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COVER: Andrea Tigue, RN

JULY 2020





**NURSING**  
**ANNUAL REPORT**  
Guthrie Robert Packer Hospital

**2020**



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***"I am proud to be a nurse and honored to lead our nursing team at Guthrie."***

– Kate Mohr, DNP, RN, NEA-BC





## Warm Greetings from Kate Mohr

Every day our Guthrie nurses amaze me, and I could not be prouder of the strength and courage they have shown to our patients, each other and our community. We have a team of nurses that never gives up and together we push and advocate for the best care for our patients.

We could have never imagined what 2020 was going to throw at us but our nurses have continued to show me, Guthrie, their team and our community their unwavering compassion and commitment to patient care. They are doing exactly what they were trained to do and stayed true to their passion. The core of our training brings us all the way back to Florence Nightingale and as we celebrated the 200th anniversary of Nightingale's birth this year, I can say for certain that I know she would be proud of us as we get through this pandemic and excited for the future.

I am proud to be a nurse and honored to lead our nursing team at Guthrie.



Kate Mohr, DNP, RN, NEA-BC  
Executive Vice President, Chief Nursing Officer, Guthrie





# What is a Professional Practice Model (PPM)?

A Professional Practice Model is the driving force of nursing care and is a schematic description of how registered nurses practice, collaborate, communicate, and develop professionally to provide the highest quality care for those served by the organization, patients, families, and communities (American Nurses Credentialing Center, 2008). The Professional Practice Model aligns and integrates nursing practice with the mission, vision, values and philosophy of nursing.

Our Professional Practice Model was built utilizing focus groups of nurses who collected data regarding the attitudes, perceptions, vocabulary, ideas and thinking patterns related to nurse practice at Guthrie. Upon analysis of the data from seven focus groups, four constructs (groups of related concepts) emerged, which became the foundation of our Professional Practice Model. These four constructs – ownership, beliefs and values, facilitator and moments of fulfillment were developed from 34 themes that evolved from nearly 500 pieces of data collected from the focus groups.





The construct of **Ownership** is supported by the concepts of Pride and Shared Governance. Our nurses are empowered, through their voice, to own their practice and express a sense of pride and achievement regarding their accomplishments.

The construct of **Beliefs and Values** is supported by the concepts of Patient-Centered Care, Family-Centered Care, Foundations of Care and Professional Qualities. These concepts best portray how our nurses describe their profession. Patients and families are our top priority, and care delivery is based on principles of compassion, active listening and patient advocacy. This is how our nurses describe their practice.

The construct of **Facilitator** is supported by the concepts of Coordinator, Conductor, Mission Control and Teamwork. As strong patient advocates, our nurses possess a sense of personal ownership for the coordination of care they provide and work to ensure that all patient/family needs are not only acknowledged but met.

The construct of **Moments of Fulfillment** is supported by the concepts of Making a Difference, Intangible Rewards, High Quality Care and Gratification. This construct holds the great value within the hearts of our nurses. It is in the moments of helping to save a life or holding a patient's hand that the ultimate reward is received.



# NURSING

## BY THE NUMBERS



**943**  
REGISTERED  
NURSES



**251**  
NURSES  
WITH BSN



**137**  
RNs WITH SPECIALTY  
CERTIFICATION



**67**  
AREAS, PROGRAMS AND DEPARTMENTS  
SUPPORTED BY NURSES



**64**  
RNs EXTERNALLY HIRED IN FY20 TO  
GUTHRIE ROBERT PACKER HOSPITAL (Full-Time, Part-Time, Per Diem)

# TRANSFORMATIONAL Leadership



**Catherine Mohr, DNP, RN, NEA-BC**  
Executive Vice President, Chief Nursing Officer



**Jill Stenson, MS, RN, CENP**  
Vice President, Associate Chief Nursing Officer




**Jessica Newman, MSN, RN**  
Magnet Program Director



**Sally Bennett, PhD, MS, BSN, RN-NPD**  
Director, Nursing Professional Development





Stacey-Ann Daley, RN

# ... OWNERSHIP





## Ownership at Guthrie

At Guthrie, we seek to promote accountability and drive our nurses to go above and beyond a job description. We encourage a sense of pride in everyday work and take ownership of our culture and inspiring initiatives and change.





# Using Interprofessional Huddles to Transform CDI Rates

**DESCRIPTION:** Hospital-Acquired Clostridium Difficile (C. diff) infection (CDI) rates of inpatients were elevated and trending up from 2017 to 2018.

The goal was to reduce the inpatient CDI rate to under 6.07 per 10,000 patient days.

**EVIDENCE:** CDI rates were calculated as the number of infections per 10,000 patient days. This rate was benchmarked through the National Healthcare Safety Network (NHSN).

**BASELINE DATA:** FY2018 CDI Rate: 6.84. June 2018 CDI Rate: 9.70

**INTERVENTION:** Initiation of an Interprofessional “CDI Huddle” at the unit level upon provider order of C. diff testing or whenever there was suspicion of a CDI by nursing or ancillary staff.

The CDI Huddle established a collaborative process to determine the appropriateness of C. diff testing on a patient-by-patient basis.

Guthrie received the 2020 In Safe Hands Award from the Hospital Health System Association of Pennsylvania (HAP). The award was given for the interprofessional huddle work.

**RESULTS:** FY2019 CDI Rate: 5.38. FY2020 CDI Rate: 1.87. The initial outcome from this work was demonstrated through a decreased CDI rate of 5.38 for FY2019. The true success of this initiative, however, has been the sustained and increased improvements through FY2020 with a current hospital inpatient CDI rate of 1.87. Not only do improved CDI rates demonstrate the success of this initiative, success is also demonstrated by improved antimicrobial stewardship, continued active participation of the interprofessional team in the huddle process, and increased nursing autonomy.



# Implementation of Beacon

Beacon Oncology is the chemotherapy module in the Epic system that is built around treatment plans for patients who are undergoing cancer treatment and therapy plans for patients undergoing infusion therapy.

The Cancer Center began the journey to prepare for the implementation of Beacon for oncology and infusion services in the summer of 2019. A team of practitioners was assembled that included physicians, pharmacists, nurses, support staff, research and IT personnel to work through the building and validation of the chemotherapy treatment and supportive oncology and infusion care plans.

Benefits to using Beacon include evidence-based oncology treatment plans that have been validated, as well as workflows across the Guthrie system for oncology and infusion patients that make it easier for the entire care team to see the whole patient record (imaging, pathology, etc.) and access that information when making treatment decisions. Beacon will also give nursing staff the access to provide safer and more streamlined care for patients.







# OR Shared Governance

## Listen. Act. Improve.

In November 2019, using staff feedback, the OR leadership team changed the format of the monthly staff meetings to improve Shared Governance in the OR.

Previously, meetings did not promote shared governance. Decisions were not being made, and meetings were focused on information-sharing alone. Understanding how challenging change is, the team created goals for meeting times: to facilitate shared governance, to increase communication/teamwork, and to be efficient with meeting times. They also added a bit of fun and OR flare to this work by forming smaller workgroups:

- The Vessel Whispers  
(heart and vascular teams)
- The Transformers  
(ENT, eyes, and plastics)
- Not Yet Ready for Prime Time  
(general, GYN, urology, and robotics)
- Bag of Bones  
(orthopedics and neurology)

For departments with as much staff as the OR, smaller teams promote collaboration and teamwork and allow for leader development in each group.

During unit council meetings, the groups review current processes, list barriers, and discuss solutions to those barriers. A spokesperson is then chosen by each group to meet in a smaller setting and provide the results of their larger team meetings. Once the solutions to barriers are decided upon, decisions and changes are then communicated to all staff, education for the process is implemented, and the change is made.

The OR is a very large department with very diverse groups, and this makes building Shared Governance challenging. However, operating room staff have worked hard this past year to improve teamwork, collaboration, and decision-making through owning practice, focusing on outcomes, and willingness to participate and engage.





## Professional Nursing Council Advocates for Certification Tree

In 2019, the Professional Nurse Council (PNC) hosted its first certification dinner to honor nurses who had committed to their profession by getting their certification. The dinner was a huge success, and many were excited to sign a banner made to recognize those who were certified.

The banner hung proudly in the cafeteria for several weeks but eventually had to come down. The PNC nurses thought it would be great to have something more permanent to recognize certified nurses at Guthrie Robert Packer Hospital. During a council meeting, the idea of a recognition tree was presented. Council Chair Patty Coughlin and facilitator Jennifer Orbin brought PNC's certification tree proposal to the Nursing Congress, where fellow council chairs and facilitators, along with CNO Kate Mohr, loved the idea and pointed the PNC to the Guthrie Auxiliary for funding.

PNC presented the approach to the auxiliary and asked for funding.

Auxiliary members thought it was an excellent way to show support for nurses and agreed to fund the project. PNC then worked with Vice President Mike Hogan and Guthrie Robert Packer Hospital President Joe Sawyer for approval to install the tree where everyone could see it – in the Sumner lobby, where staff enters from the shuttle. The tree was hung and now proudly displays the names of nurses who have decided to advance their professional development through certification in their specialty. Each year the tree will be updated with the names of nurses certified in the previous year; the names of nurses who have retired, lost certification, or left the organization will be removed.





Kaitlin McHenry, RN

# .....BELIEFS AND VALUES





# Beliefs and Values at Guthrie

Guthrie maintains a compassionate focus on people:  
our patients, our employees and our community.







## Nursing Strategic Plan

**Kate Mohr, RN, DNP – EVP, Chief Nursing Officer, Guthrie**

As I review the 2017-21 nursing strategic plan, I am so pleased that our nursing quality, patient satisfaction, recruitment, and retention continue to improve through hard work and focus. Those positive stories are shared in our annual report.

Our nursing journey continues to raise the bar and support excellence in the care and outcomes for our patients. During these challenging times, we are continuously learning how to deliver care through innovation and collaboration for future success. We have been resilient to manage through many challenges each day, knowing that our day may not be as predictable as in the past. Our nursing teams are social distancing while trying to stay connected. Our nurses have adapted quickly and advocated for new ways to practice and keep our patients, ourselves, and our communities safe.

It is difficult to manage so much change, and I want to thank every one of you! Our strategies may change in the coming year, but with our strong foundation, we can continue our great success as Guthrie Nursing.



# Relationship-Based Care

**Jill Stenson, VP of Nursing, Guthrie Robert Packer Hospital**

Do you remember when a health care giver really connected with you, touching your heart at the right moment?

This is what relationship-based care is all about: the Art of Compassion – being in the present moment for our patients, ourselves, and our team members. It begins with how we care for ourselves, the importance of scheduling “Me Time,” whether 20 minutes at the end of the day, or scheduling fun events during your free time. As a team member, the art of being there for and to each other. We all experience hardships in our lives, whether at home or dealing with the loss of a patient. It is about lifting each other and lifting the team during challenging times. We experienced this during the COVID-19 pandemic, the compassion shared in support of each other, teams supporting teams, making lasting moments. What a heartfelt display of kindness to and for the Guthrie family!

Most importantly, when caregivers take excellent care of ourselves and teams, excellent care is provided to our patients. The art of compassion, being in the moment to truly listen, providing that compassionate touch to the hearts of our patients and families. This is what Guthrie nurses do each and every day: Every Patient, Every Time!





## Guthrie's Successful RN Recruitment Model

In early 2019, Guthrie made the decision to bring the RN Recruitment Team back in house. In May 2019, the new Guthrie RN Recruitment team was identified, consisting of the following roles: RN Recruitment Manager (1), Sr. RN Recruiters (4), HR Assistants (2), Bridging Coordinator (1), Sourcing Specialist (1), and Marketing Support.

As a result:

- Reduced RN vacancy rate from 23.44% in July 2019 to 13.04% in FY20. The lowest vacancy rate was 11.39% in March 2020.
- Bed capacity on the 6 West floor grew from 42 beds in April 2019 to 65 beds in November 2019.
- Managers have direct access to RN recruiters who are located on-site in Sayre, Pa.
- Continuing to nurture stronger relationships with Nursing Leadership, Nurse Managers and Nurses across all units.
- Every aspect of the recruitment life cycle is service-oriented, from cultivating and maturing new prospects, to assisting with onboarding and the pre-employment process.

In just one quick year, the RN Recruitment Team was able to achieve the following:

- 366 accepted offers (160 external, 206 internal), eliminating the need for travel RNs within the organization. (Zero RN travelers at Guthrie Robert Packer as of July 2020).
- 10,870 leads generated through our best-in-class marketing and sourcing specialists.
- Attracted new talent by leveraging \$15,000 sign-on bonus (with eligibility requirements) -- the highest in our area -- along with Guthrie's overall value proposition.



## Guthrie Partners with Avant to Hire International RNs

As part of the RN Recruitment strategy to address the RN shortage, Guthrie partnered with Avant International to contract registered nurses. To date, Guthrie Robert Packer Hospital has welcomed 46 Avant RNs from 18 countries, including Kenya, Nigeria, Jamaica, the Philippines, Ghana and many others.

From the success of the program, Guthrie is preparing conversion conversations with Avant RNs who are at the midpoint of their 5,200-hour contract commitment. It is our goal to retain as many of these health care professionals to our system as possible.

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## Guthrie Builds a Strong Base of Nurses

Guthrie Robert Packer Hospital welcomed two groups of Newly Licensed Registered Nurses (NLRNs) this year. Of the 30 NLRNs who entered the Nurse Residency program in July 2019, 16 were hired into the Critical Care track, matching into positions in the Intensive Care Unit (ICU), Intermediate Care Unit, Emergency Department, and the Cardiac Cath Lab. The Non-Critical Care Track hired 14 NLRNs who were matched to positions on 8NW, 7NW, 6W, 5M and 4W. Four additional NLRNs were hired (February and April 2020) into the Nurse Residency Program and matched into positions in the ICU, OB and 8NW.

**The overall NLRN retention rate for FY20 is 91%.**

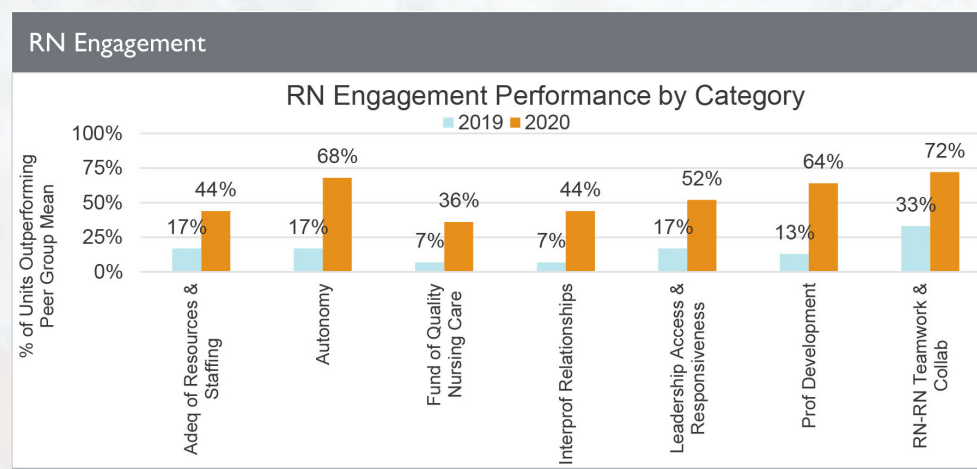
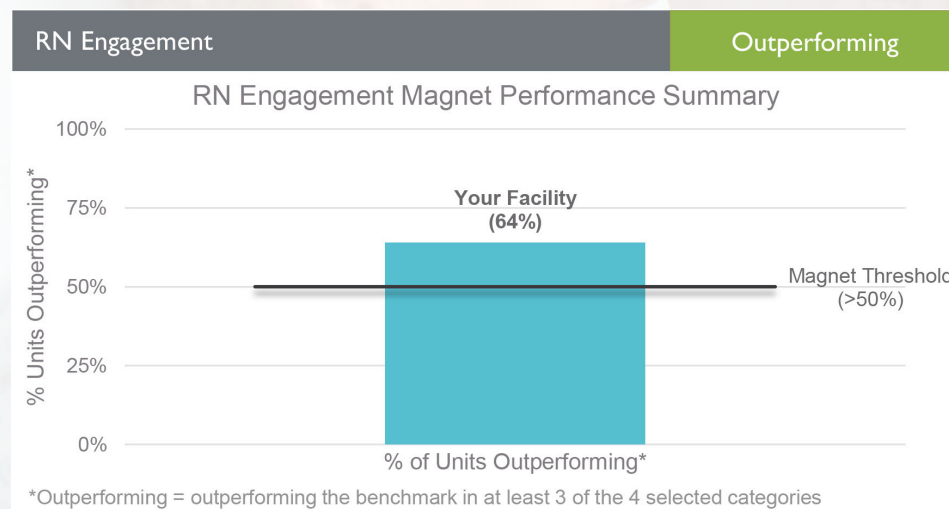


# Guthrie Nurse Engagement Outperforms National Average

The RN Engagement Survey of all nurses at Guthrie Robert Packer Hospital was completed in April 2020, with two primary goals:

- Overall improvement in all categories
- Scores above the national average in at least 51 percent of all nursing departments in at least three of four categories: Autonomy, Leadership Access and Responsiveness, RN-RN Teamwork and Collaboration, and Professional Development.

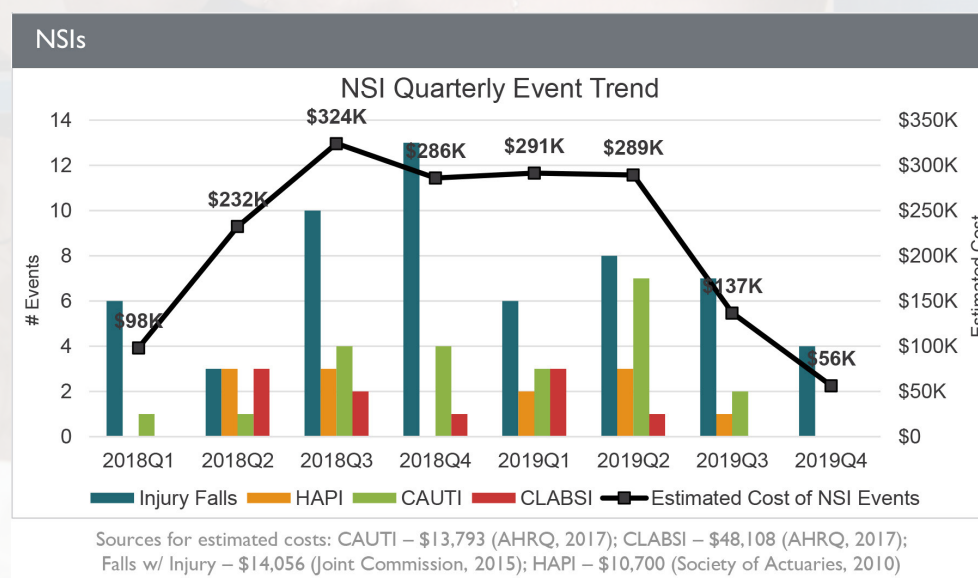
Guthrie nursing met and exceeded these goals, with 64% of nursing departments outperforming the national average.





# Nurse-Sensitive Indicators Continually Improve Year Over Year

Nurse-Sensitive Indicators (NSIs) are nursing quality outcomes that we track and monitor as an indicator of quality nursing care. NSIs are one way that nurses impact the cost of health care and the outcomes that patients experience. These NSIs are benchmarked or compared nationally. RPH has seen great improvement since 2018 in the number of NSIs.





# Scholarship Recipients

## FY20 Nursing Scholarship Awards

In June 2020, awards of monetary gifts were given to 22 RN recipients for 10 nursing scholarships. These gifts are made possible by nurses, physicians, and/or their families, who felt it is important to support nurses in continuing their education or expanding their professional development.

During FY20, Guthrie awarded \$24,200 in individual scholarships and another \$5,000 in department educational support for a total of \$29,200.



**KATHLEEN & WILLIAM RICH NURSING CONTINUING EDUCATION ENDOWMENT FUND:** donated by her family to honor her memory and support a nurse continuing their education for a BSN. This year's recipients were Andrea Tigue and Amy Millard.

**NURSING SCHOLARSHIP FUND:** generously funded by employees and community members. This year, scholarships were awarded to Cindy Whitaker, Charnell Stewart, Jamie Wilson and Elise Hiley.

**MABEL LAMBERSON AWARDS:** awarded to RNs who are seeking to further their formal education or who wish to attend a regional or national conference. This year scholarships were awarded to Kelly Raniewicz and Holly Shaull.

**MARGARET HLYWA NURSING SCHOLARSHIP:** awarded to a Guthrie nurse pursuing a degree. This year, the scholarship was presented to Lisa Gibbs.

**LAUREL J. SCHULTZ MEMORIAL FUND FOR NURSING EDUCATION:** a gift from Laurel's family to honor her memory and support an LDRP staff member in continuing their education or obtaining specialty certification in OB nursing. The 2020 recipient of this award was Amanda Manning.

**GUTHRIE ROBERT PACKER HOSPITAL DEPARTMENT OF NURSING– LINDERMAN-MCGLENN SCHOLARSHIP:** This is a gift from Jean Marie Warpus, a Guthrie student of nursing alumna. This gift supports registered nurses actively pursuing a nursing degree. This year's recipients were Kate Sampson, Cindy Whitaker, Charnell Stewart, Randi Randall and Lindsey Shoultes.

**JEANNE M. WALSH MEMORIAL CONTINUING EDUCATION FUND:** recipients are seeking to further their knowledge and skill by attending a regional or national conference and obtain specialty certification. Awards were given to Rhiannon McAlary and Kelly Coldiron.

**DEB NOLE MEMORIAL SCHOLARSHIP FUND OF THE ROBERT PACKER HOSPITAL AUXILIARY:** honors the memory of the Guthrie ICU and Flight Team RN who died in the Guthrie One helicopter crash in 1991. This memorial was created in her memory and donated by the RPH auxiliary to support nurses earning a BSN or MSN. This year the memorial was given to Jannelle Craft, Amanda DeDominick, Brooke Norton, and Kelsea Novak.

**DR. BRUCE BOSELLI COMPASSIONATE CARE IN NURSING SCHOLARSHIP:** available for continuing education for nurses working in either the ICU or Oncology. The funds this year were for large group credentialing.

**ELWOOD F. SCHEITHAUER FUND:** This award is given to support continuing education, specialty certification or conference attendance for a Guthrie Towanda Memorial Hospital nurse and was awarded to Christina Finlan, Melissa Townsend and Lisa Beahm.



# FACILITATOR

- ● ● ● Guthrie nurses play a key role in establishing communication among other health care professionals. When our nurses facilitate the process of care, patient outcomes improve.







Julie Jayne, RN



# Volunteering

## Going Above and Beyond

**When you volunteer as a nurse, you're providing health care and comfort to people in our community.**

**Helping someone feel better is the top benefit of providing your services free of charge.**

**You're also getting extra hands-on training and the ability to network within the medical field.**



- Guthrie nurse volunteers teaching at *Stop the Bleed* training.



- The ICU/IMC Nursing team donated toys to the Christmas is for Kids Toy Box.



- OB Bereavement Walk



- Annual Flu Shot Clinic – Greater Valley Emergency Medical Services partnered with Guthrie Robert Packer Hospital again in 2019 to provide the annual drive-through flu shot clinic. The RPH Pharmacy provided the vaccine for the event and RPH Cardiac Cath Lab nurses volunteered their time to administer the vaccinations. Volunteers vaccinated approximately 500 community members during the event.



- Guthrie nurse volunteers at the Guthrie Wineglass Marathon.





# Clinical Documentation Integrity (CDI) Nurses Impacting Care

Clinical documentation is at the core of every patient encounter. To be meaningful, it must be accurate, timely, and reflect the scope of services provided. The goal of the CDI nurse is to facilitate the accurate representation of a patient's clinical status that translates into coded data. Coded data is then translated into quality reporting, physician report cards, reimbursement, public health data, and disease tracking and trending. The Clinical Documentation Integrity Specialist role is complex and requires expert knowledge of clinical care and applicable coding guidelines, as well as an ability to communicate effectively with the clinical care team.

The convergence of clinical, documentation, and coding processes is vital to a healthy revenue cycle, and more importantly, to a healthy patient. To that end, CDI has a direct impact on patient care by providing information to all members of the care team, as well as those downstream who may be treating the patient later.

The CDI program includes myriad people, processes, and technology that must work together to ensure success. CDI nurses epitomize the tenant of Facilitator in our Professional Practice Model. Each CDI nurse is well-rounded – an individual who can effectively articulate all the pieces: documentation requirements, code assignment, coding guidelines, and quality reporting. The CDI's focus can cover all patient ages, multiple clinical disciplines, and various settings of care beyond acute inpatient hospitalization; it may also include special attention to additional areas such as patient quality and safety measures.

One important focus for the CDI nurses this year has been to improve the percentage of providers who respond to the CDI nurse when they are questioned about their documentation. The provider response rate at Guthrie Robert Packer Hospital in FY20 is 94 percent. This speaks to the outstanding work of the team to build strong and viable relationships with their service lines and to the respect they have earned from their service line providers. It can be very difficult to “question” the documentation of a provider but once that positive rapport has been developed the providers understand the need to answer the queries for both their own quality scores and the facility quality scores. Our goal is always accuracy and completeness of the medical record and this would not be successful without the solid relationships we have created with our providers.

Guthrie Robert Packer Hospital's CDI team demonstrates how nurses shine and exemplify the Professional Practice Model in all areas of practice.



# MOMENTS OF FULFILLMENT



*"During COVID-19, our ICU patients were not able to have any visitors. So, we used iPads to help our patients communicate with family members and friends. One of my patients asked if I would help her get ready by doing her hair for her FaceTime call with her family. It was such a small but rewarding thing I could do for my patient that made such a big difference."*

– Mary Amber Phelan, RN





Tianna Peake, RN





Ashley Demuth, RN





# Throughout the Year

## A Look Back







Tracy O'Reilly, RN





## Nursing Volunteers for COVID-19 Unit

The COVID-19 pandemic brought a lot of challenges to our nursing team and organization. Policies and processes changed daily as our hospital adapted to the pandemic and guidelines established by our governing bodies. Health care workers did what they do best by jumping in where needed to help ensure safe patient care. The ICU and IMC staff rallied to create a volunteer list for those most willing to care for COVID-positive patients.

There were more volunteers than needed. Without being asked, nine of our male staff members shaved their beards to wear the masks and do their part. Guthrie is grateful and proud of the units and its volunteers who rushed to the front line.



The ICU/IMC volunteer registered nurses who staffed the COVID unit are: Carson Ayers, Brittany Bradley, Jake Brown, Jeff Cunningham, Sarah Draper, Emily Horton, Tony McNett, Aaron Norton, Mark Phifer, Tom Reeve, Nelson Rodrigues, Tom Root, Priscilla Vought, and Jacob Woolridge.



### Guthrie Robert Packer Hospital Emergency Department Nurses

*"Taking care of patients in the ER during COVID-19 was a scary and unpredictable experience but an awesome learning experience all in one. We as a team learned that we all needed the help of each other to give our patients the best care possible."*

– Emilie Couse, RN



# RPH Vascular Access Service Team (VAST) Achieves Zero CLABSI in FY20

At Guthrie we always strive for excellence. That was the case when our Vascular Access Services team achieved zero central line-associated bloodstream infections (CLABSI) in FY20.

The team made changes throughout FY20 that included:

- Two RN PICC insertions
- Two RN central line dressing changes
- Disinfecting caps on all central line lumens
- Positive pressure needleless connectors
- Ensuring chlorhexidine patches are used
- Pulsatile flushing

The team also completed daily rounds and monitored compliance with the improved central line bundle protocol, which improved quality and patient outcomes at Guthrie Robert Packer Hospital.

Using evidence-based standards the VAST team saved the organization over \$118,000.







Carrie Coughlin, RN