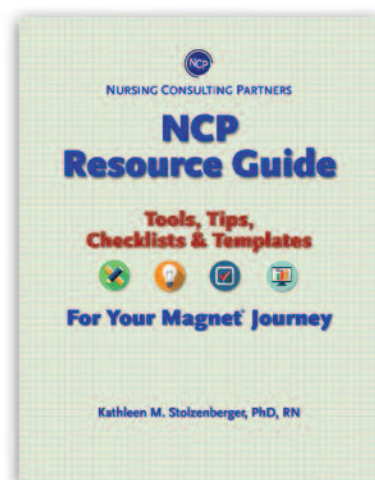
October 12th at 11 am

Improving Nursing Autonomy Through Peer Review

October 13th at 9:30 am

NOW Available!

The **NCP Resource Guide for the Magnet Journey®** is an easily accessible e-book of resources to help you prepare for Magnet designation and redesignation, full of information, tips, tools, and templates to download for use in your own organization.



NURSING CONSULTING PARTNERS

Sustainable Results for Healthcare Solutions

nursingconsultingpartners.com



IT ALL HAPPENS HERE

EXTRAORDINARY NURSES.
EXTRAORDINARY CARE.

At Carilion Clinic, our nurses have something very special: each other. They give their all every day, working together to do the job right by each patient. Our sense of family is what makes us a strong, growing organization. It's also why Carilion Clinic is a great place to work.

We offer nurses:

- » Sign-on incentives for experienced R.N.s
- » Education and relocation assistance
- » Small and large award-winning hospitals, Level 1 and 3 trauma centers and a Level 3 NICU
- » Comprehensive patient care services, such as inpatient, outpatient, procedural and home health and hospice

Visit **CarilionClinic.org/Careers** to see how it all really happens here. We have opportunities throughout the Blue Ridge Mountains of western Virginia.

Equal Opportunity Employer
 Minorities/Females/Protected Veterans/
 Individuals with Disabilities/Sexual
 Orientation/Gender Identity



Roanoke-based facilities



NITICU, CCU - Silver



**CARILION
 CLINIC**

mation. Rather than documents, folders, hard drives, and servers that physically exist in the healthcare organization, all information is stored and accessed on the Internet—in the cloud. In addition to saving physical space and the cost of maintenance, the cloud allows multiple users to retrieve and edit the same documents from multiple devices. Cloud technology is over 10 years old, and it's becoming mainstream. Common examples include iCloud photo sharing and Google Docs. These are well-known cloud platforms, but others can be used specifically by healthcare organizations, including hospitals submitting Magnet documentation.

To help in selecting a cloud platform to best meet their needs, the team developed the following criteria:

- compatibility with Microsoft products, including Word, Excel, and PowerPoint
- ability to retrieve, edit, and upload information from multiple devices
- capability of simultaneously managing multiple projects
- privilege-based use depending on a team member's level of involvement (for example, read-only, editor, or owner access)
- visibility and transparency throughout the organization
- other functionalities, including color coding, Gantt chart development, goal tracking, task assignment, and direct messaging.

Smartsheet® met all of these criteria and the information technology department approved its use, as long as no patient data were shared in the cloud. Because all of the information required for the Magnet document is unidentified, this wasn't a problem. All patient information was removed before uploading to the cloud.

Using the Smartsheet cloud platform allowed us to write and submit the document in April 2015, 2 months ahead of schedule.

Because of our success with this platform, it's been adopted throughout the organization for both nursing and interprofessional project-management initiatives, such as planning the Magnet site visit and facilities management.

Keeping the main thing the main thing

Magnet document writing can be complex. Through collaboration and the use of the right technology to meet our needs, we streamlined the process and kept the main thing the main thing, providing structure and transparency for everyone who worked so hard to achieve this recognition. ■

Both authors work at the Pennsylvania Hospital—Penn Medicine in Philadelphia. Jessie Reich is a professional practice consultant, and Courtney Maloney is director of nursing professional practice, Magnet, and patient and guest relations.



The nurses at **Morristown Medical Center** are the heart and soul of this institution. Their compassion, dedication and demonstrated focus on evidence-based care and research ensures continued leadership in the delivery of quality healthcare to our patients. They are committed to bringing outstanding care to our community, our state, and beyond.



Morristown Medical Center has been designated by the ANCC as a Magnet hospital four consecutive times (13 consecutive years through 2018). Only 1% of all hospitals have received this designation, making us very proud of our employees for all of their accomplishments that led us to achieve this recognition.

We are an Equal Opportunity Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability or protected veteran status.

Magnet® is a registered trademark of the American Nurses Credentialing Center. FORTUNE and FORTUNE 100 Best Companies to Work For are registered trademarks of Time Inc. and are used under license. From FORTUNE Magazine, March 15, 2017 & 2017 Time Inc. FORTUNE and Time Inc. are not affiliated with, and do not endorse products or services of, Atlantic Health System.



jobs.atlantichealth.org



What makes Sparrow a great place to work?

All work is critical to Sparrow's mission whether it's hands-on Patient care or other departments like Food and Nutrition Services, Administrative Support, Environmental Services, Professionals, Volunteers, and so many more.

Join us.

We are mid-Michigan's largest private employer with two Lansing campuses, hospitals in St. Johns, Ionia, and Carson City as well as dozens of satellite care centers.

- ▶ Sparrow, a member of the prestigious Mayo Clinic Care Network, is mid-Michigan's premier health care organization and the region's largest private employer.
- ▶ Nurse Magnet® Designation is the nation's most prestigious honor for nursing achievement and excellence. Sparrow was originally designated as a Magnet hospital in 2009 and redesignated in 2014.
- ▶ The Sparrow Hospital Emergency Department is the only Level 1 Trauma Center in mid-Michigan.

Choose Wisely. Choose Sparrow.
517.364.5858 | Sparrow.org

MSK Department of Nursing 2017 Nursing Continuing Education Programs

APHON Pediatric Chemotherapy and Biotherapy Provider Course

October 26 – 27

Caring for the Oncology Patient Receiving Radiation Therapy: Treatment and Management Strategies

October 5

The Breast Care Course

October 13 – 14

End of Life Nursing Education Consortium (ELNEC) Program

September 21 – 22

Hematopoietic Stem Cell / Bone Marrow Transplant

November 2 – 3

PCCN Review Course

November 17 – 18

CCRN Review Course

November 18 – 19

Pediatric Oncology Education Day

November 29

Memorial Sloan Kettering Cancer Center - Nursing Professional Development/Continuing Education is accredited with distinction as a provider of continuing nursing education by the American Nurses Credentialing Center's Commission on Accreditation.

Learn more and register now:
<https://www.mskcc.org/hcp-education-training/cne>

Look out for 2018 program offerings in late Fall!



Adapting a professional practice model

Follow these steps to ensure nurse engagement and interprofessional collaboration.

By Wendy Silverstein, DNP, RN-BC, CNML, CPHQ, and Mildred Ortu Kowalski, PhD, RN, NE-BC, CCRP



Developing a professional practice model (PPM) can be challenging. Some within an organization may not understand what a PPM is, the role it plays, or the impact it has on professional practice.

The American Nurses Association (ANA) underscores the importance of a PPM for each American Nurse Credentialing Center Magnet®-recognized organization. (See *Professional practice model defined*.) PPMs have been linked to quality care, nurse satisfaction, and nurse engagement. In addition, they reflect the values of nursing staff and help direct care.

The commitment to a PPM includes keeping it current to adapt to changes within health care. An annual evaluation of the PPM ensures that it remains an accurate reflection of the focus and efforts within the organization.

This article provides a blueprint for nurses who plan to create or adapt a PPM.

PPM process steps

We followed several well-defined steps in the creation of our PPM. We conducted a literature re-

view, defined key attributes of the PPM, ensured nurse engagement throughout the process, created a graphic depiction of the model, and developed an ongoing evaluation process. Each step helped us prepare, initiate, modify, and implement the PPM.

Literature review

A literature review serves as a foundation for the creation of the PPM, ensuring the model is based on strong evidence. We conducted a literature search by identifying key search terms, including publications within the past 5 years, and searching peer-reviewed nursing journals. Because our 5-year cutoff yielded only a few articles that provided insight into the characteristics and essential elements of the PPM, we expanded the literature search to include articles published in the last 10 years.

Key attributes

Key attributes of the PPM should reflect the values, mission, and vision of the organization. We used criteria identified by Hoffart and Woods to develop the key attributes of our PPM. They include professional values, management approach, professional relationships, patient care

(continued on page 80)

Professional practice model defined

The American Nurses Credentialing Center Magnet Application Manual defines a professional practice model as “the overarching conceptual framework for nurses, nursing care, and interprofessional patient care. It is a schematic description of a system, theory, or phenomenon that depicts how nurses practice, collaborate, communicate, and develop professionally to provide the highest-quality care for those served by the organization (e.g., patients, families, communities).”

THERE'S NO QUIT IN US.

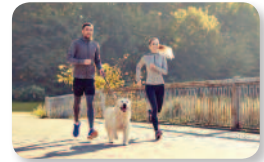
BECAUSE THERE'S NO QUIT IN OUR PATIENTS.

There's no quit in a patient who runs a marathon after hip replacement. Battles back after open-heart surgery. Or overcomes a stroke. People who never quit deserve a health care system with the same philosophy. That's Beaumont. Thousands of nursing minds working together as one—for one reason: our patients. Learn more about joining us at www.beaumont.org/careers.

Beaumont
NEVER SETTLE



We are building a team of passionate and talented nursing leaders to shape the next generation of health care.



Best place to live. Best place to work.

Have you considered Kootenai Health? Maybe you should.

- ▶ Designated Magnet™ for nursing excellence since 2006
- ▶ Fast-paced and growing non-profit hospital
- ▶ Member of the Mayo Clinic Care Network
- ▶ Named a Gallup Great Workplace and a Modern Healthcare No. 1 “Best Place to Work”
- ▶ Nursing Advance Track program
- ▶ Tuition assistance
- ▶ Beautiful lakeside resort community

See more outstanding benefits and opportunities at kh.org/careers



Follow us on Facebook at [KootenaiHealthCareers](https://www.facebook.com/KootenaiHealthCareers)

KootenaiHealth

2003 Kootenai Health Way | Coeur d'Alene, ID 83814

Key attributes of a PPM

Key attributes of a professional practice model (PPM) reflect the values of a health-care organization. This table outlines the strategies we used to incorporate each attribute into our PPM and how that strategy fed into what we created visually.

| Attributes | Incorporation strategy | Result |
|------------------------------|---|---|
| Professional values | Survey and discussion | Professional nursing values gear and call-out box |
| Management approach | Discussion including managers and leadership | Leadership style gear and call-out box |
| Professional relationships | Discussion and examples | Professional relationships gear and call-out box |
| Patient care delivery system | Discussion with staff, managers, leaders | Patient family gear and call-out box |
| Compensation and rewards | Survey and discussion, as well as collaboration with human resources, managers, and leaders to identify rewards and recognition | Advance of nursing excellence gear and call-out box |

Adapted from:
 Hoffart N, Woods CQ. Elements of a nursing professional practice model. *J Prof Nurs.* 1996;12(6):354-64.
 Slatyer S, Coventry LL, Twigg D, Davis S. Professional practice models for nursing: A review of the literature and synthesis of key components. *J Nurs Manag.* 2016;24(2):139-50.

delivery system, and compensation and rewards. (See *Key attributes of a PPM.*) We used these same criteria at the evaluation stage.

Nurse engagement

Nurse engagement at every stage of PPM development, implementation, and evaluation ensures buy-in throughout the organization. An example of nurses' input into our PPM was their request to include the Roy Adaptation Nursing Theory.

We engaged nurses in our PPM process by disseminating surveys through our shared governance structure, which includes Magnet Champions who represent all units, as well as cluster representatives for each major service line, the professional development council, practice council, quality improvement council, advanced practice nurse council, nursing research council, executive council, educators,

Managing medications just got easier

Introducing the **Omnicell XT Series**
Automated Dispensing Cabinet

Vist us at **Booth #733** at the
ANCC National Magnet Conference



and unit coordinators.

All council members received information about the PPM with an invitation to actively participate in shaping and modifying it. Face-to-face sessions with Magnet Champions and other interested staff provided the opportunity to brainstorm, discuss, evaluate, and approve all changes.

Multiple references support modifying a PPM as the organization's landscape, culture, vision, and focus change, so we invited the organization's leadership to formally evaluate the PPM at various stages of the process.

Graphic depiction

A graphic depiction of the PPM serves as a reminder of nursing values and practice. We collaborated with graphic experts to help create a meaningful illustration of our PPM. Several iterations of the graphic took place before it was finalized. The team voted to add call-out boxes to further explain the components and terms used in the PPM. (See *PPM visualized*.)

We engaged nurses in our PPM process by disseminating surveys through our **shared governance** structure.

Evaluation

A formal evaluation process allows direct care nurses and nurse managers to review and approve the PPM. Using the criteria we established as our key attributes, we developed a scoring tool for evaluation and revision. The model was complete after repeat surveys and discussion sessions indicated that it accurately reflected the values and culture of the nursing staff throughout the organization.

Key takeaways

To the extent that a PPM guides nurses as they care for patients, families, and community members, it must change as the environment changes, or as the strategy of the organization evolves. Model evaluation should occur at regular intervals, as well as when major changes in care delivery or healthcare landscape occur. Proposed changes can be initiated by direct care staff or leadership, and they should be vetted through a shared governance structure or other mechanism that involves representatives of direct care nurses and members of the interprofessional teams.

LEADERS IN NURSING

Our dedicated nurses and staff have achieved national recognition for world-class care.

The Magnet Recognition Program® has recognized the nursing staff at four Memorial Hermann campuses as among the nation's elite: Greater Heights, Memorial City, The Woodlands and Texas Medical Center. This prestigious honor, granted by the American Nurses Credentialing Center, is exclusively reserved for healthcare organizations demonstrating nursing excellence, innovation in professional nursing practice and quality patient care. This continued recognition ensures we will attract and enlist the most highly skilled and dedicated healthcare professionals available. And it's further proof of our commitment to advancing health.

Learn what our recognition means for you. Visit memorialhermann.org

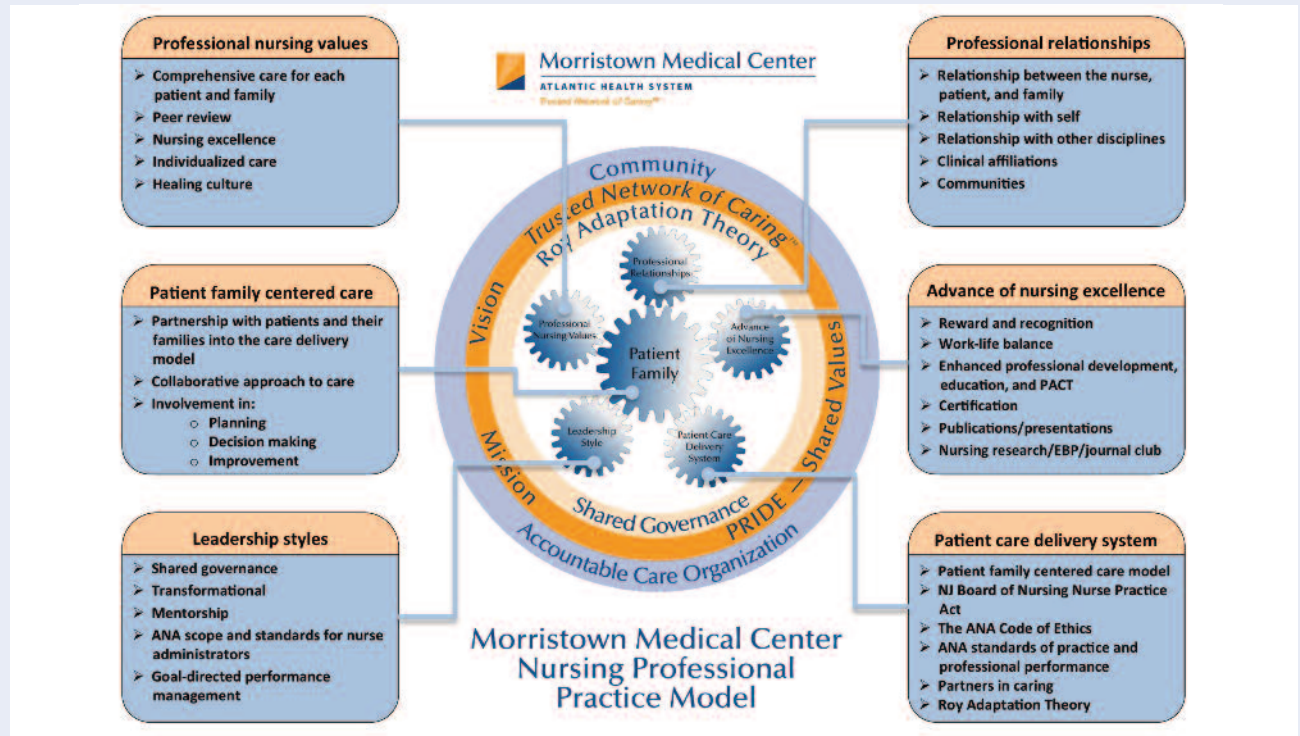


MEMORIAL
HERMANN

ADVANCING HEALTH

PPM visualized

This graphic depiction of our professional practice model (PPM) serves as a reminder and inspiration of our nursing values and practice goals.



ANA = American Nurses Association, EBP = Evidence-based Practice, PACT = Professional Advancement Clinical Tracts (clinical ladder)



TOGETHER WE...



- Collaborate with patients and families
- Provide compassionate care
- Promote individual growth
- Strive for excellence

To learn more about pursuing a nursing career at Bronson, located in southwest Michigan, visit bronsonhealth.com/careers.



In late 2015, our healthcare system, now made up of five hospitals, had a change in senior leadership. At a strategic planning meeting, the phrase *Trusted Network of Caring*[®] was coined to reflect our desire to align and focus the system on the care of patients in a manner that instills trust. Although not a major change in our values, we wanted to incorporate the *Trusted Network of Caring* into the PPM. The inclusion keeps it top of mind, and provides a springboard for proactive transitional care by clinical nurses.

The *Trusted Network of Caring* framework paves the way for our nursing and interprofessional colleagues to collaborate with other system medical centers to integrate clinical practices, forming a network of resources for the community. Shared services within the community include wound care, a falls committee, and palliative care.

Capturing the culture and focus

Creating, evaluating, and adapting a PPM is an exciting ongoing opportunity for nurse leaders to hear from nurses at all levels. Shaping a PPM motivates staff nurses, allowing them to identify and share priorities that are grounded in the larger organization's mission and vision.

Changes in strategic direction for systems or organizations necessitate re-evaluating an existing PPM and provides a platform for nurses to incor-

porate system changes in a meaningful way. Evaluating a PPM in the absence of major strategic changes prompts reinforcement of existing values.

A PPM is a resource for clinical nurses, managers, and professional colleagues specific to their organization. It captures the culture and focus of nurses as it depicts their interactions with patients and coworkers to provide safe, quality care. ■

Both authors work at Morristown Medical Center in Morristown, New Jersey. Wendy Silverstein is manager of shared governance, nursing education and Magnet, and Mildred Ortu Kowalski is the nurse researcher.

Selected references

American Nurses Credentialing Center (ANCC). *ANCC Magnet[®] Application Manual*. MD:ANCC; 2014.

Chamberlain B, Bersick E, Cole D, et al. Practice models: A concept analysis. *Nurs Manage*. 2013;44(10):16-8.

Harwood L, Downing L, Ridley J. A renal nursing professional practice model: The next generation. *CANNT J*. 2013;23(3):14-9.

Hoffart N, Woods CQ. Elements of a nursing professional practice model. *J Prof Nurs*. 1996;12(6):354-64.

McGlynn K, Griffin MQ, Donahue M, Fitzpatrick JJ. Registered nurse job satisfaction and satisfaction with the professional practice model. *J Nurs Manag*. 2012;20(2):260-5.

Slatyer S, Coventry LL, Twigg D, Davis S. Professional practice models for nursing: A review of the literature and synthesis of key components. *J Nurs Manag*. 2016;24(2):139-50.

#LiveWorkPlayProsper

Your life. Your career. **It's unique out here.**

At Eisenhower, we've created an environment where compassionate care, diversity, and excellence are honored and rewarded.

A place where innovation, growth, and opportunity abound. Now, add the sheer beauty of our surroundings and abundant leisure activities, and you have an opportunity you won't find anywhere else.

WE ARE CURRENTLY SEEKING RNS

- ★ Case Management RN
- ★ Charge Nurse RN
- ★ Clinical Coordinator RN
- ★ Critical Care
- ★ Emergency
- ★ Infusion/Oncology
- ★ Nurse Practitioner
- ★ Quality Improvement
- ★ Radiology
- ★ Surgery
- ★ Telemetry

Eisenhower is proud to offer:

- Paradise resort living, just outside Palm Springs
- A generous benefits package and matched retirement plan
- Competitive compensation
- Extensive paid time off
- A flexible work schedule
- Tuition reimbursement - up to \$5,250 per year

Located just outside of Palm Springs, CA, Eisenhower Medical Center offers a lifestyle that is one of a kind.

To apply visit careers.emc.org



 **EISENHOWER MEDICAL CENTER**
Health Care As It Should Be

39000 Bob Hope Dr. Rancho Mirage, CA 92270 www.EMC.org

EOE

Using mobile technology during patient handoffs

This Magnet[®]-recognized organization created a process for virtual bedside transfers.

By Dennis Santa, MSN, RN, ANP, CCRN, BA-C, and Dell E. Roach, MSN, RN, CNS

Evidence suggests that bedside handoff reporting improves patient safety, reduces medical errors, contributes to patient and staff satisfaction, and fosters teamwork and empowerment. Although handoff communication between nurses in two separate units has been traditionally done over the phone, current technology opens a window of opportunity for a handoff in a virtual environment through a secured mobile device that's compliant with the Health Insurance Portability and Accountability Act (HIPAA), using a web-based application with video conferencing capability. This technology provides real-time, face-to-face transfer of information and promotes accountability between the receiving and trans-

ferring nurse, almost as if they were together at the patient's bedside.

The research

At The University of Texas Medical Branch, a Magnet[®]-recognized facility, we used our evidence-based practice (EBP) model, called Disciplined Clinical Inquiry, to uncover and translate the best evidence in our practice setting. We formed a team composed of a clinical expert, nurse manager, and bedside clinicians. Our search of standard databases didn't turn up any studies that focused on using mobile devices during unit-to-unit patient handoffs. Our online search, however, uncovered a

(continued on page 86)





Memorial Sloan Kettering
Cancer Center

Thank you to our nurses for making MSK a Magnet[®]-Designated hospital.

MSK is expanding its patient care throughout the New York tri-state area. If you are interested in joining our team visit careers.mskcc.org/nursing to learn more.



WeCARE
Every day. Every way.
©2013, MSKCC

Equal Opportunity, Male/Female, Disability & Veteran Employer



Exceptional People. Exceptional Care.

As a Magnet-recognized health system, WakeMed Health & Hospitals relies on a talented team of nursing professionals who are committed to providing exceptional patient care. By working with our state-of-the-art technology and training resources, you will have an active role in making Raleigh, N.C., and the surrounding areas the best place to work, live and raise a family. As a leader in cardiac and vascular care, women's and children's services, emergency medicine and trauma care, physical rehabilitation, orthopaedics and neurosciences, we have a variety of career options for you.

WakeMed has the following nursing career opportunities available:

- Women's Services**
- Emergency Services**
- Intensive Care**
- General Medicine**
- Cardiovascular**
- Surgical Services**

For more information or to apply, please visit us online at jobs.wakemed.org

WakeMed proudly offers family-friendly benefits, flexible shifts, continuing education opportunities and competitive salaries reflecting background, experience and special skills.

www.wakemed.org

900+ beds 8,000+ employees 3 hospitals
 Outpatient & physician practices 3 healthplexes
 7 full-service 24-7 emergency departments
 Outpatient facilities across the region Diversity celebrated
 Differences valued



WakeMed 
 WakeMed Health & Hospitals

study by a university teaching hospital in the northeastern United States exploring the effects of using a mobile device during patient handoffs between the postanesthesia care and orthopedic units. The transferring nurse and the receiving nurse used their iPads' Facetime application.

The test

Based on the integration of the best available evidence, we designed a 3-month rapid cycle system prototype using web-enabled technology to improve patient and nurse satisfaction during cross-unit transfer of care from one nurse to another. Our Information Services Department configured two WiFi-enabled tablets and installed a secure, HIPAA-compliant application with video conferencing capability. All preinstalled table applications were deactivated, and security software was installed during configuration.

Before the patient's physical transfer to another unit, the transferring and receiving nurses activated their respective tablets for the verbal report of the patient handoff. After completing the verbal report, the transferring nurse took the tablet to the patient's room for a face-to-face interaction between the receiving nurse, patient, and family. At this point, the receiving nurse has an opportunity to make a quick, head-to-toe assessment of the patient. Throughout the virtual interaction, the patient and family were encouraged to ask questions about the plan of care. The video call was concluded after all pertinent issues were discussed and appropriately addressed.

The evaluation

We evaluated our initiative using a presdischarge patient opinion survey, focusing on the patient's experience during the virtual handoff. Fifty percent of the patients (n = 10) who responded to the survey reported that the virtual interaction reduced their level of anxiety about the transfer to a new care environment, 70% indicated that the virtual interaction with the nurse felt like real face-to-face contact, and 70% noted that the nurses worked as a team across the hospital.

We also conducted a nurse satisfaction survey. Seventy-five percent of the nurses who participated (n = 18) reported that the virtual handoff

On the whole,
we received
positive
feedback from
patients and
nurses.

helped confirm the verbal report given by the transferring nurse, and 72% indicated that this form of patient handoff helped them better anticipate their patient's needs. The nurses indicated that face-to-face interaction with their patients gave them the opportunity to introduce themselves and establish a rapport.

The challenges

The virtual handoff introduced change into the nurses' routines, so we encountered some resistance. Although only a few admitted it during the planning phase, some nurses claimed lack of competence using the tablets to make video calls. During the early part of the initiative, we also encountered problems with the WiFi connection and technical difficulties with the tablets themselves because of the new configuration. In a few situations, patients weren't able to participate during the handoffs because they were either in pain or mildly sedated.

The cost to purchase two 16 gigabyte, WiFi enabled tablets was \$866 (\$433 per tablet). Our information services department charged a configuration fee of \$200 (\$100 per tablet), and our unit pays \$13.13 per tablet each month for technical support provided by our information services department.

The final analysis

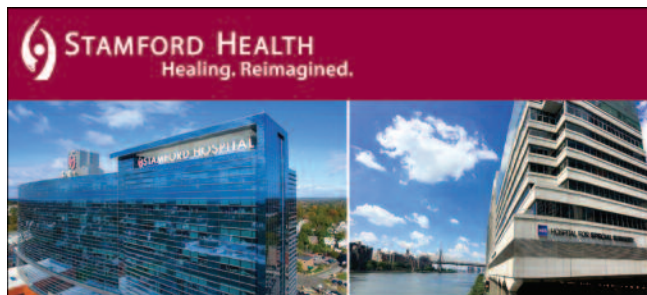
On the whole, we received positive feedback from patients and nurses. The active engagement of our nurse manager facilitated coverage of the technology cost and helped sustain nurse participation in practice change, a key element in Magnet recognition.

As a result of our EBP-disciplined clinical inquiry initiative, our intermediate specialty care unit and the surgical intensive unit together decided to conduct all patient handoffs using their mobile devices. Six months later, this initiative was expanded to the multispecialty surgical and postanesthesia care units. Our ultimate goal is hospital-wide use of mobile devices during patient handoffs. ■

Both authors work at the University of Texas Medical Branch in Galveston. Dennis Santa is a patient care facilitator in the intermediate specialty care unit, and Dell E. Roach is the nurse manager of the surgical intensive care and intermediate specialty care units.

Selected references

- Gregory S, Tan D, Tilrico M, Edwardson N, Gamm L. Bedside shift reports: What does the evidence say? *J Nurs Adm.* 2014;44(10):541-5.
- Jeffs L, Acott A, Simpson E, et al. The value of bedside shift reporting enhancing nurse surveillance, accountability, and patient safety. *J Nurs Care Qual.* 2013;28(3):226-32.
- Ofori-Atta J, Binienda M, Chalupka S. Bedside shift report: Implications for safety and quality of care. *Nursing.* 2015;45(8):1-4.
- Sanares-Carreon D. From caterpillars to butterflies: Engaging nurse leaders in evidence-based practice reform. *Nurs Adm Q.* 2016;40(2):173-81.



Two Magnet® Hospitals.

One Groundbreaking Collaborative!

Join **Stamford Health** and **Hospital for Special Surgery (HSS)** as we unveil our brand, new hospital unit and define the future of Orthopedics. The **Stamford Health** Perioperative team is also the proud recipient of the 2017 CCI TrueNorth award.

Registered Nurses

In-patient Orthopedic, Operating Room & PACU

- BSN
- Current CT RN license; NY license also desired
- 2 years' Orthopedics, OR, PACU, and/or Med/Surg experience
- Current BLS certification
- Critical care experience and CNOR certification highly preferred

Stamford Health recognizes the importance of your financial health and overall well-being.

- Up to \$10,000 sign-on bonus based on experience; prorated for part-time
- Highly competitive NEW hiring rates and shift differentials
- Low cost medical, dental and vision insurance plans day one
- Professional clinical ladder and strong shared governance

Reimagine your nursing career at Stamford Health.

Visit StamfordHealth.org/careers/HSS

to learn more and apply. Or email resume to Sarah Devine, RN, Senior HR Partner



EOE M/F/D/V



HSS is the world's largest academic medical center focused on musculoskeletal health and ranked the #1 hospital for orthopedics according to U.S. News & World Report (2016-17). Through this unique alliance, HSS Orthopedics Stamford Health will expand access to leading clinicians, as well as best practices and protocols developed by HSS over its 153 years of experience.

Cultivating high-quality abstracts, manuscripts, and presentations

Using information sheets allowed this organization to achieve its dissemination goals.

By Laurie Ecoff, PhD, RN, NEA-BC, and Elizabeth Kozub, MS, RN, CCNS, CCRN, CNRN

At the end of a study or project, you want to disseminate information and findings to a specific internal or external audience. You might do that through a manuscript, podium or poster presentation, or another form of media. No matter the form of dissemination, you'll probably be asked to submit an abstract—a concise summary of your study or project.

Using effective strategies and formats to write abstracts and manuscripts increases their quality and the likelihood they'll be accepted at conferences or in journals. And if an abstract is accepted for a conference, you'll want to create an engaging poster and podium presentation to share your findings.

This article offers strategies for nurses and organizations to successfully disseminate information based on our experience at Magnet®-recognized Sharp Memorial Hospital. We used two frameworks, Donabedian's Model of Healthcare Quality (structure, process, and outcome) and Kirkpatrick's Model of Four Levels of Evaluation, to develop, implement, and evaluate a series of dissemination information sheets.

Structure-process-outcome

Donabedian's model is a conceptual framework that uses structures, processes, and outcomes to evaluate healthcare quality. *Structures* include char-

acteristics of the organization, such as leadership, resources, and models. *Processes* are actions taken to deliver nursing and healthcare programs or services. *Outcomes* are predetermined quantitative and qualitative measures of success that depend on established structures and processes. We used this framework to develop and evaluate our dissemination program.

Structure

Our new knowledge and innovation (NKI) council oversees research and dissemination using related sources of evidence (SOE) or standards. One standard, from the Magnet Recognition Program®, requires dissemination of new knowledge or research findings by clinical nurses. A baseline assessment of dissemination activities prompted the council to develop a series of information sheets to increase the quantity and quality of abstract and manuscript submissions and podium and poster presentations. The council already offered classes and mentoring on the topics; however, council members determined, based on class attendance by clinical nurses and anecdotal feedback, that electronically posted information sheets would increase clinical nurses' accessibility. (Visit americannursetoday.com/information-sheets to view the information sheets.)

(continued on page 90)



The future of health care is at Emory.



At Emory Healthcare, we are proud to be the only health system in Georgia with three Magnet®-recognized hospitals: **Emory Saint Joseph's Hospital**, **Emory University Hospital** and **Emory University Orthopaedics & Spine Hospital**. And, Emory University Hospital and

Emory Saint Joseph's Hospital are ranked as No. 1 & 2 in Georgia, respectively, by *U.S. News & World Report*.



**EMORY
SAINT JOSEPH'S
HOSPITAL**

**EMORY
UNIVERSITY
HOSPITAL**

**EMORY
UNIVERSITY
ORTHOPAEDICS
& SPINE HOSPITAL**



emoryhealthcare.org/careers



EMORY
NELL HODGSON
WOODRUFF
SCHOOL OF
NURSING

At Emory's School of Nursing, we are shaping the future of nursing to make a better world. Our School of Nursing is ranked No. 1 in research funding by the National Institutes of Health and ranked No. 4 by *U.S. News & World Report*.

Explore your future at nursing.emory.edu.

The information sheet template, designed to cover pertinent information on one letter-sized, landscape-oriented PowerPoint slide, has five sections that vary based on the type of dissemination:

1. Definition of the type of dissemination with examples
2. Development stages for abstracts, presentations, or publications, and design elements
3. Prepresentation or prepublication review checklist, which can be used by the individual preparing the presentation or publication or by a colleague for peer-review and feedback
4. Helpful hints or overall formatting tips
5. Why the type of dissemination is important, or tips for success.

Process

The NKI council developed a communication plan that included educating all hospital councils about the dissemination series. To spread awareness, council members developed a concise explanation about the importance of the initiative. (See *Elevator speech*.)

The council continued to offer classes on each of the dissemination topics, group education and mentoring sessions, and one-to-one mentoring. The dissemination information sheets not only helped nurses develop a plan to share projects and results, but also provided a guide by which to mentor and give feedback to class participants.

Elevator speech

The new knowledge and innovation (NKI) council developed a short explanation to help others within the organization understand the importance of the dissemination information sheets.

- **What it is:** The NKI council developed a series of information sheets to achieve council goals and increase dissemination.
- **Why it's important:** Effective strategies and formats for abstracts, poster and podium presentations, and writing for publication increase quality.
- **What success will look like:** Increased quality will result in abstract and manuscript acceptance and positive feedback about poster and podium presentations.
- **What we need from you:** Incorporate the strategies and tips when writing abstracts and manuscripts or preparing posters and podium presentations.

Outcome

The NKI council used Kirkpatrick's four-level evaluation model to evaluate the dissemination series and information sheets.

- **Level 1—Participant reaction.** Evaluations at the conclusion of teaching and mentoring provided feedback for instructors and mentors, who



Magnet Designation

The highest honor for nursing excellence

The nursing staff at Loyola University Medical Center has been Magnet recognized since 2009. This prestigious award is only granted to exceptional healthcare organizations that meet ANCC standards for quality patient care, nursing excellence and innovations in professional nursing practice. Together with our health system partners, Gottlieb Memorial Hospital and Mercy Hospital & Medical Center, we are honored to provide best practices in nursing and outstanding patient care.

For more information about career opportunities at Loyola University Health System, please visit us at: loyolamedicine.org/jobs

We also treat the human spirit.®

A Member of Trinity Health



loyolamedicine.org
#BodyAndSoul

Connect with
Loyola Medicine online



adjusted course content and updated the dissemination series and information sheets.

- **Level 2—Participant acquisition of knowledge, skills, and attitudes.** These evaluations occurred during class activities and mentoring sessions and consisted of observing the participant's ability to successfully demonstrate knowledge and skills related to the specific dissemination activity (for example, concept mapping, abstract drafts, presentation and poster development).
- **Level 3—Behavior change or application in the practice setting.** The third evaluation occurred during a final review of the abstracts and manuscripts submitted after participants incorporated mentor feedback and further developed drafts in the level 2 evaluation.
- **Level 4—Results and outcomes of the education or course.** Results and outcomes were evaluated through acceptance of abstracts and manuscripts and podium and poster presentations. Clinical nurse dissemination of research and other scholarly activities increased from two in 2013 and two in 2014 to 15 in 2016. Overall dissemination by nurses at all levels in the organization improved from 32 in 2012 to 60 in 2016.

Lessons learned

Identifying barriers and facilitators to dissemination can help organizations and research councils

develop creative strategies and solutions. In our organization, barriers to dissemination included the costs related to present (material cost, registration, and travel); time required to write abstracts, presentations, and manuscripts; competitive abstract and manuscript acceptance; and conflicting priorities. Facilitators to dissemination included carefully selecting conferences and journals, mentoring novice writers and submitters, creating funding sources, and scheduling consistent time to work on dissemination activities.

Creating strategies, achieving goals

Offering a dissemination series along with corresponding information sheets resulted in high-quality abstracts, manuscripts, and presentations and helped us achieve internal and external dissemination goals. From an organizational perspective, identifying lessons learned, including facilitators and barriers to dissemination, allowed us to create strategies to promote dissemination. ■

Visit americannursetoday.com/information-sheets for a list of selected references.

Laurie Ecoff is director of research, education, and professional practice at Sharp Memorial Hospital in San Diego, California. Elizabeth Kozub was a clinical nurse specialist at Sharp Memorial Hospital in the surgical intensive care unit at the time of manuscript submission and is now a clinical nurse specialist at Abbott Northwestern Hospital in Minneapolis, Minnesota.

Colorectal Cancer Screening Saves Lives

Colorectal cancer is the 2nd leading cancer killer in the U.S.

But it can be prevented.

Screening helps find precancerous polyps so they can be removed before they turn into cancer.

Screening can also find colorectal cancer early, when treatment is most effective.

**If you're 50 or older—don't wait.
Talk to your doctor
and get screened.**



www.cdc.gov/screenforlife
1-800-CDC-INFO (1-800-232-4636)

U.S. DEPARTMENT OF
HEALTH AND HUMAN SERVICES
Centers for Disease Control and Prevention



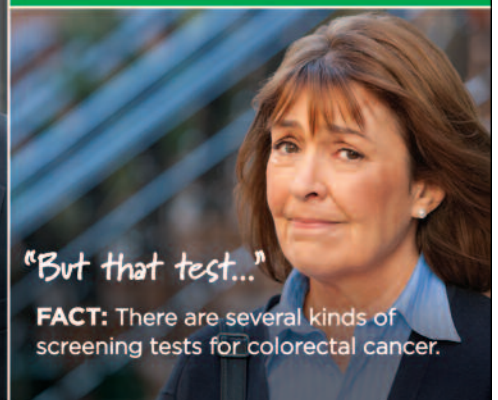
"I don't have symptoms."

FACT: Colorectal cancer doesn't always cause symptoms, especially early on.



"It doesn't run in my family."

FACT: Most colorectal cancers occur in people with no family history.



"But that test..."

FACT: There are several kinds of screening tests for colorectal cancer.

Supporting novice nurses in a float pool

This staffing solution provides new nurses with a path to success.

By Cheryl Muffley, MSN, RN-BC and Suzanne Heath, MS, BSN, RN-BC

As the nursing profession strives to advance care delivery, it's faced with many challenges, including adequately educating nurses and effectively managing staffing and retention issues. We need new, innovative solutions to effectively deal with these challenges. Christiana Care Health System (CCHS) developed a unique medical nurse float pool to support medical nursing units by decreasing overtime costs and managing unpredictable staffing needs.

Although the program outlined here is not currently in use because CCHS has recently started hiring nurses directly into a float pool, we describe it so that other organizations seeking innovative solutions can consider this option.

The CCHS medical nurse float pool program included novice nurses (new RNs), solved staffing challenges and provided new nurses with supportive, confidence-building bedside training.

The floating solution

Floating is considered an efficient staffing technique, using available nurses rather than calling nurses in to work and paying overtime. However, when staff RNs are expected to float from their home unit to another unit, they often express dissatisfaction caused by stress and anxiety. This dissatisfaction can lead to frustration and high turnover rates. CCHS, a Magnet®-recognized system with two hospitals and a level III trauma center headquartered in Newark, DE, established the medical nurse float pool to make the most effective use of staff, reduce nurse dissatisfaction with floating, and continue to provide quality patient care.

CCHS medical nurse float pool

staff received 4-week assignments, based on existing vacancies and leaves of absence. Unlike traditional float pools, the CCHS float pool nurses didn't float to various locations

on a daily basis. And because the nurses on the medical units realized that they'd be short-staffed without the floating staff, the floating nurses consistently reported that when they arrived they were welcomed by the unit staff, which usually set the tone for the assignment. The floating nurses also reported that the units typically placed them in assignments that were less challenging, which made them more comfortable with floating.

The float pool and novice nurses

CCHS offers a variety of nurse residencies for new RNs, including a 16-week medical nurse residency program (MNRP) that combines hands-on clinical experience with in-depth classroom learning. During the MNRP, nurse residents are randomly assigned to orient on four different medical units between our two campuses. When they complete the residency program, the nurses have built a strong foundation for nursing practice in a fast-paced, challenging environment. While in the MNRP, nurse residents had the option of being hired onto one of the medical nursing units or into the medical nurse float pool after completion of the residency.

Although medical nurse float pool

(continued on page 94)



Little Company of Mary Medical Center Torrance Achieves Highest National Honor for Nursing Excellence



Providence Little Company of Mary Medical Center Torrance is proud to have achieved Magnet status, the “gold standard” of nursing excellence. The **Magnet Recognition Program**[®] recognizes healthcare organizations for quality patient care, nursing excellence and innovations in professional nursing practice — a prestigious award that represents our commitment to providing excellent care with compassion to the community we serve. And we’re happy to share this honor with all of you.

To find out more, visit us online at providence.org/torrance or call us at 888-HEALING (432-5464).



Find and follow us: 

staff were assigned to units within their clinical specialty, new nurses are at risk of feeling incompetent, insecure, and alienated. In addition to facing an overwhelming list of milestones they're expected to accomplish during their first year of practice, the float pool nurses also faced the challenge of attempting to successfully adapt to working on a different unit every 4 weeks. Although the MNRP offered the nurses a structured, supportive orientation environment, high patient acuity and complex care delivery can make it difficult for any new nurse to feel comfortable, gain self-confidence, and begin to independently use what they've learned.

In addition to developing clinical decision-making and leadership skills at the point of care, novice nurses, especially those hired into the medical nurse float pool immediately after orientation, benefit from participation in educational programs that support their commitment to practice as bedside nurses. These programs provide the opportunity to increase clinical skills, knowledge, and self-confidence. By design, the CCHS



CCHS medical nurse float pool outcomes

From 2011 to 2016, 18 novice nurses successfully participated in the Christiana Care Health System (CCHS) medical nurse float pool. Two nurses have served as chairs of system-wide shared decision-making councils, two served as chairs of unit-based shared decision-making councils, and eight are members of unit or system-wide councils. Eight nurses have returned to school or obtained an MSN and 11 have obtained professional certification.

CCHS medical nurse float pool staff said that they liked the variety of experiences the pool offered.

They also stated that they enjoyed changing unit assignments every 4 weeks because it gave them the opportunity to meet new people and enhance their clinical skills.

The nurses' success is attributed to the ongoing clinical guidance and mentoring they received while in the pool, both on the nursing units and during the monthly structured classes.

medical nurse float pool accomplished this by offering a unique pathway that promoted the development of competence and critical thinking



Recognized for Excellence!

Greenville Health System (GHS) congratulates Greer Memorial Hospital on receiving Magnet Recognition Program® status from the American Nurses Credentialing Center (ANCC). This designation reflects nursing professionalism, teamwork and superiority in patient care. The ANCC Magnet Recognition Program distinguishes organizations that meet rigorous standards for nursing excellence.

Just 448 U.S. healthcare organizations out of more than 6,300 U.S. hospitals have achieved Magnet recognition. Greer is the fourth hospital in the state and the first and only hospital in Greenville County to achieve this status.

If you would like to join the special healthcare team at Greer Memorial or at any of GHS' other excellent facilities, please visit ghs.org/careers.



**GREENVILLE
HEALTH SYSTEM**
Greer Memorial Hospital

ghs.org

skills, offered group support, provided a solid foundation in medical nursing skills to guarantee safe and quality patient care, and facilitated a smooth transition to the organization's culture.

Float pool training

A learning needs assessment was administered to nurses as they transitioned from the MNRP to the float pool. Training included monthly structured sessions, with content customized to float pool nurses' needs and that facilitated learning from practice. Curriculum was based on Patricia Benner's Novice to Expert model, focusing on quality outcomes, evidence-based practice, patient safety, and leadership skills. In monthly staff meetings, nurses received updates on current service-line and organizational information. Additionally, time was allotted for discussions about specific patient care situations, which provided an opportunity for team building and reflection on clinical practice.

Path to nursing success

The medical nurse float pool established clinical competency, offered group support during the transition from novice to competent nurse, and facilitated retention of skilled nurses. Because of the variety of clinical experiences, the nurses became valuable members of the healthcare team. (See

CCHS medical nurse float pool outcomes.)

Additionally, the float pool offered an avenue for nurse managers to solve staffing challenges with clinically strong nurses. As a result, CCHS medical nursing units gained experienced bedside nurses who were prepared to become leaders and were committed to the organization, which led to quality patient and family-centered care and positive patient outcomes. ■



The authors work at Christiana Care Health System in Newark, Delaware. Cheryl Muffley is a nursing professional development specialist and Suzanne Heath is a nurse manager.

Selected references

Benner P. *From Novice to Expert: Excellence and Power in Clinical Nurse Practice*. Menlo Park, CA: Addison-Wesley; 1984.

Good E, Bishop P. Willing to walk: A creative strategy to minimize stress related to floating. *J Nurs Admin*. 2011;41(5):231-4.

Connecting To What Really Matters: Patients and Families

Children's National Health System is designated as a Magnet[®]* Hospital. Our dedicated Professional Registered Nurses have earned this designation because of their exemplary care and outcomes. Our nurses acknowledge that their practice allows the special "gift" to enter "sacred spaces" between children and their families. This relationship is part of a precious circle where trust is implicit and where professional nurses are part of the patient and family's joys and challenges.

We are proud to be a Magnet[®] Hospital:

- Transformational Leadership;
- Structural Empowerment;
- Exemplary Professional Practice;
- New Knowledge, Innovations, and Improvements;
- Empirical Outcomes.

For additional information, please visit:
www.ChildrensNational.org/Nursing

Equal Opportunity Employer of Minorities, Females, Protected Veterans, and Individuals with Disabilities



*Magnet status is granted by the American Nurses Credentialing Center, the world's largest nurse credentialing organization and a subsidiary of the American Nurses Association (ANA). ANCC Magnet Recognition®, Journey to Magnet Excellence®, Magnet®, Magnet Recognition Program®, and AANC National Magnet Conference® names and logos are registered trademarks of the American Nurses Credentialing Center. All rights reserved.





Arkansas Children's Hospital

1 Children's Way
Little Rock, AR 72202
(501)364-1398
archildrens.org

Arkansas Children's is the only pediatric medical center in Arkansas. Known for being one of the largest pediatric medical providers in the United States, we proudly provide world-class medical care for children and families throughout Arkansas and surrounding areas. We champion children by making them better today and healthier tomorrow.



Bronson Healthcare

601 John Street, Box 88, Kalamazoo, MI 49071
(269) 341-7575 • bronsonhealth.com

Our healthcare system is comprised of more than 70 locations, including four hospitals, in southwest and south central Michigan. With nearly 846 licensed beds and approximately 2,000 nurses throughout the hospitals, we are committed to providing excellent health care. We have nursing opportunities in a variety of practice settings, including the Comprehensive Community Cancer Program, Level 1 Trauma Center, Comprehensive Stroke Center, Joint Commission Gold Seal of Approval rated hospital, or the region's only children's hospital. Bronson has an opportunity that will match your individual skills, experience, and interests. For career opportunities: bronsonhealth.com/careers/our-teams/nursing/

Beaumont

Beaumont Hospital

3601 W. Thirteen Mile Rd.
Royal Oak, MI 48073
(248) 898-5000

beaumont.org/locations/beaumont-hospital-royal-oak

At Beaumont Health, our team members are on a mission to provide compassionate, extraordinary care every day. We influence the face of health care for and with our patients, their families, the community, and each other. Find your Beaumont career: beaumont.org/careers



Carilion Clinics Roanoke Campus

1906 Belleview Avenue
Roanoke, VA 24014
(800) 599-2537

carilionclinic.org

Located in Roanoke, VA, Carilion Clinic is a system of seven not-for-profit hospitals and 200+ specialty practices. We pride ourselves on investing in our employees and the communities that we serve. While residing in the region's most livable communities, our employees serve over 1 million Virginia residents every year.



Bon Secours Memorial Regional Medical Center

8260 Atlee Road
Mechanicsville, VA 23116
(804) 764-6000
bonsecours.com

Choose Excellence, Choose Bon Secours

Nursing is more than a career, it is your calling. At Bon Secours, we're grateful you answer that call every day. Our Magnet®-recognized hospitals are ready for you. For nursing excellence, the time to join Bon Secours Virginia Health System is now.



Centra Health

1920 Atherholt Road
Lynchburg, VA 24501
(434) 200-3000
centrahealth.com

Centra is a nonprofit regional healthcare system based in Lynchburg, VA. We are offering up to a \$30,000 sign-on bonus, plus relocation and education assistance for select positions. Centra offers comprehensive and competitive benefits, and clinical advancement opportunities. For more information visit: BeACentraNurse.com.



Join the Centra Team!



CENTRA

Consider Centra for your next career move. Based in Lynchburg, Centra serves communities throughout central and southside Virginia. As a nationally recognized comprehensive healthcare system, which includes a Level II Trauma Center, four hospitals, health and rehab centers, an extensive network of medical and specialty offices and more, Centra has multiple opportunities for RNs and LPNs.

Centra is currently offering up to a \$30,000 sign-on bonus in select areas, plus relocation assistance. Located at the foothills of the Blue Ridge Mountains, the beauty can't be beat. With the low cost of living and a top-notch healthcare system that values its nurses, why go anywhere else?

Centra Benefits:

- Sign-On Bonus
- Relocation Assistance
- Education Assistance
- Weekend/Holiday Differentials (hospitals)
- Flexible Scheduling
- Full/Part-Time Benefits
- Student Nurse Extern Program
- New Grad RN Residency Program
- Clinical Advancement Opportunities

Email NurseRecruitment@CentraHealth.com to learn more about career opportunities or visit BeACentraNurse.com.



Centra Lynchburg General Hospital
Centra Virginia Baptist Hospital
Centra Medical Group



Children's Mercy Kansas City

2401 Gillham Road
 Kansas City, MO 64108
 (816) 234-3000
 childrensmercy.org
 367 Beds

Children's Mercy Kansas City has received Magnet® recognition four consecutive times for excellence in nursing services. Children's Mercy nurses are national leaders in helping advance pediatric nursing and how it's practiced in Kansas City and around the world. Learn more about nursing at Children's Mercy by visiting ChildrensMercy.org/Nursing.



Eisenhower Medical Center

39000 Bob Hope Drive
 Rancho Mirage, CA 92270
 (760) 340-3911
 emc.org

To our nurses, we would like to extend our sincerest gratitude for all your hard work and dedication on receiving your Magnet® recognition. This type of acknowledgement is truly for those who are dedicated to their career and show a high commitment to serving others. Once again, we truly appreciate all of your efforts and success.



Children's National Health System

111 Michigan Avenue, NW,
 Washington, DC 20010

(301) 244-4834

Sharon Livingston, MA, BSN, RN • slivings@cnmc.org
childrensnational.org

This 313-bed hospital with a Level IIIC NICU, Level I pediatric trauma center, Critical Care Transport Teams, is Magnet®-recognized facility. Our NICU, CICU and PICU received the Beacon Award for Critical Care Excellence. We are a regional referral center for cancer, cardiac, orthopaedic surgery, neurology, and neurosurgery patients. Children's National Health System, located in Washington, D.C., is a proven leader in the development of innovative new treatments for childhood illness and injury. Consistently ranked among the top pediatric hospitals in America, Children's physicians and nurses have been serving the nation's children for more than 140 years.



El Camino Hospital

2500 Grant Road, Mountain View, CA 94040
 (650) 940-7000 • elcaminohospital.org

Delivering Excellence. Inspiring Innovation.

For nearly half a century, El Camino Hospital has provided the South San Francisco Bay Area with superlative patient care. By focusing on employing the field's latest innovations and its finest talent, our not-for-profit organization has achieved an award-winning level of excellence.

RN Opportunities

We're currently seeking CA-licensed RNs with at least 1 year of acute care experience who share our passion for delivering care of incomparable quality.

If you're looking for an enriching and professionally supportive environment at the Bay Area's first Magnet hospital, please send your resume to: Lorelei_Rivers@elcaminohospital.org. For more information, please visit: elcaminohospital.org. EOE



Christiana Care Health Systems

501 West 14th Street
 Wilmington, DE 19899
 (302) 327-3351
christianacare.org/

Christiana Care Health System is Delaware's largest health system with a Level I Trauma and Level III NICU. Christiana Care has remarkable resources and benefits to support nurses in career development and growth. Here, nursing is the centerpiece of the care continuum. Join us...We Serve Together!



Emory Saint Joseph's Hospital

5665 Peachtree Dunwoody Road
 Atlanta, GA 30342
 (404) 778-7777

emoryhealthcare.org/locations/hospitals/emory-saint-josephs-hospital/index.html

Emory Saint Joseph's Hospital was the third hospital in the nation to achieve Magnet status and the first at Emory to be Magnet®-recognized. Founded in 1880, we are Atlanta's longest-serving hospital, with 410 beds, 24 specialties, and a reputation as one of the top specialty-referral hospitals in the Southeast.

Choose Excellence, Choose Bon Secours

To us, it means nursing excellence.
To you, it means there is no better time to join Bon Secours Virginia Health System.

Mary Immaculate Hospital
Memorial Regional Medical Center
St. Francis Medical Center
St. Mary's Hospital



careers.bonsecours.com



NewYork-Presbyterian Hudson Valley Hospital Earns ANCC Magnet Recognition For Third Consecutive Time

In early 2015 Hudson Valley Hospital, a two-time Magnet designated organization became a member of the NewYork-Presbyterian health system. Facing its third ANCC survey, the hospital's leadership - including a new president, chief nursing officer and senior team - focused on creating an environment that promoted the best aspects of our shared "patient-centric" culture and helped staff feel empowered and at ease through the transition.

How We Did It:

- A blueprint for success that highlighted standards of excellence for delivery of high quality care was developed.
- Nursing received support throughout the development of the Professional Practice Model and selection of an elevated standard of uniform for RNs.
- The hospital's president and chief nursing officer, along with the entire senior team, were highly visible to all employees by rounding and holding Town Hall Meetings to promote open communication amongst all staff.

In December 2016, NewYork-Presbyterian Hudson Valley Hospital was awarded the ANCC Magnet Recognition for the third consecutive time. During the Magnet celebration, all staff participated in this achievement because every department in the hospital understood that they made key contributions to the project - which became the rallying point for the organization and the basis for an Exemplar.

Next Steps:

Going forward, we intend to continue to demonstrate nursing excellence and look forward to the challenges ahead as we focus on providing our patients with an exceptional experience as a Magnet designated organization.

Amazing Things are Happening Here!
nyp.org/hudsonvalley



Pictured from left to right: A. Bonnie Corbett, Chief Nursing Officer and Vice President, Patient Services; Sabrina Nitkowski-Keever, Director of Maternal Child Health; Kathleen Calabro, Data Analyst; Maggie Adler, Associate Director, Standards & Quality, and Magnet Program Director; Maryann Maffei, former Administrative Director, Emergency Department; Christine Malmgreen, Hospital Chaplain; Marie Galante, Nursing Educator; and Stacey Petrower, President.



Wilhelmina Manzano
MA, RN, NEA-BC
Senior Vice President,
Chief Nursing Executive
& Chief Quality Officer





Emory University Hospital

1364 Clifton Road
Atlanta, GA 30322
Phone: (404) 712-2000
emoryhealthcare.org/locations/hospitals/emory-university-hospital/index.html

Emory University Hospital is a Magnet®-recognized facility that is poised to open a new, state-of-the-art, 232-bed hospital tower designed with input from clinicians and patients. With a full range of specialized care, we bring together research, teaching, and world-class clinical care to advance medical discoveries and transform health care.



Houston Methodist Hospital

6565 Fannin Street
Houston, TX 77030
(713) 394-6000
houstonmethodist.org

Houston Methodist is one of the nation's leading health systems and academic medical centers, consisting of Houston Methodist Hospital, its flagship academic hospital in the Texas Medical Center, six community hospitals, and one long-term acute care hospital. Houston Methodist also includes a research institute, international services, emergency care centers, and outpatient facilities.



Emory University Orthopaedics & Spine Hospital

1455 Montreal Road East
Tucker, GA 30084
(404) 251-3000
emoryhealthcare.org/locations/hospitals/emory-university-orthopaedics-spine-hospital/index.html

Emory University Orthopaedics & Spine Hospital is the only academic center-affiliated, inpatient hospital in Georgia dedicated to the treatment of orthopaedics and spine surgical patients, and the third Magnet®-recognized hospital in the Emory Healthcare family. We integrate advanced technology with a nurturing, collaborative environment designed to drive quality outcomes.



Kootenai Health

2003 Kootenai Health Way
Coeur d'Alene, ID 83814
(208) 625-4620
kh.org/

Kootenai Health is a regional medical center consisting of a 292-bed community-owned hospital, with over 200 employed Kootenai Clinic providers across 21 specialties. Kootenai has held Magnet® recognition since 2006, one of only two Magnet-recognized facilities in the state of Idaho.



Greer Memorial Hospital, Greenville Health System

830 S. Buncombe Road
Greer, SC 29650
(864) 797-8000
ghs.org
ghscareers.org

Recognized for Excellence

Greer Memorial Hospital, part of Greenville Health System, has been providing high-quality medical care to members of its community since 1952. The current hospital was completed in 2008, and is the centerpiece of the Greer Medical Campus. In 2016, Greer Memorial Hospital achieved Magnet® recognition, reflecting a level of nursing professionalism that translates to better satisfaction for both staff and patients.



Loyola University Medical Center

2160 S. First Avenue
Maywood, IL 60153
loyolamedicine.org
(888) 584-7888

The nursing staff at Loyola University Medical Center has been Magnet® recognized since 2009. Together with our health system partners, Gottlieb Memorial Hospital and Mercy Hospital & Medical Center, we are honored to provide best practices in nursing and outstanding patient care. For career opportunities, please visit us at loyolamedicine.org/jobs.



WENTWORTH-DOUGLASS HOSPITAL

MASSACHUSETTS GENERAL HOSPITAL SUBSIDIARY



Wentworth-Douglass Hospital is a part of the world-renowned Massachusetts General Hospital family, offering expanding resources, treatment options, and educational opportunities.

Magnet® recognition with unanimous approval from the Commission on Magnet®.

Exceptional nursing engagement.

Providing compassionate and patient/family-centered care.

Shared decision-making empowers staff to influence practice.

State-of-the-art technology consisting of a hybrid OR/EP program, using the most advanced imaging and endovascular techniques collaborating with a multidisciplinary team of professionals; Cancer Center Trilogy; Surgical Robot.

Nursing Education, Research & Innovation team to support onboarding, continuing education and academic support, Professional Recognition Program, leadership development, and High Fidelity Simulation Center.

If you are a compassionate healthcare professional committed to providing the highest quality patient care, we invite you to learn more at:

wdhospital.com/wdh/careers

Follow us on:



Equal Opportunity Employer Minorities/Females/Protected Veterans/Disabled



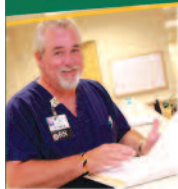
We don't have to look far to find the world's BEST nurses.

We work with them every day.

Christiana Care Health System is Delaware's largest health system with a Level I Trauma and Level III NICU. Christiana Care has remarkable resources and benefits to support nurses in career development and growth. Here, nursing is the centerpiece of the care continuum.

Join us...We Serve Together!

Visit careers.christianacare.org to explore our opportunities and submit your CV.



15NURS4



CHRISTIANA CARE HEALTH SYSTEM

Christiana Care Health System is proud to be an equal opportunity employer, firmly committed to prohibiting discrimination, whose staff is reflective of its community, and considers qualified applicants for open positions without regard to race, color, sex, religion, national origin, sexual orientation, genetic information, gender identity or expression, age, veteran status, disability, pregnancy, citizenship status, or any other characteristic protected under applicable federal, state, or local laws.





MedStar Georgetown University Hospital

3800 Reservoir Road, NW, Washington, DC 20007
 medstargeorgetown.org • (202) 444-1215
 MedStar Georgetown University Hospital is a not-for-profit, acute-care teaching and research hospital with 609 beds located in Northwest Washington, D.C. Founded in the Jesuit principle of cura personalis—caring for the whole person—MedStar Georgetown is committed to offering a variety of innovative diagnostic and treatment options within a trusting and compassionate environment. MedStar Georgetown's centers of excellence include neurosciences, transplant, cancer, and gastroenterology. Along with Magnet®-recognized nurses, internationally recognized physicians, advanced research and technologies, MedStar Georgetown's healthcare professionals have a reputation for medical excellence and leadership.



New York-Presbyterian Hudson Valley Hospital

1980 Crompond Road, Cortlandt Manor, NY 10567
 (914) 737-9000
 hvhc.org
 NewYork-Presbyterian Hudson Valley Hospital, a member of the NewYork-Presbyterian health system, is a fully accredited general, not-for-profit 128-bed hospital offering a wide range of inpatient services and ambulatory care. In collaboration with NewYork-Presbyterian and ColumbiaDoctors, the faculty practice of Columbia University Medical Center, patients have access to more than 450 highly skilled and dedicated practitioners who provide advanced diagnostic and treatment expertise in 62 specialties. The hospital has achieved Magnet recognition three consecutive times, underscoring its high standard of patient care.



Memorial Hermann

6411 Fannin
 Houston, TX 77030
 (713) 704-4000
 memorialhermann.org/locations/texas-medical-center/
 One of the largest not-for-profit health systems in the nation, Memorial Hermann features an exceptional medical staff and more than 24,000 employees serving Southeast Texas and the Greater Houston community. Memorial Hermann operates more than 250 care delivery sites, including a Level I trauma center, an academic medical center, and four Magnet®-recognized hospitals.



Prince Sultan Military Medical City

P.BOX. 7897 Riyadh 11159
 Kingdom of Saudi Arabia
 Phone +966 11 4777714 • Fax: +966 11 4762650

Info@psmmc.med.sa
 Prince Sultan Military Medical City (PSMMC), formerly known as Riyadh Military Hospital, is located in Riyadh City, the capital of Saudi Arabia. It is the flagship of the PSMMC (formerly known as RMH) Program. PSMMC is the Medical Services Department of the Ministry of Defense and Aviation. PSMMC was officially inaugurated on December 1978 with only 385 beds as a first phase. Since then it has grown tremendously. It now includes the main hospital, the southwest corner, and the new southwest corner extension with a capacity of about 1200 beds. Additional facilities are being built on a regular basis to accommodate the growing population and their needs and to further enhance the quality of patient care.



Memorial Sloan Kettering Cancer Center

mskcc.org
 Locations in New York City, Long Island, New Jersey, and Westchester, NY
 Memorial Sloan Kettering Cancer Center has devoted more than 130 years to exceptional patient care, innovative research, and outstanding educational programs. We are one of 47 National Cancer Institute-designated Comprehensive Cancer Centers, with state-of-the-art science, clinical studies, and treatment. The collaboration between our physicians and scientists is one of our unique strengths, enabling us to provide patients with the best care available as we discover more-effective strategies to prevent, control, and ultimately cure cancer. Our education programs train physicians and scientists, having impacts on cancer treatment and biomedical research around the world.



Be a Champion for Children!



NOW HIRING SURGICAL NURSES

Surgical nurses at Arkansas Children's Hospital experience:

- A focus on **safety** for employees, patients and families
- Coordinated and collaborative **teamwork** that provides the highest level of surgical care
- **Compassionate** care for patients of all ages and acuity levels undergoing an intervention
- A team that strives for **excellence** in the perioperative environment

Come work with a team recognized internationally for excellence in patient care. To view current job openings, visit archildrens.org/careers.



We champion children by making them better today and healthier tomorrow.



Great nurses run in our family.

We are proud of our exceptional nurses; they routinely go above and beyond the call of duty, are outstanding role models and leaders, and deliver unbridled compassionate care and service to our community. Their efforts have awarded us five Magnet hospitals. Our nurses are truly a physical embodiment of Texas Health Resources' unending commitment to providing the quality care you've come to expect from us every day.

TexasHealth.org/Nursing-Careers



We are an Equal Opportunity Employer and do not discriminate against any employees or applicant for employment because of race, color, sex, age, national origin, religion, sexual orientation, gender identity, status as a veteran, and basis of disability or any other federal, state or local protected class.

proud to be EXCEPTIONAL.



White Plains Hospital is proud to be re-designated as a Magnet[®] hospital for nursing excellence.

This recognition is just another example of how we provide exceptional care, every day to our patients.

And why White Plains Hospital is the employer of choice in Westchester.

wphospital.org



A MEMBER OF THE MONTEFIORE HEALTH SYSTEM



Providence Little Company of Mary Medical Center

4101 Torrance Boulevard
 Torrance, CA 90503
 (310) 540-7676
 california.providence.org/torrance
 Providence Little Company of Mary Medical Center Torrance ranks among the best year after year in a number of categories. The hospital has received numerous accolades and special recognition, such as the Healthgrades 2017 Patient Safety Excellence Award, which it has received for 5 years in a row. The medical center was ranked, by U.S. News and World Report in 2017 as the #8 hospital in Los Angeles and the #16 hospital in California, and has earned Magnet® recognition, the highest nursing honor in the nation.



Wentworth-Douglass Hospital

789 Central Avenue
 Dover, NH 03820
 (603) 742-5252
 wdhospital.com
 Wentworth-Douglass, a subsidiary of Massachusetts General Hospital, is a progressive community hospital dedicated to the well-being of the people of New Hampshire and southern Maine. Our facility includes a 178-bed hospital that has achieved Magnet® recognition, urgent-care and walk-in facilities, testing centers, and Wentworth Health Partners primary care and specialty-care practices.



Stamford Hospital

One Hospital Plaza
 Stamford, CT 06904
 203-276-1000 • stamfordhealth.org
 With 305 beds, Stamford Hospital provides area residents with access to the latest technology with a focus on patient-centered care—one of only 17 hospitals in the nation to be Planetree Designated®. We're also proud to be among the 7% of hospitals nationwide to have received Magnet® recognition by the American Nurses Credentialing Center—the highest honor for nursing service excellence.



White Plains Hospital

41 East Post Road, White Plains, NY 10601
 wphospital.org
 Megan Haefner, RN, MSN • WPHRNResumes@wphospital.org
 292 beds
 White Plains Hospital is a growing organization with key clinical areas including maternity, Level III NICU, two cardiac catheterization labs, free-standing cancer facility, orthopedics, five new operating suites and two of the latest da Vinci® Xi™ robots for minimally invasive surgeries. White Plains Hospital is a member of the Montefiore Health System. The 292-bed hospital is fully accredited by the Joint Commission and earned Top Performer for Key Quality Measures® in 2015 and 2013. WPH received Magnet® recognition in 2016 from the American Nurses Credentialing Center.



VCU Health System

1250 E. Marshall Street, Richmond, VA 23219
 (804) 628-0918 • vcuhealth.org/careers
 Beth Hubbard • beth.hubbard@vcuhealth.org
 With 1,125 beds, we offer more than 200 specialty areas, including Level 1 adult and pediatric trauma centers, Massey Cancer Center, Hume-Lee Transplant Center, Pauley Heart Center, Harold F. Young Neurological Center, Evans-Haynes Burn Center, and Children's Hospital of Richmond at VCU. Our specialists are available to more Virginians than ever before, including our newest location: VCU Health Community Memorial Hospital in South Hill. VCU Medical Center is proud to have been recognized by U.S. News & World Report year after year. We are a Magnet®-recognized regional referral center.

**The Magnet Recognition Program®
 recognizes health care organizations
 for quality patient care, nursing
 excellence, and innovations in
 professional nursing practice.**

Delivering
Excellence.



Inspiring
Innovation.

For nearly half a century, El Camino Hospital has provided the South San Francisco Bay Area with superlative patient care. By focusing on employing the field's latest innovations and its finest talent, our not-for-profit organization has achieved an award-winning level of excellence.

RN OPPORTUNITIES

We're currently seeking CA-licensed RNs with at least 1 year of acute care experience who share our passion for delivering care of incomparable quality.

If you're looking for an enriching and professionally supportive environment at the Bay Area's first Magnet hospital, please send your resume to:

Lorelei_Rivers@elcaminohospital.org.

For more information, please visit:
www.elcaminohospital.org.

Equal Opportunity
Employer



Join the team with a
**Reputation for
Excellence!**



U.S. News & World Report recently ranked MedStar Georgetown University Hospital as the #1 hospital in the Washington, D.C. metropolitan region* for the second consecutive year.

We are also proud of our distinction as Washington, D.C.'s first Magnet® hospital and one of the few hospitals to receive three consecutive Magnet designations.

Find out more about our award-winning academic hospital, and what we can do for you.

Nurse Recruitment
202-444-1215
www.medstargeorgetown.org/nursing

EOE



**Includes D.C., the Maryland suburbs and Northern Virginia*



American Board of Perianesthesia Nursing Certification, Inc. (ABPANC)
Jane Kogan • jkogan@proexam.org
(800) 622-7262 • cpancapa.org

Magnet Booth #1332

The American Board of Perianesthesia Nursing Certification, Inc. (ABPANC), is a nonprofit organization dedicated to supporting and promoting the profession of perianesthesia nursing. We provide certification credentials for post anesthesia nurses and ambulatory perianesthesia nurses. CPAN® is our certification program for Certified Post Anesthesia Nurses. CAPA® is our certification program for Certified Ambulatory Perianesthesia Nurses.

ABPANC's mission is to assure a certification process for perianesthesia nurses that validates knowledge gained through professional education and experience, ultimately promoting quality patient care. We believe that professional certification demonstrates leadership, promotes excellence with a commitment to life-long learning, and improves patient care. We are committed to our profession and supporting our certificants with **Excellence** in perianesthesia patient care, **Integrity** in the certification process, **Innovation** as a part of continual learning, and **Dedication** to perianesthesia nursing.



Cord Caddy
sales@cordcaddy.com
(847) 945-5392 or (877) 223-3999 (U.S.)
Magnet Booth #1714

Evolution Medical Products, Inc. was founded on the premise that hospitals and medical centers could benefit from a well designed, simple, pro-active medical cord storage and retrieval system. In 1998, Evolution Medical Products, Inc., developed the Cord Caddy, a unique product with hospital-wide applications. The Cord Caddy makes Spaghetti Syndrome one less hassle in the workplace.

Our concept and development team got to work when we heard complaints from clinical personnel, namely...“How can we manage our cords?” Our first indication that we had created a much needed, long awaited product came during our initial research when several nurses surveyed exclaimed, “Why didn’t I think of that?”

Evolution Medical Products will continuously strive to exceed our customer's expectations with well-made, high-quality products that can be customized to their specific requirements. Additionally, we will constantly accept the challenge to maintain customer satisfaction at the highest level possible and will continue to explore and develop related products that make life a little easier for the healthcare workers to whom we all owe a large token of gratitude.



Bright Horizons
brighthorizons.com/solutionsatwork
clientservices@brighthorizons.com
Magnet Booth #1036

Healthcare has changed...have your benefits kept pace? Bright Horizons helps 175 hospital systems be employers of choice through benefits that matter. From work/life balance solutions to financial wellness and career progression, Bright Horizons services help your nurses—and organization—thrive. Healthcare leaders trust us to provide loyalty-building benefit programs to their employees, including on-site and back-up child care, back-up elder care, strategic tuition assistance, student loan repayment, and educational advisory services.

Demand more from your benefits investments. Deliver programs that create:

- Work/life balance
- Continuity
- Financial wellness
- Career development
- Lasting loyalty
- Differentiation



dBMEDx
info@dbmedx.com • (720) 515.6630
Magnet Booth #629

dBMEDx was founded in 2010 by the engineers who **invented bladder scanning** devices in the early 1990s. Taking that accumulated knowledge and a ground up design approach with maximum nursing input, they created the BBS Revolution™ bladder scanner. This is truly a next generation scanner; the only patent protected scanner on the market. Wireless—great for isolation rooms! Extremely easy to use with no setup; no embarrassing male/female selection conversations needed. Very robust physically and chemically—cleanable with all standard hospital grade cleaning agents. Auto-calibrates with every use; no maintenance required. Standard 3-year “no questions asked” warranty. Proudly Made in USA in Littleton, CO.



Champion Chair
2601 Industrial Parkway
Elkhart, IN 46516
championchair.com

Magnet Booth #1929

For over 25 years, Champion has delivered value-based quality medical seating in the most challenging healthcare environments. Offering a broad range of choices in recliner models, features, options, and accessories help to create customized seating solutions for patients and staff. This adaptability means you'll find us in most departments and disciplines of the healthcare environment such as Ambulatory Surgery, Bariatrics, Cardiology, Dialysis, ED, Oncology, PACU, and so much more. Designed to be easily cleanable, the Champion recliner's open design allows for easy access, while some recliner models offer additional features such as swing-away arms and a removable seat to create efficiencies in cleaning and infection prevention. The newest member of the Champion product line is the Comfort-4 ECO, which is a multi-functional product designed to streamline patient care. From examination to observation, this fully powered chair allows you to easily transition the patient into various positions. Additional features such as vertical height adjustment, central caster lock, and emergency Trendelenburg create the ultimate patient chair.



Nursing Consulting Partners LLC
6909 S. Park View Court
Franklin, WI 53132
(855) 373-8729 • Magnet Booth #1054

Our consultants have over 60 collective years of experience with Magnet® and Pathway to Excellence® consultation with national and international healthcare organizations. We have assisted over 300 clients in successfully obtaining Magnet® designation. We offer customized services to address each client's unique needs. Our approach typically includes a comprehensive gap analysis/readiness assessment, document preparation and mock reviews for site visits. We support clients in planning strategic initiatives to strengthen the practice environment where needed. This may include consultation for leadership development, shared governance, peer review, or integration of a professional practice model. Our expertise in document preparation spans all aspects of this phase, including education, project planning, evidence mapping, document critique /revision, and electronic submission. NCP consultants may be retained to write Magnet documents as well.

In addition to consultation, we have published many articles that support nursing excellence, including the NCP Resource Guide for the Magnet Journey®. It provides an extensive collection of tips, tools, and templates to support the work of your Magnet team. nursingconsultingpartners.com



Omnicell
590 East Middlefield Road,
Mountain View, CA 94043
(800) 850-6664

omnicell.com/Solutions/Nursing.aspx
Magnet Booth #733

Omnicell is inspired to create safer and more efficient ways to manage medications and supplies across all care settings. As a leader in medication and supply dispensing, pharmacy automation, IV robotics, analytics, and medication adherence, we're helping to improve clinical and financial outcomes, while allowing caregivers to focus on patients.

What if you could significantly improve in the three key areas that have the greatest impact on patient satisfaction?

- Patient safety
- Nurse satisfaction
- Nurse efficiency

As a company that is exclusively focused on medication and supply dispensing automation, Omnicell has worked closely with nurses in designing unique products and features that truly make a difference in these areas, leading to happier nurses, better outcomes, and a more positive patient experience.



Pinel Medical Inc
236 River Birch Street., Kitchener, ON
N2C 2V4 Canada
pinelmedical.com

Magnet Booth #730

The task of restraining a patient is a complex problem involving deep emotions for the patient, family/friends, and the caregiver. The "all or nothing" approach of yesterday's restraints is no longer acceptable. Therefore, PINEL has focused on making this task easier, more comfortable, safer, and above all flexible to match the dynamics of a patient over time. The ongoing development is the highly versatile PINEL System, which is able to address every conceivable restraint requirement through the use of universal items based on a common patented locking system.

PINEL believes that it is the responsibility of the staff to:

- Restrain if it is in the best interest of the patient or prevents harm to others.
- Ensure the patient's safety but always with the security adjustments to maintain maximum patient comfort and freedom. The "all or nothing" items of the past are unable to make these dynamic adjustments.

PINEL is continually redesigning and sourcing the most advanced basic product to provide you with the most advanced restraining system in the world.



Vestagen

VESTEX: Advancing Healthcare Apparel
1301 W. Colonial Drive, Orlando FL 32804
info@vestagen.com • (401) 781.2570
vestagen.com
Magnet Booth #2024

Vestagen is a Medical Technology Company

Vestagen Protective Technologies, Inc., is a medical technology company founded in 2009 to develop and market high-performance textiles for healthcare and other demanding applications. Vestagen's VESTEX® Active Barrier1 fabric is a unique combination of technologies designed to address the major unmet need for continuous-wear, comfortable garments for healthcare workers and their patients by minimizing the risks associated with unanticipated fluid exposures during routine use as a general purpose attire. Vestagen has registered VESTEX with the US Food & Drug Administration (FDA) as a medical device and intends to pursue FDA 510(k) clearance.



**American Nurses Association's
official journal receives
3 ASHPE awards**



**We are honored to announce that *American Nurse Today*
has received *three* ASHPE awards in 2017**

Silver Award for Best Cover:

Photo Category: How to help human trafficking victims
(January 15, 2016)

Silver Award for Best Cover:

Computer-Generated Category:
Carbon Monoxide Poisoning (September 15, 2016)

Silver Award for Best How-To Article Category:

How to recognize delirium in pediatric patients (May 15, 2016)

American Nurse Today has a long history of ASPHE awards dating back to the launch of the journal, and we are thrilled that YOUR journal continues to be recognized by experts in the healthcare publishing field.

ANA members and subscribers can depend on the journal's high-quality clinical and practical content combined with our award-winning graphics to continue to inform and educate nurses across the country.



ASHPE is committed to:

- fostering the highest ethical standards in management;
- rewarding excellence in publications development and editorial performance;
- and serving as an authority on evolving trends in the healthcare publishing sector.