WE MAGNET RECOGNIZED ARE AMERICAN NURSES CREDENTIALING CENTER MAGNET

Chester County Hospital is recognized by the American Nurses Credentialing Center (ANCC) as a Magnet[®] hospital for its nursing professionalism, teamwork and superiority in patient care.



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CHESTER COUNTY HOSPITAL

ANNUAL REPORT YEAR IN REVIEW



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Penn Medicine

DEAR COLLEAGUES, PATIENTS AND COMMUNITY MEMBERS,

It is with great pride that I share with you the 2015 Chester County Hospital Nursing Annual Report. The report highlights our many accomplishments as directed by our Nursing Strategic Plan and in alignment with the Magnet® model domains of Transformational Leadership, Structural Empowerment, Exemplary Professional Practice and New Knowledge, Innovations and Improvement. Through shared governance and patient-centered care our nurses are driving our strategic operating plan and goals forward, resulting in an exceptional patient experience.

We proudly celebrated our first anniversary as a Magnet-designated hospital this year on November 20, 2015 and continue preparation to submit our interim report to the ANCC in November 2016. The pursuit for nursing excellence continues to be centered on the hospital's ICARE values of Innovation, Collaboration, Accountability, Respect and Excellence, combined with Kristin Swanson's Theory of Caring that provides the framework of the hospital's Nursing Professional Practice Model. Nursing at Chester County Hospital (CCH) practices in an environment that requires constant change and initiatives to exceed quality standards, balance tight budgets and deal with competitive challenges while providing service excellence.

AS WE NAVIGATE THIS COMPLEX AND DEMANDING WORLD OF HEALTH CARE, WE NEED TO REMEMBER,

"Success is to be measured not so much by the position reached in life as by the obstacles overcome while trying to succeed" **BOOKER T. WASHINGTON**

I am proud to say that we have achieved much success over this past year through the many evidence-based outcomes we have realized as well as the new technologies deployed to drive operational efficiencies.

I invite you to take a few moments to read the stories and accomplishments highlighted in this report, remembering that they are just a few of the many meaningful moments that have been created for the people of the community. It is a privilege and an honor to work with the more than 600 professional and engaged nurses that make our hospital an exceptional organization. I hope you enjoy reflecting on and celebrating the achievements of this past year.

Thanks for all you do for the hospital and the people we serve.



Angela R. Coladonato, DNP, RN, NEA-BC Senior Vice President/ Chief Nursing Officer **Chester County Hospital**

Sincerely,



angela R. Coladonato

"Leaders become great, not because of their power, but because of their power to empower others." JOHN MAXWELL

Transformational Leadership

Transformational leaders are those who stimulate and inspire followers to both achieve extraordinary outcomes and, in the process, develop their own leadership capacity. They help followers grow and develop into leaders by responding to the individual follower's needs, by empowering them and by aligning the objectives and goals of the individual followers, the leader, the group and the organization. Transformational leaders provide vision, inspiration, motivation and influence.

LEADING BY EXAMPLE



Angela R. Coladonato, DNP, RN, NEA-BC, earned a Doctorate of Nursing Practice (DNP) from Thomas Jefferson University School of Nursing in August 2015. This 36-credit postmaster's degree program prepares professional nurses for scholarly practice as clinical and health systems experts who will help lead health care improvement and reform. The DNP curriculum focuses on leadership, systems thinking, reflective practice, health policy, implementation science and evidence-based clinical practice. Believing that strong effective leadership is essential to an organization in both attracting and retaining productive and engaged staff, Coladonato completed her doctoral research on "The Impact of Nurse Leader Emotional Intelligence on Staff Nurse Job Satisfaction." This study provided a deeper understanding of how emotional intelligence impacts nurse satisfaction.

H. L. PERRY PEPPER LEADERSHIP AWARD

The annual H.L. Perry Pepper Leadership Award, established by the Women's Auxiliary in 2012, recognizes the outstanding qualities of Chester County Hospital nurses. Directors and managers submit essays describing how a direct-care nurse demonstrates the organization's ICARE values in their area of practice. Essays are reviewed and evaluated by the nursing directors using a consistent evaluation tool. The top three nominees are forwarded to the Women's Auxiliary's President and Secretary, as well as the hospital's Chief Nursing Officer and Chief Operating Officer for consideration. The 2015 H.L. Perry Pepper Leadership Award was presented to Claire Fisk, BSN, RN, CCE from Labor & Delivery.



An employee since 2005, Fisk is involved and is a proven leader both on her unit and throughout the hospital. In every aspect Fisk embodies the word excellence. Fisk is energetic, upbeat and brings out the best in others. She is a mentor to her peers and, as a seasoned nurse, employees turn to Claire for her expertise and knowledge. Her nomination acknowledged, "When I think of the nursing profession as being viewed by the public as one of the most trusted and caring professions in the world I think of Claire. Her compassion for her profession and her dedication to Chester County Hospital are relentless." She was officially honored in May 2015 at the annual Women's Auxiliary Luncheon.

UNIVERSITY OF PENNSYLVANIA (UPHS) NURSING CLINICAL EXCELLENCE AWARDS

The UPHS Nursing Service provides recognition for registered nurses whose contributions have been exemplary within one of the domains of nursing practice. Each entity selects a nurse for each award. Each recipient of an award had their name put on a plaque displayed at the entity and are recognized at a UPHS ceremony. The 2015 honorees are:



The Lillian Brunner Award for Clinical Judgment and Decision Making was presented to Theresa Moore, MSN, RN, **SANE** of the Emergency Department. This award is for nurses demonstrating the highest quality of patient care and exhibiting excellence in clinical judgment. As leader of our SANE care model; she has improved our relationship with Crime Victims and the use of the most current practice and rape kit. She increased the number of our SANE trained nurses to a total

of 16, and improved understanding of the comprehensive care of the sexual assault patient



The Dorothy Botdorf Award for Clinical Leadership was presented to Marcella Kubovask, RN, OCN, a direct care nurse in radiation oncology. This award is for nurses demonstrating excellence in leading multidisciplinary teams in providing care. In this role, Marcella is knowledgeable, comforting and caring toward each and every patient that walks into the Radiation Department. She has saved lives by getting patients with impending Pulmonary Embolisms admitted promptly to the hospital. She has learned new techniques for all of the new types of Radiation treatments that our department now offers.



The Rosalyn Watts Award for Nurse Patient/ Family Relationship was presented to Patricia Beam, RN, CMSRN, a direct care nurse on West Wing II. This award is for nurses who establish therapeutic relationships with patients and their families. Patty cared for a patient of Iranian descent. She spent time getting to know what special cultural needs the patient might have so that she could create an effective care plan that addressed the needs of the patient's mind, body and spirit.



Scholarship was presented to Lindsay Pritchett, MSN, RN, CMSRN, charge nurse on West Wing I. This award is for nurses who utilize research and/or evidence in delivery of patient care. Lindsay pulled together a team to plan a pilot for daily rapid multi-disciplinary rounds. Success was measured by decreasing length of stay, increase in stroke core measure compliance and the improved communication amongst the care team. Due to this success, the rounding process was adopted house-wide.



The Helen McClelland Award for Clinical

NURSING EXCELLENCE GEM AWARDS

The Nursing Excellence GEM (Giving Excellence Meaning) Awards recognize nursing excellence and superior nursing skills. Nurse.com's Nursing Spectrum calls on its readers every year to nominate an exceptional nurse colleague for the Nursing Excellence program. Chester County Hospital had two finalists in the Patient and Staff Management category for the Nursing Excellence Awards. Carol McClinton, MSN, RN, CEN, Emergency Department and Patty Paulley, BSN, RN, CEN, Director, Nursing Quality/Professional Practice/ Magnet were both honored at ceremony on May 12, 2015 at the Hilton Hotel in Philadelphia.





UPHS AWARD RECIPIENTS FOR QUALITY AND PATIENT SAFETY

Chester County Hospital had three teams honored at the 2014 UPHS Awards for Patient Safety and Quality. They were:

OVERALL WINNER

Blueprint for Quality: Reduce Catheter Associated Urinary Tract Infections



L-R: Rick Terkowski, MSN, RN, CEN; Leigh Holman, MSN, RN, NE-BC, CMSRN; Patty Paulley, BSN, RN, CEN; Charlee Faucette, MT (HEW); Jennifer Greyson, BSN, RN, CMSRN; Kirby Cannon, BSN, RN, CMSRN; Julie Musantry, MSN, RN; Sonya Hash, MSN, RN, CEN; and Mary Jo Steffes, BSN, RN, CAPA. Not pictured: Theresa Honey, RN, CNOR and Tracey Borgstrom, BA, RN, CMSRN.

OPERATIONAL WINNER

MRI Capacity



L-R: Carl Adkins , MBA, FACHE; Dr. Jennifer Ciccarelli; Colleen Sclesa, BS, RT(R); Mary Lou Lafreniere, MBA, RHIA, CPHQ; Dana Casar RT(R) (MR); Sandra Garrison, MBA, BSN, RN; Kristin Petticord Mason RT(R)(MR); Marilyn Miller RT(R); Leigh Holman, MSN, RN, NEA-BC, CMSRN; Kevin Fitzgerald, RT(R) (MR); Katie Costantini, MSN, RNC; Debra Jaeger, MSN, RN.

HONORABLE MENTION



Reducing Door to CT Time for Patients Presenting with Stroke Symptoms L-R: Maureen Kennedy, BSN, RN, CEN; Dr. Christopher Ware; Sandra Garrison, MBA, BSN, RN



Structural Empowerment

Structural empowerment is the process through which staff has influence over their professional practice. This is organizationally supported through staff participation on committees, councils, research opportunities and continued education. Nurses throughout the organization are involved in self-governance and decision-making structures as well as processes that establish standards of practice and address issues of concern in order to empower patients and positively impact their outcomes.

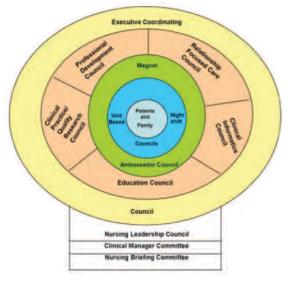
SHARED DECISION MAKING

Shared governance allows nurses to have a voice in the decision-making processes that affect clinical practice. The councils are the cornerstone of Chester County Hospital's nursing, helping each nurse to participate in achieving excellent outcomes in patient care. Through shared governance, all Chester County Hospital nurses are leaders in patient care. The format of the hospital councils is reevaluated at regular intervals to ensure that the councils are achieving their stated goals. Governance is based on a councilor model that is centered on the ICARE values, the patient and family.

ANNUAL NURSING RETREAT

The Annual Nursing Retreat was held at West Chester Graduate Business Center on September 25, 2015. It was an energizing and inspiring day for all that attended. The agenda was robust and informative. The topics covered by the speakers for the day were: Chester County Hospital State of the Union, Diversity and Hidden Bias, Shared Decision-Making Councils accomplishments and goals for the upcoming year, Bundled Payments, Managing Change, Connecting the Pieces through QI, EBP and Research and Emotional Intelligence. There were 100 participants comprised of primarily frontline nurses as well as managerial and education staff.





Shared Decision Making Councilor Model

DAISY AWARD

The DAISY Award is a national program that rewards and celebrates the extraordinary clinical skill and compassionate care given by nurses every day. The DAISY Foundation was established in 2000 by the family of J. Patrick Barnes. During his eight-week hospitalization, his family was awed by the care and compassion his nurses provided to Barnes and his entire family. They created the DAISY Foundation to recognize extraordinary nurses everywhere who make an enormous difference in the lives of so many people by the excellent work they do every day. The hospital is proud to be a DAISY Award hospital partner by recognizing one of its nurses with this special honor every month. DAISY Award honorees personify the hospital's remarkable patient experience. To be considered for a DAISY Award, a nurse must consistently demonstrate excellence through clinical expertise and extraordinary compassionate care and be recognized as an outstanding role model in the hospital's nursing community.

THE FOLLOWING NURSES RECEIVED DAISY Awards in 2015

RN, CNOR

Andria Lash



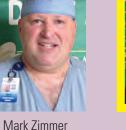
Pat Cassel RN

Marianne Culmone

Tara McCusker RNC-OB

Susanna Linton BSN,







Awara I

Lee Ann Becker RN





Kirby Cannon BSN, RN, CMSRN

RN Dngratula

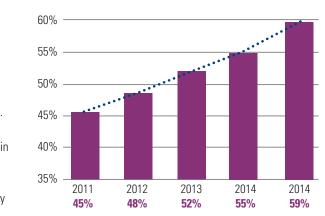
RN TO BSN/MSN EDUCATION

The hospital empowers nurses at all levels to build on their education base to enhance practice, education, administration and theory development. The hospital supports formal nursing education by providing education assistance, nursing scholarships, PRISM clinical ladder points, college fairs and open houses, flexible scheduling, academic partnerships, encouragement and goal setting through the performance appraisal process. This year, Chester County Hospital partnered with Immaculata University to offer an onsite MSN cohort. A recommendation from The Institute of Medicine Report is for hospitals to have 80% of nurses with a baccalaureate degree (BSN) in nursing by 2020. As part of our Nursing Strategic Plan, and in an attempt to achieve this recommendation, a goal has been set to increase the percentage of BSN nurses at Chester County Hospital by 3% annually. The hospital has met its goals for increasing the percentage of nurses with a BSN degree or higher (see chart).

SPECIALTY CERTIFICATION

Obtaining professional certification supports the Professional Practice Model and allows nurses to show their ongoing commitment to their patients and to their profession. Certification of the expert knowledge they have achieved in their specialty area of practice sends a message to patients that the nurses caring for them are committed to excellence. The number of certified nurses continues to increase. which is reflective of the commitment of our staff to enhance their knowledge, skills and abilities. This initiative is supported through onsite preparatory classes, points on the PRISM clinical ladder and certification reimbursement for the test.





Percentage of Nurses with BSN or Higher Degree in Nursing

Percentage of Nurses with Specialty Certification 40% 35% 20% 2011 2012 2013 2014 2015 23% 26% 32% 37% 38%

THE WOMEN'S AUXILIARY NURSING SCHOLARSHIPS

The Woman's Auxiliary, which is a group of volunteers at the hospital that support many hospital-related activities and functions, has continued its support of the nurses by offering nursing scholarships annually. Nurses at all levels who are currently enrolled in a nursing degree program are encouraged to apply. The Women's Auxiliary contributes 14 awards of \$250.00 each that are distributed equally each fall and spring semester in order to help nurses achieve their educational goals. All eligible staff members are required to complete the Nursing Scholarship Application.

2015 Scholarship Recipients:

Melissa Cargan-Bodnar, BSN, RN, CMSRN Stephanie DeStafney, UC Athena Fernandes, MSN, MCP, RN-BC Raquel Floyd, BSN, RN Kristin Fogelman, BSN, RN Colleen Hurley, BSN, RNC-NIC Mary Frances Keating, RN, CCRN Leni Mampallil, BSN, RN, CMSRN Nancy Maratea, RN Lindsay Pritchett, BSN, RN, CMSRN Elizabeth Pyle, BSN, RN Lois Rajcan, MSN, RN, CRNI Nancy Rutz, BSN, RN-BC, CMSRN Lisa Shallis, BSN, RNC-OB



MARCH OF DIMES FOR BABIES

The March of Dimes' mission is to improve the health of babies by preventing birth defects, premature birth and infant mortality. Funds raised by the March for Babies support research and programs that help mothers have full term pregnancies and babies begin healthy lives. Funds are also used to provide comfort and information to families with a baby in the Neonatal Intensive Care Unit (NICU). For the past six years, Chester County Hospital's NICU has participated in the March for Babies. In 2009 five nurses participated in the walk. Today there are more than 100 participants and they have raised close to \$10,000.

COMMUNITY OUTREACH – AIDAN'S HEART FOUNDATION AND CPR/AED TRAINING FOR STUDENTS

Aidan's Heart Foundation needed volunteers to help teach how to save a life and Chester County Hospital nurses and educators raised their hands. More than 1,000 5th and 6th graders in the Downingtown Area School District have now been trained how to enact the cardiac chain of survival and use hands-only CPR and AED therapy to save a victim from Sudden Cardiac Arrest (SCA). SCA strikes one young person every three days in the United States and is the leading cause of death on school property. Aidan's Heart Foundation, which was founded by Christy and Steve Silva after losing their young son to SCA, is eager to prepare youth and communities for rapid and proper response to cardiac emergencies to ensure survival.





The trainings took place during Physical Education classes and were facilitated by certified CPR/AED instructors, Aidan's Heart Foundation board members and P.E. educators. Approximately 100 students received a presentation, instruction and practice opportunities during each 47-minute class period.



PHILADELPHIA AND WEST CHESTER HEART WALKS

Several hospital employees participated this year in QVC- West Chester Heart Walk held on October 10 at West Goshen Park and the Philadelphia Heart Walk held on November 7 at Citizens Bank Park. Both events raised funds and awareness for the fight against heart disease and stroke. Heart disease and stroke are the #1 and #5 killers of men and women in the nation. Currently, Penn Medicine receives more than \$4 million of the \$11 million in active research grants provided to the Greater Philadelphia Area- more than any other institution in the area. This money goes to benefit cardiovascular research and education

AMERICAN CANCER SOCIETY RELAY FOR LIFE

The American Cancer Society Relay for Life is an overnight community gathering that gives everyone the opportunity to fight cancer and help save lives. Relay for Life is a relay-style event where teams of people camp out around a track and members take turns walking around the track for the duration of the event. There are many moments that create the Relay experience. At Relay for Life, participants celebrate survivors who are the honored guests in the survivors lap. A survivor is anyone who has been diagnosed with cancer. The hospital's Angel Wings Team was the number one fundraiser at the American Cancer Society's Relay for Life event held at Downingtown East High School on May 16 and 17, 2015.



GIVING BACK TO THE COMMUNITY

Pamela Conner, MSN, RN, believes in giving back to the community as evidenced by her selfless volunteering. As an active member of Hopewell United Methodist Church, Pamela volunteers with the church's Student Ministries. Pamela has always maintained that although she gives her time to these projects that she takes so much more from it. As a role model she shares her passion for the nursing profession with the youth and she firmly believes that relationships are strengthened during these experiences. Pamela once stated, "Helping others who have experienced a loss because of Mother Nature is an amazing feeling, and I am blessed to be able to help others."

Pamela volunteers every Sunday evening during the school year with middle and high school students in fellowship, learning and discussion. These evenings begin with "free time" in which the students can play basketball, cook food for another outreach ministry that feeds the homeless in Philadelphia, or just hang out. Afterward, they gather to worship and then split into small groups with a leader to review the delivered message and discuss any issues the students may be having. As a leader, Pamela takes the students to the stores around the holidays to purchase groceries and life necessities as Christmas gifts for those less fortunate. She exemplifies relationship building by helping youth in the community grow into responsible adults.

CHILDREN AND YOUTH SERVICES OF CHESTER COUNTY

The Emergency Department donated more than 20 Easter baskets to contribute to the hospital's 50 Easter baskets that were collected by ICU, West Wing 2 and 4 Lasko Tower. These Easter baskets were donated to the Children and Youth Services of Chester County.

SALVATION ARMY

Many units, including the Nursing Office, 3 North and 4 Lasko Tower "adopted" families during the holidays to provide gifts and food to those in need. 3 North and 4 Lasko Tower collected more than 100 pounds of food respectively to give back to the community we proudly serve.



L-R: Marianne Casale, MSN, RN, CHPN, CS, AOCN; Tracey Borgstrom, BA, RN, CMSRN; Candace Johnson, BSN, RN

"The road to success is always under construction."

ARNOLD PALMER

Exemplary Professional Practice

Exemplary Professional Practice is guided by a Professional Practice Model (PPM). The PPM, based on Kristen Swanson's Caring Values, the concept of relationship-focused care and the hospital's ICARE values, supports the nurse's control over the delivery of nursing care predicated on evidence-based practice and the environment in which care is delivered. The achievement of exemplary professional practice is grounded by a culture of safety, quality monitoring and quality improvement. Nurses collaborate with other disciplines to ensure that care is comprehensive, coordinated and monitored for effectiveness.

CAREGIVER OF THE YEAR AWARDS

The Caregiver of the Year Awards for women's and children's health services was established by the FORE Health Invitational in 2011. There are four awards given to nurses who work in the Neonatal Intensive Care Unit (NICU), Pediatrics, Maternity and Labor & Delivery departments. Nominated by their peers, these nurses embody the high standards synonymous with the hospital's ICARE values. Four nurses received awards at the FORE Health Invitational in October 2015.

The 2015 Caregiver of the Year Award was presented posthumously to Suzanne Tolley, RN from the NICU, who

tragically lost her life this summer. Sue attended nursing school at St. Agnes in Philadelphia and was hired by our hospital at the age of 21, after having worked at 2 other local hospitals. Sue worked in the newborn nurserv and transferred to the NICU when it was a brand new unit. The NICU could count on Sue for her focus on cleanliness and complete dedication to the families and babies for whom she devotedly cared. The clinical staff, administration, volunteers and patient families are proud to honor Sue for her leadership and dedication to the hospital for the past 41 years.

The Charles Henry Benton Award was presented to Irene Boyer,

BSN, RNC-NIC, of the NICU for exemplifying a high level of commitment to service and compassion. All hospital patients deserve the most professional and compassionate care. This is especially true for the hospital's tiniest, most vulnerable patients. The staff of the NICU delivers the highest level of neonatal medical services, coupling their services with respect and caring for these precious babies and their concerned families - often under the most harrowing of circumstances. These professionals are true miracle workers, and without their expertise and compassion, we could not celebrate the memories that so many are fortunate to have.

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The Mary Mears Award was presented to Tiffany Aceto, MSN, RNC-OB, of Labor & Delivery. Childbirth is a special, unforgettable experience in a family's life. The Labor & Delivery nurses make an indelible impression every day helping women with the miracle of birthing their babies. Whether it proves to be a joyous occasion or challenging time, the nurses at the hospital truly exemplify compassion, empathy and nursing excellence.

The Willistown Auxiliary Award was presented to Martha

Varano, RN, of Maternity. After the miracle of childbirth, mother and baby need to rest and recover. They are at the start of a lifetime full of challenges and joys. The skilled team in Maternity/Nursery provides a nurturing environment for moms and babies and is focused on making certain that each is healthy, rested, educated and ready for home.

The O'Hair Family Award was presented to Shannon Hittle,

BSN, RNC-NIC of Pediatrics. When a child is sick, the whole family feels it. The clinical team in Pediatrics practices the highest level of medical care so that children and their families can feel better. For those children who do have to come to the hospital, the O'Hair family has made it an uplifting place to be. Through personal donations to the hospital and Little Smiles, the O'Hairs have made Pediatrics an environment that is visually stimulating for children and filled with the toys and movies that children love.

UPHS DAYS FREE AWARDS

The staff of six Chester County Hospital nursing units were recognized with the University of Pennsylvania Health System's Days Free awards. These awards recognize nursing units that have been free from hospital-acquired infections. The 2015 recognitions go to:



NICU - Platinum Award for more than 1500 days without Ventilator Associated Pneumonia (VAP)



Associated Pneumonia (VAP)



WW1 – Gold Award for more than 1000 days without Catheter Associated Urinary Tract Infection (CAUTI)

3 North – Silver Award for more than 750 days without Central Line Associated Blood Stream Infection (CLABSI)



WW2 – Bronze Award for more than 500 days without Catheter Associated Urinary Tract Infection (CAUTI)



WW2 - Bronze Award for more than 500 days without Central Line Associated Blood Stream Infection (CLABSI)

GOOD CATCH AWARDS

The hospital presents the Good Catch Award, which is chosen every month by a committee made up of members from various hospital departments that review the events reported, analyze the report information for each event, identify "good catch" events and name a monthly award winner. The winner is determined by scoring in the following areas:

SEVERITY OF THE NEAR-MISS EVENT • EDUCATIONAL VALUE IMPACT ON ORGANIZATIONAL PATIENT SAFETY ESTABLISHED PRACTICE WAS FOLLOWED • TIMELINESS OF THE REPORT

The award is given to a staff member who is accountable for her or his professional practice and is committed to quality of care. The lessons learned are then shared with the rest of the hospital.

Kristin Girvan

BSN, RN

Maternitv



Okie Taylor BSN, RN, CMSRN 3 Lasko Tower



Samantha Terkowski BSN, RN ED



Kirby Cannon BSN, RN CMSRN 3 Lasko Tower



Kathleen Jameson RN Cancer Center



Heather ladermarco BSN RN 4 Lasko Tower



Lori Brecht BSN, RN CCU



Ashlie Harmon **OR Surgical Tech**



Lien Brake RN West Wing II



Ruth Hammond, RN and Okie Taylor, BSN, RN, CMSRN 3 Lasko Tower



The outpatient wound care team at Chester County Hospital's Wound Care and Hyperbaric Medicine Center has been awarded the "Center of Distinction Award" by Healogics, Inc., the nation's largest provider of advanced wound care services. The Center achieved Healogics targeted goals for outstanding clinical outcomes for 12 consecutive months, including patient satisfaction greater than 92%, a minimum 91% wound healing rate within 30 median days to heal and other quality outcomes.



Specifically, Chester County Hospital attained 98% patient satisfaction and a 99% wound healing rate in less than 28 median days to heal from the first admission day for 12 consecutive months.

Lastly, in recognition of clinical excellence, the program has also achieved the "Robert A. Warriner Center of Excellence" award. This was achieved by meeting all the benchmarks in clinical outcomes for two consecutive years. The hospital's program completed all requirements and demonstrated a model focused on outpatient wound management. The award was given in recognition of outstanding quality of care.







PRISM APPLICANTS:

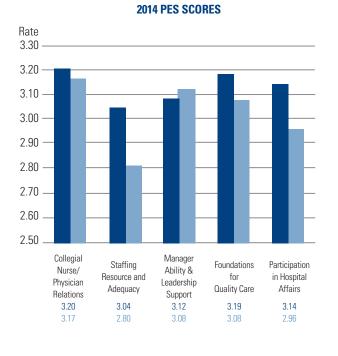
PRISM (PROFESSIONAL RECOGNITION OF INITIATIVE, SKILL AND MERIT) CLINICAL LADDER

2015 7

Chester County Hospital has a history of excellence in nursing practice. In 2010, in an effort to continue the advancement of nursing and support frontline staff, the Professional Development Council (PDC) instituted PRISM (Professional Recognition of Initiative, Skill and Merit), a clinical ladder for nursing, with the first recipients designated in December of 2011. Direct-care nurses undergo a stringent application and interview process that includes professional recommendations, exemplars and the development of a professional portfolio. The PRISM clinical ladder program makes nurses feel valued and that they recognize their practice is acknowledged by their leaders and peers. This program gives direct-care nurses an opportunity to develop their careers while remaining at the bedside. The organization has seen a significant increase in PRISM participation further acknowledging the nurses exemplary professional practice.

NATIONAL DATABASE OF NURSING QUALITY INDICATORS (NDNQI) NURSE SATISFACTION SURVEY

The Department of Nursing administers the NDNQI survey annually to determine nurse satisfaction. The survey helps nurse leaders and directcare nurses identify needs, improve the work environment and enhance retention and recruitment for the units and the hospital. Staffing issues, unit needs and the work environment are continually being assessed to identify strengths and weakness. The professional, engaged environment and culture of the hospital remain the driving forces behind successful recruitment and retention strategies. The hospital's mission to "attract, retain and educate the best and brightest health care professionals" is evident in its low vacancy and turnover rates. Through annual staff satisfaction surveys, the Department of Nursing will continue to address areas needing improvement to maintain the highest standards of quality and promote a rewarding work environment for the nursing staff.



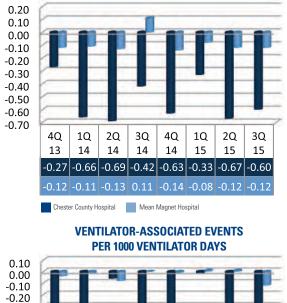
Chester County Hospital

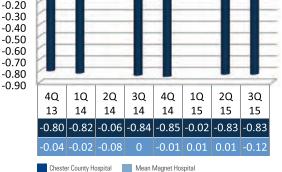
Mean Magnet Hospital

NDNQI NURSE SENSITIVE INDICATORS

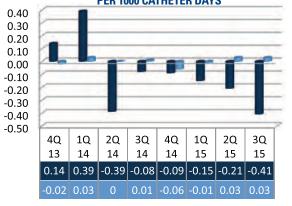
The hospital submits nurse-sensitive indicator performance data to the NDNQI for patient falls, hospital-acquired pressure ulcers (HAPU), ventilator-associated events (VAE) and restraint prevalence. The data are benchmarked against the mean of hospitals with Magnet designation to evaluate the quality of nursing care. Patient Falls, Central Line Associated Blood Stream Infections (CLABSI) and VAE (see charts) are aggregated at the organizational level.

FALLS PER 1000 PATIENT DAYS





CENTRAL LINE ASSOCIATED BLOOD STREAM INFECTIONS PER 1000 CATHETER DAYS



Chester County Hospital Mean Magnet Hospital

New Knowledge, Innovations and Improvements

Evidence-based practice and research are conscientiously integrated into clinical and operational processes. Nurses are educated about evidence-based practice and research, enabling them to appropriately explore the safest and best practices for their patients and practice environment and to generate new knowledge.

SOUTHEASTERN PENNSYLVANIA **ORGANIZATION OF NURSE LEADERS** (SEPONL)



On December 3, 2015, Angela R. Coladonato, DNP, RN, NEA-BC, was a featured speaker at Southeastern Organization of Nurse Leaders (SEPONL) and gave a

presentation which addressed the conference theme of "Workforce Engagement: Steps to Success." Dr. Coladonato presented the study she conducted during her doctoral program at Thomas Jefferson University. The study focused on understanding the relationship between nurse leader Emotional Intelligence (EI) and nurse satisfaction. The literature supports that nurse leader El skills are necessary to create a supportive environment and facilitate staff empowerment/ engagement leading to job satisfaction.

Kristin Taylor, RN, PCCN, Linda Sullivan, BSN, RN, PCCN, and Mindy Italiano, RN,

PCCN, presented a poster, entitled, "SAM I AM: An Evolving Role for Nurses" at the SEPONL March 6, 2015 conference at the Desmond Hotel. The poster highlighted the unique role of the Support, Admit and Monitor (SAM) Nurse in promoting patient safety and increasing throughput.

NURSE LEADERS (PONL)

Sonya Hash, MSN, RN, CEN, in conjunction with Betty Brennan, EdD, MSN, RN, CEN, CNML, presented a poster entitled "Unit Based Preceptor Program" at the Pennsylvania Organization of Nurse Leaders in October 2015 in Gettysburg. To achieve optimal patient care and safety outcomes it is necessary to ensure preceptor's receive ongoing education and support to remain and develop as clinically competent, effective and supportive teachers and empowered champions of a safe and supportive learning environment. A program was designed at the unit level to continuously develop the knowledge, skills and abilities of nursing preceptor's to create and maintain a unit culture that supports a safe, supportive and effective learning environment for all nurses new to the unit.

Jennifer Vuich, BSN, RN, CEN, CPEN,

"I attribute my success to this: I never gave or took any excuse." FLORENCE NIGHTINGALE

PENNSYLVANIA ORGANIZATION OF

CCRN, in conjunction with Betty Brennan, EdD, MSN, CEN, CNML, presented a poster entitled ""Emergency Nurse Mentorship Pilot Program" at the Pennsylvania Organization of Nurse Leaders in October 2015 in Gettysburg. This poster explored a Mentorship Program for novice nurses, designed to support them from entry into practice until two years beyond nursing orientation. The program facilitates bond building to ease the uncertainty that many novice emergency nurses perceive as they settle into their new roles, helping to build solid foundations of self-confidence.

SOCIETY FOR CHEST PAIN CENTERS NATIONAL CONFERENCE

Betty Brennan, EdD, MSN, RN, CEN, CNML, and Sharon Delaney, MSN, MBA, NE-BC, presented "Accelerated Low Risk Cardiac Symptom Program" in San Diego in April 2015. Using evidence-based research, the taskforce constructed an accelerated lowrisk cardiac symptom protocol (ALRCSP) for implementation in the ED. The goal of the protocol was to identify patients with lowrisk cardiac symptoms and to establish appropriate referral for further evaluation.

EMERGENCY NURSES ASSOCIATION CONFERENCE

Betty Brennan, EdD, MSN, RN, CEN, CNML, was selected for a podium presentation entitled, "ED Design: ED for Today and Tomorrow: PDQ," in Orlando in October 2015. Her presentation focused on a re-engineered ED patient care delivery model and work process improvements to reduce length of stay, patients leaving without being seen and improve bed utilization. The project team's goals were to take a comprehensive multidisciplinary approach to the analysis of present state patient and workflows and to implement a physician directed queuing (PDQ) model to impact quality, patient flow management, patient-centered care and customer satisfaction outcomes.

Betty was also selected to present "Accelerated Low Risk Cardiac Symptom Program" at a poster presentation at the same conference.

ANCC NATIONAL MAGNET CONFERENCE



The American Nurses Credentialing Center (ANCC) held its annual magnet conference this year in Atlanta. The theme of this year's conference was "World-Class Nursing-Innovative Patient Care." Chester County Hospital was fortunate to be able to support 21 nurses to attend the conference. This was a special year for our hospital because we were one of 104 newly or re-designated hospitals that were formally recognized at the conference. The week was filled with opportunities for learning, networking and having fun with more than 9,000 colleagues from across the world. The general sessions included new ideas that related to leadership, teamwork and global health challenges. Additionally, there were 150 posters displayed which incorporated many evidence-based projects. Our nurses had three posters represented at this year's conference.

Angela Coladonato, DNP, RN, NEA-BC, in conjunction with James Ballinghoff, MSN, MBA, RN, NEA-BC, Regina Cunningham, Ph.D., RN, AOCN, and Mary Del Guidice, MSN, BS, RN, NE-C, presented a poster entitled "A Model for Senior Nurse Executive Shared Governance for a Health System." Sharon Kirkby, MSN, RNC-NIC, presented a poster entitled, "Cell Phones in the NICU: How to Eliminate Unwanted Germs," and Richard Terkowski, MSN, RN, CEN, presented "Reducing Falls: From the Patient's Perspective."

CHARGE NURSE REPORT

Chester County Hospital nurses have a long history of improving nursing practice and providing quality patient care through innovations in many settings. For example, the Charge Nurse Dashboard is an IT tool that was developed by the charge nurses as a support to the electronic health record (EHR), intended for use by inpatient unit charge nurses. The report is designed so that the Charge Nurse can identify patients quickly who are at risk for falls, pressure ulcers, readmission and vaccines. The implementation of the dashboard coincides with restructuring of the role of the unit charge nurse to become more of an advocate for quality, safety and patient flow.

NEMOURS/ALFRED I. DUPONT FOR CHILDREN

Rebecca Hornberger, RN, presented a poster "Interdisciplinary Stimulation Training to Prepare for Imminent Deliveries" at Nemours/Alfred I. duPont Hospital for Children in April 2015.



AMERICAN NURSING INFORMATICS ASSOCIATION

Athena Fernandes, MSN, MCP, RN-BC, and Anne Satterthwaite, BSN, RN-BC, presented "Utilizing an Electronic Orders Task List for Unit Coordinators to Promote Efficient and Safe Patient Care" at the American Nursing Informatics Association Annual Conference in April 2015 and at the Bioinformatics Symposium at Children's Hospital of Philadelphia in October 2015.

HEALTHCARE SYSTEMS PROCESS IMPROVEMENT

Cathy Weidman, MPA, BSN, RN, CNML, and Richard Terkowski, MSN, RN, CEN, were selected for a podium presentation at the 2015 Healthcare Systems Process Improvement in Orlando. Their presentation was entitled, "Reducing Falls from the Patient's Perspective."

PUBLISHED

Amy Luckowski, PhD, RN, CCRN, of PACU and a faculty member at Widener University had a nursing journal article published entitled, "Is an Online BSN in Your Future?" in Nursing 2015.



THE HOSPITAL AND HEALTH SYSTEM Association of Pennsylvania (hap)

Julie Musantry, MSN, RN; Charlee Faucette, MT (HEW); Patty Paulley, BSN, RN, CEN; Jennifer Greyson, BSN, RN, CMSRN; and Kirby Cannon, BSN, RN, CMSRN, presented "Blueprint for Quality: Reduce Catheter Associated Urinary Tract Infection (CAUTI)" at The Hospital and Health System Association of Pennsylvania's annual conference in Lancaster in October 2015. The goals of the project were to improve patient safety through reduction in unnecessary use of indwelling catheters in the inpatient setting, increase staff awareness of the importance of early catheter removal and ensure daily care and maintenance.

NATIONAL TEACHING INSTITUTE CONFERENCE

Mary Fran Keating, BSN, RN, CCRN, and Margaret Kramaric, BSN, RN, CCRN, CSC,

presented "Early Mobility in the ICU" at a poster presentation at the National Teaching Institute Conference in May 2015. Kramaric and Dena Rocchio, MSN, RN, CCRN, also presented it at the 4th Annual Johns Hopkins Critical Care and Rehabilitation Conference in November 2015.



The Relationship Focused Care Council (RFCC) implemented an aromatherapy program in August 2015 after a successful pilot on 3 North and 4 Lasko Tower. Aromatherapy is the use of naturally extracted aromatic oils from plants that promote sleep and relaxation while reducing medication side effects including confusion, insomnia, euphoria, ataxia, visual changes and falls. The premise is that smell receptors in the nose may respond to the smells of essential oils by sending chemical messages along nerve pathways to the brain's limbic system which affects moods and emotions. Nurses throughout the hospital can now offer these aroma patches to patients for anxiety, stress and agitation reduction, as well as sleep aid

HUG-A-PUP DAY

promotion.



Annmarie Blair, MSN, RN, of Cardiac Rehab organized a Hug-A-Pup Day in December 2015 as co-chair of the RFCC. Several therapy dogs were brought into the hospital so that staff members could understand the therapeutic effect of these furry visitors. Animals can sense the change in moods and they want to correct it if possible. What many people don't realize is that animals have also been linked with reducing the blood pressure of their owners, helping to calm down their stress and even boosting immune system function. Many nursing homes actually have pet therapy to boost the health of their residents. Annmarie is piloting a therapy dog program in Cardiac Rehab as part of her DNP Program. L-R: Robin Musgrove, RN, CRNI and Chris Hagan

AROMATHERAPY



CONTINUUM OF CARE NURSE

Angela Coladonato, DNP, RN, NEA-BC,

developed the Continuum of Care Nurse role to provide transition management for IBC patients 30 days post discharge. This innovative program included a face-to-face meeting with the patient while they are hospitalized, coordination and handoff from the multidisciplinary team along with Telephonic Transition Management includes the patient/family, post-acute facilities, home care and the primary care physician. During the three month pilot of this program, our hospital had seen a 1.6% reduction in readmission rates for this cohort of patients.

PROFESSIONAL DEVELOPMENT COUNCIL'S WALK IN MY SHOES PROGRAM

The Walk in My Shoes program is an educational shadowing experience for Chester County Hospital employees interested in learning more about the daily life of another department in health care. This unique program was developed by the Professional Development Council. The program promotes collegiality among peers and provides individuals with experiential learning opportunities. Participants will experience the workplace setting and witness responsibilities of the shadowed colleague; however, the applicants will not take part in any hands-on care.

The goals of the program are:

- Gain awareness of the academic, technical and personal skills in other departments.
- Understand how different departments have cultures and work environments that are unique.
- Develop an understanding of the critical connections between school, work and goal attainment.

PENNCHART

Penn Medicine is in the process of transitioning its outpatient, inpatient and home care records into a single electronic health record in conjunction with integrated billing and support systems. The result will be PennChart - a single patient record to support coordinated patient care across the health system. PennChart will allow Penn Medicine to further provide coherent and comprehensive patient care while delivering a consistent and outstanding experience to our patients. Multidisciplinary groups from across the health system have been working to support the build process and standardization of practice. Our Nursing Informatics team has been vital in the building, testing, rollout and ongoing support of the Emergency Department as they transitioned to the new platform in October with the inpatient units slated to go live in October 2016.

ANNUAL PEDIATRIC SYMPOSIUM

The hospital held the 5th annual Pediatric Symposium in May 2015. This is a collaborative conference presented by the ED, Maternal Child, Respiratory and Nursing Staff Development. The Pediatric Symposium Committee was chaired by **Sonya Hash**, **MSN**, **RN**, **CEN**. This multidisciplinary committee was composed of physicians, nurses, ED technicians, respiratory therapists, staff development and



EMS. More than 50 employees were involved in presenting the skill stations, resuscitation simulations, organizing the lectures and managing the conference. Over 150 attendees came to the conference including pediatricians and practice staff, EMS, school nurses, ED and Pediatric Nurses from our hospital and surrounding health care facilities, nursing and EMS students and other health care workers. This year a special little girl, who had been treated in the Emergency Department, was honored at a lunchtime celebration and presented with a beautiful gift basket that was put together with donations from those attending the conference.

ANNUAL NURSING SYMPOSIUM

The annual two-day Nursing Symposium is geared toward nurses who care for adults and nurses in management, education, case management and other roles that support patients and the clinical team. It was used to disseminate best practice and research on topics such as resiliency, behavior health, compassion fatigue, trauma, organ donation, health care reform, health care literacy and nurse residency programs. Participants could earn 13.5 accredited CEUs.

PRISM CLINICAL LADDER NURSES

Amanda Abdala, BSN, RN, CMSRN Tiffany Aceto, MSN, RNC-OB Kimberly Andrien, BSN, RNC-NIC Rebecca Boehenke, BSN, RNC-NIC Nicole Brice, BSN, RN Kirby Cannon, BSN, RN, CMSRN Melissa Cargan-Bodnar, BSN, RN, CMSRN Kathy Cassidy, BSN, RN Jennifer Ciccarelli, BSN, RN, CCRN Nicole Coleman, BSN, RN, PCCN Pamela Conner, BSN, RN, CMSRN Janet Daily, RN, CAPA Stephanie DiDonato, BSN, RN Karlie DiFrancesco, BSN, RN Christina Dougherty, BSN, RN, PCCN Danielle Downing, BSN, RN Jill Doyle, BSN, RN, CEN

Melanie Dyszel, BSN, RNC-NIC Claire Fisk, BSN, RN, CCE Jennifer Grayson, BSN, RN, CMSRN Susan Hahn, BSN, RN, CEN, CPEN Clarissa Hake, BSN, RN, CCRN Theresa Haverson, BSN, RN, CCRN, CSC Shannon Hittle, BSN, RN, CPN Michelle Holman, BSN, RN Linda Hopfer, BSN, RN, PCCN Kathleen Hubbard, BSN, RN, CPAN Gianna Hyland, BSN, RN, CMSRN Mindy Italiano, RN, PCCN Kimberly Johnson, MSN, RNC-NIC Mary Fran Keating, RN, CCRN Jennifer Keith, BSN, RN Linda Kelnock, BSN, RN, CMSRN Alyssa Kilby, BSN, RN, CPN Sharon Kirkby, MSN, RNC-NIC Marcella Kubovask, RN, OCN

Mary Ellen Lakis, RN, CCRN Jessica Lathrop, BSN, RN Gail Livingston, BSN, RN, CMSRN Leni Mampilili, BSN, RN, CMSRN Diane Marthers, BSN, RN, OCN Mary Maurer, BSN, RN, CEN Carol McClinton, MSN, RN, CEN Catherine McFadden, BSN, RN Debbie McMahon, BSN, RN Nancy Mirarchi, MSN, RN, CNOR Rebecca Mountain, MSN, RN, CEN, CPEN Amanda Mullner, BSN, RN Robin Musgrove, RN, CRNI A. Jean O'Brien, BSN, RN, CAPA Lindsay Pritchett, MSN, RN, CMSRN Lois Rajcan, MSN, RN, CRNI June Rickers, BSN, RN, CCRN Michelle Root, MSN, RN, CCRN Laura Schlitz, BSN, RN, CEN

Lisa Shallis, BSN, RNC-OB, CCRN Amber Shealy, RN, PCCN Linda Sullivan, BSN, RN, PCCN Maria Springer, BSN, RN, PCCN Kristin Taylor, RN, PCCN Okie R. Taylor, BSN, RN, CMSRN Michelle Tuel, BSN, RN, CMSRN Marcia VanTassel, BSN, RN, CPN Kathy Varady, BSN, RN, CEN, CCRN Jennifer Vuich, BSN, RN, CEN, CPEN Candace Williams-Johnson, BSN, RN Janet Wolfarth, BSN, RN, CCRN, CSC Patricia Wollner, BSN, RN, CMSRN, PCCN Jaclyn Wright, RN, CEN Stephanie Yarnall, BSN, RN

CERTIFIED NURSES

Amanda Abdala, BSN, RN, CMSRN Mini Abraham, MSN, RN, CRNP Tiffany Aceto, MSN, RN, RNC-OB Doug Agard, BSN, RN, CCRN Kimberly Andrien, BSN, RN, RNC-NIC Patrice Arrell, BSN, RN, CAPA Janice Baker, MSN, RN, CEPS, CCRN, NEA-BC Nancy Baumgartner, MSN, RN, RNC-OB Patricia Beam, RN, CMSRN Tonya Beattie, BSN, RN, CCRN Susan Bechhold, BSN, RN, IBCLC Jane Bergan, BSN, RN, CNOR Angela Bittner, MSN, RN, PCCN Kathleen Bizal, RN, RNC-OB, C-EFM Joanne Black, RN, CNOR Blanche Reiner, RN, AOCN Nona Blauvelt, MSN, RN, OCN Elizabeth Blow, BSN, RN, CPAN Theresa Boate, MSN, RN, CMSRN Rebecca Boehnke, BSN, RN, RNC-NIC Kristine Boettcher, MS, RN, RNC-NIC Tracey Borgstrom, BA, RN, CMSRN Irene Boyer, BSN, RN, RNC-NIC Joanne Boyk, MSN, RN, OCN Lucy Brakeall, MSN, RN, CCRN Melissa Brault, RN, CNOR Pamela Breiner, BSN, RN, RNC-NIC Betty Brennan, Ed. D, MSN, RN, CEN, CNML Jennifer Brennerman, RN, CEN Pat Bria, BSN, RN, CEN Nicole Brice, BSN, RN, PCCN Katharine Briglia, BSN, RN, CPN Cindy Brockway, MSN, RN, CCRP Cynthia Brown, BSN, RN, CN-BN Terri Bugniazet, BSN, RN, CEN, CPEN Michelle Burgoyne, RN, CPN Susan Cacciavillano, BSN, RN, RNC-NIC Ma Victoria Cachuela, RN, CCRP Donna Calvey, MSN, RN, CRNP Sandy Camarota, BSN, RN, AOCN Kirby Cannon, BSN, RN, CMSRN Melissa Cargan-Bodnar, BSN, RN, CMSRN

Colleen Carney, RN, AOCN Marianne Casale, MSN, RN, AOCN, CHPN Jennifer Ciccarelli, BSN, RN, CCRN Jennifer Coates, MSN, RN, CRNP Angela Coladonato, DNP, RN, NEA-BC Melinda Coleman, RN, CEN Nichole Coleman, BSN, RN, PCCN Laura Collins, BSN, RN, CRNI Pamela Conner, MSN, RN, CMSRN Katherine Conroy, RN, CCE Tracy Cooke, BSN, RN, CPAN Jennifer Corse-Haines, MBA, BSN, RN, CNOR Cecelia Coursey, RN, CMSRN Kelli Cuneo, RN, CEN Eileen Curry, MSN, RN, CCRN Anne Dabrow-Woods, DNP, MSN, RN, CRNP Janet Daily, RN, CAPA Amy D'Antonio, RN, RNC-MNN Hayley Davis, MSN, RN, CRNP Janet Deal, RN, CMSRN Monica Decker, MSN, RN, CCRN, CRNP Sharon Delaney, MSN, MBA, NEA-BC Mary Louise DeMarco, MSN, RN-BC Phyllis Dennison, RN, RN-BC Beatrice DiBattista, RN, CMSRN Diedre Dickey, BSN, CCE, RNC-MNN Nicole DiFabrizio, MSN, RN, PCCN Megan Doble, MSN, RN, CRNP Christina Dougherty, BSN, RN, PCCN Frances Doyle, MSN, RN, CNML Beverly Drake, MSA, BSN, RN RN-BC Nicole Duvall, RN, CNOR Jeannette Dyke, RN, CDE Melanie Dyszel, BSN, RNC-NIC Valerie Dziados, MSN, RN, CRNP Brenda Eastham, MSN, RN, CRNP, OCN, CHPN Rebecca Elenback, MSN, RN, CEN Jessica Emmons, BSN, RN, CEN, CPEN Darren Ensinger, BSN, RN, CEN, CFRN, CPEN Elizabeth Evans, BSN, RN, CMSRN Elodie (Christy) Evans, BSN RNC-OB Judy Falcone, BSN, RN-BC Joan Faulkner, RN, OCN Athena Fernades, MSN, RN-BC Abby Ferriola, BSN, RN, PCCN Claire Fisk, BSN, RN, CCE Danielle Flores, RN, CPN Patricia Friedman, MSN, RN-BC Elaine Fuquet, BSN, RN, CCRN Anne Fuller, BSN, RN, CCM Jean Gallagher, BSN, RN, CCRN Rynda Ganster, BSN, RN-BC Jamie Gibson, RN, CEN Joanne George, BSN, RN, CNOR Bonnie Golden, BSN, RNC-OB Amysue Graham, RN, CEN Jennifer Grayson, BSN, RN, CMSRN Shelly Haas, BSN, RN, WOCRN Claudia Haberle, BSN, RNC-MNN

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Delbert Vannicolo, BSN, RN, CCRN Marcia VanTassel, BSN, RN, CPN Kathy Varady, BSN, RN, CEN, CCRN David Vickers, BSN, RN, CEN Christina Vile, RN, CCE Jennifer Vuich, BSN, RN, CCRN, CEN Rebecca Wagner-Campbell, RN, RNC-OB Susan Walsh, RN, RNC-NIC Patricia Waltz, RN, OCN Patricia Ward, MSN, RN, RNC-OB, C-EFM Lauren Waronker, MSN, RN, CRNP Liz Waterhouse, RN, RNC-OB Sarah Weaver, RN, CMSRN Cathy Weidman, MPA, BSN, RN, CNML Linda Whitehead, BSN, RN, CMSRN Christine Wirbick, BSN, RN, CNOR Jane Wolfarth, BSN, RN, CCRN, CSC Aida Wolfgang, BSN, RN, CEN Patricia Wollner, BSN, RN, CMSRN, PCCN Jaclyn Wright, RN, CEN Kseniya Yashchenko, BSN, RN, CNOR Amy Zak, RN, IBCLC Dee Zduniak, RN, CEN Gretchen Zettlemoyer, MSN, RN, CRNP, CEN Linda Zickafoose, RN, CPEN, CPN Mark Zimmer, RN, CNOR Kathy Zopf-Herling, MSN, RN, RN-BC

Chester County Hospital Department of Nursing looks forward to the challenges and opportunities that the upcoming year will bring.

inside back cover