

# Martha Jefferson Hospital Foundation

## WHAT ARE WE DOING TO ADVANCE NURSING?

Quality nursing is one of the cornerstones on which Martha Jefferson's reputation has been built. Just as healthcare delivery is increasingly dependent on innovation and technology, our ability to provide quality care and guarantee patient safety is as dependent as ever on the people who deliver the care. We have a strong team at Martha Jefferson including excellent doctors, nurses, and professional and support staff. All members work together to prevent, diagnose, cure, and heal. And when curing is no longer possible, it is the privilege and the responsibility of the nurse to remain and to continue providing compassionate care.

*A key strategic and quality initiative at Martha Jefferson is to continually build an exemplary nursing service.*

Outlined below are several tactics that we will pursue to further our goal of a nursing service *second to none*. In support of these initiatives, we propose the establishment of endowment funds to provide an investment each year in the most pressing and strategic annual needs identified in support of the nursing service at Martha Jefferson.

**EDUCATION** – In order to fulfill Martha Jefferson Hospital's vision of nursing leadership, superior clinical outcomes, and exemplary patient care delivery, the Hospital needs to support the academic advancement of its nurses. The Institute of Medicine (IOM) report of 2010 identified entry level education at the baccalaureate level for all registered nurses by 2020 to improve patient outcomes, and reduce patient mortality. Martha Jefferson has an established outreach program to bring untapped labor resources into the nursing field, working closely with seven schools of nursing through practicum placements and rotations, and shared clinical nursing faculty. We are confident in our ability to attract and retain our share of graduates from these programs.

Martha Jefferson is committed to developing a nursing workforce prepared at the baccalaureate level (or higher). We provide scholarships for RNs who want to study for their Bachelors in Nursing (BSN) or BSNs who want to achieve their Masters degree. We are working with schools to offer on-line group and individual programs. We have a goal to support a "BSN in 10" environment, whereby all eligible staff nurses will commit to obtaining their BSN within 10 years of their initial licensure.

These opportunities are not only good for the Hospital and for our patients, they also provide life enhancing and fulfilling experiences for nurses, who entered this career with a

passion for caring for people. Educational preparation also provides an advancement opportunity with greater leadership and salary potential.

Thirteen of the Hospital's Nursing job descriptions require specialty certifications, e.g. Cancer care, Maternal/Child care, Cardiac care, which while not as broadly comprehensive as a formal degree, provide focused expertise and training in a specialized competency and advance the care of patients. Nursing staff are encouraged to obtain their specialty certification and re-certification as appropriate. The Hospital will support its staff in this pursuit for their commitment to practice at Martha Jefferson. Likewise, in-service training and appropriate regional and national educational, benchmarking and networking opportunities should be available to nurses to advance their individual skill and competency and the Hospital's body of knowledge. Recent studies have demonstrated improved outcomes in patients cared for by baccalaureate prepared nurses who also held professional certifications.

#### GOAL:

- ❖ Nursing education with an emphasis on the attainment of Bachelor of Science in Nursing and higher degrees
  - \$3,600,000 in scholarship support to attain 80% BSN staffing (180 nurses provided scholarships toward an estimated degree expense of \$20,000)
  - Create an endowment of \$5,000,000 to support 30 scholarships a year in perpetuity for future needs
  - Support for advanced educational preparation for nurse managers, nurse educators, and nurse administrators.
  
- ❖ Continuing education programs for nurses, including specialty certification programs
  - \$720,000 for initial certifications and re-certifications and other continuing education (\$35,000 per year for certifications/re-certifications and \$45,000 per year for in-service and external continuing education)

**RESEARCH** -- Research is an essential component of professional nursing practice. Martha Jefferson has made a commitment to create an environment (and infrastructure) for adding to the body of nursing knowledge through original research and the use of current evidence to provide quality nursing care.

Our utilization of research began by promoting evidence-based practice within the nursing units. We have the belief that health care providers working closely with the patients are in the best position to make decision related to clinical practice. Nurses at Martha Jefferson are trained to understand the principles of scholarly research and to evaluate published research to determine application to their nursing practice. When a review of the literature reveals an opportunity for further research, our nurses are supported to add to the body of nursing knowledge by organizing a study, collecting and processing data

and presenting their findings. These can be fairly simple clinical questions that result in a unit-based poster presentation and procedure change, or an article, in-service or more elaborate study.

Over the past three years, our Nursing Research Fellowship Program has allowed a handful of nurses the time and resources to explore a significant question that is both strategically aligned with the Hospital and represents a significant opportunity to modify healthcare practice. We have more nurses in the wings preparing to submit applications for this exciting fellowship opportunity.

**CLINICAL SIMULATION LEARNING LAB** -- Today's nurses are expected to provide care in an increasingly complex technological environment and to an increasingly acute patient population. In response, Martha Jefferson has established an interactive learning laboratory for nurses. This Lab is one of the few in the country in a community hospital setting which includes a simulated hospital patient care area; models and mannequins for hands-on practice; mock patient rooms and surgical suite; training videos and a computer resource area.

The Clinical Simulation Learning Lab provides a safe environment for nurses to learn and practice their area-specific competencies and emerging technologies. When a new program is envisioned, like neurosurgery or the stroke care center, new nursing skills and protocols are developed with the physician champion of the service and prepared as teaching modules for nurses to learn and practice in the lab. It is also the home for new nurse orientation before they are placed on a unit. Within the skills lab, new hires are supported and encouraged and have hours of practice before they care for their first new patient.

The Lab is a successful model which was initially established through philanthropy. A nearly 3,000 square foot laboratory space has been developed in the heart of the new hospital for nurses and other clinical staff.

GOAL:

- ❖ Research and implementation of innovations in nursing care delivery
  - \$1,350,000 for nursing research fellowships (10 fellowships per year at \$15,000 each)
  - \$900,000 for clinical simulation learning lab and nursing education department (\$90,000 annually)

The body of new, evidence-based practice can come from internal contributions, as well as through national and international research. Likewise, innovations in technology that support bedside care to promote safety, clinical effectiveness and efficiency should be available and supported. Over \$3 million in technology innovations that have not yet been implemented at Martha Jefferson have been identified as meeting these criteria.

**QUALITY AND SAFETY** -- Our vision to improve upon quality care and patient safety is at the core of this proposal. This is the legacy of Martha Jefferson that we want to leave for this community -not just bricks and mortar. The identification, training a support of leaders in the in-patient units for quality and safety will emphasize this commitment to the staff and create new leaders for tomorrow, firmly grounded in these principles.

**GOAL:**

- ❖ Implementation of evidence-based practice and innovative technology,
  - \$900,000 for quality/safety fellowships/champions (10 champions supported at \$10,000 per year)
  - \$3,000,000 for capital support of bed-side care and implementation of best practices