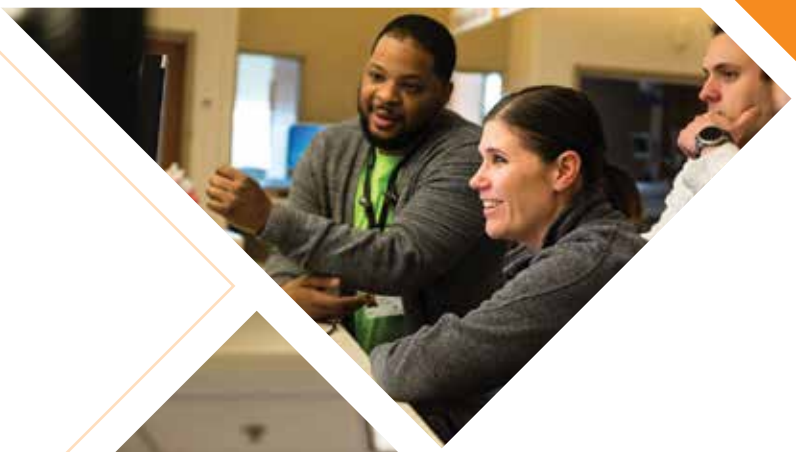
NURSING

2017 ANNUAL REPORT

Main Line Health®

Well ahead.®



MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

This past year, Main Line Health has undergone extraordinary transformation, including the implementation of our new electronic medical record system through our Promoting Innovation by Valuing Organizational Transformation (PIVOT) project and enhancing our focus on quality, safety, equitable care delivery and fiscal responsibility as part of Performance Excellence 2020. We are on a path to further advance our mission of providing a comprehensive range of safe, high-quality health services, complemented by related educational and research activities that meet the health care needs and improve the quality of life in the communities we serve.

The following annual report highlights the accomplishments of Main Line Health's exceptional team of more than 2,900 nurses, technicians, unit secretaries and clerks, who have been dedicated to carrying out our mission while undergoing these changes.

Each page demonstrates the commitment, tenacity and professionalism of our nursing team, tirelessly working to provide superior care to our patients and community members. Much of the success of our nursing staff members is due to their unwavering commitment to working closely with all members of the team to ensure better outcomes for our patients. These outstanding achievements are the result of the entire Main Line Health family coming together—employees, members of the medical staff, Board members, volunteers and community partners—to demonstrate nursing excellence and our collective commitment to delivering a superior experience and keeping our communities healthy.

Thanks for all you do to deliver a Safe, Timely, Efficient, Effective, Equitable, Patient-Centered (STEEEP) experience every time, everywhere to everyone.

Sincerely,

Jack Lynch, FACHE
President and Chief Executive Officer, Main Line Health

Main Line Health®
Well ahead.®

TABLE OF CONTENTS

About Main Line Health 2

Transformational Leadership 4

Structural Empowerment 5

Nurses in the Community 6

Awards and Recognition 7

Exemplary Professional Practice 8

PARTNERS Professional Practice Model 8

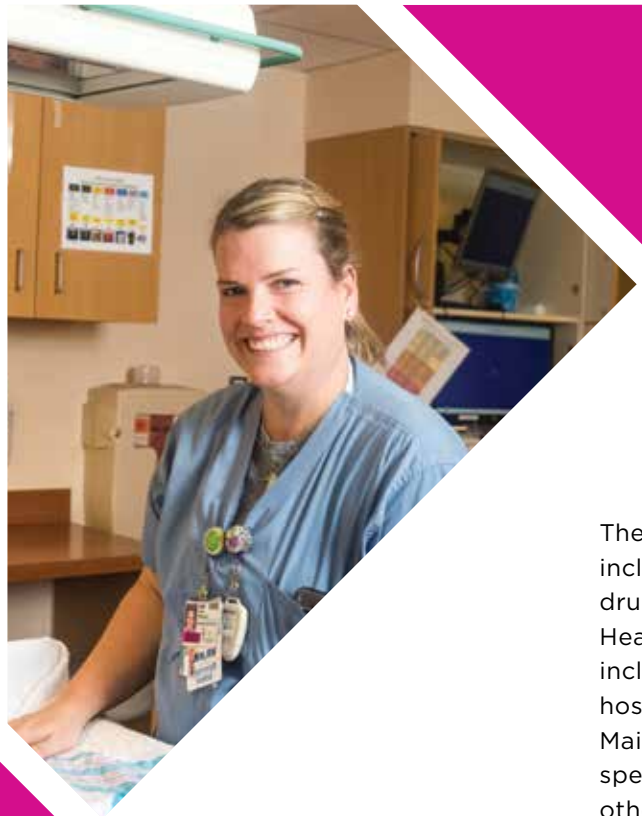
Clinical Outcomes 10

2017 Magnet® Moments 11

New Knowledge and Innovation 12

Selected Institutional Review Board Studies 13

Message from the Senior Vice President
and Chief Nursing Officer 16



ABOUT MAIN LINE HEALTH

Founded in 1985, Main Line Health is a not-for-profit health system serving portions of Philadelphia and its western suburbs. Main Line Health's commitment—to deliver advanced medicine to treat and cure disease while also playing an important role in prevention and disease management as well as training physicians and other health care providers—reflects our intent to keep our community and ourselves well ahead. A team of more than 10,000 employees and 2,000 physicians care for patients throughout the Main Line Health system.

At Main Line Health's core are four of the region's most respected acute care hospitals—Lankenau Medical Center, Bryn Mawr Hospital, Paoli Hospital and Riddle Hospital—as well as one of the nation's recognized facilities for rehabilitative medicine, Bryn Mawr Rehabilitation Hospital.

The Main Line Health system also includes Mirmont Treatment Center for drug and alcohol recovery; Main Line Health HomeCare & Hospice, which includes skilled home health care, hospice and palliative care services; Main Line Health Centers, primary and specialty care, lab and radiology, and other outpatient services located in Broomall, Collegeville, Concordville, Exton and Newtown Square; Lankenau Institute for Medical Research, a biomedical research organization; and Main Line HealthCare, one of the region's largest multispecialty physician networks.

Main Line Health is the recipient of numerous awards for quality care and service, including System Magnet® designation, the nation's highest distinction for nursing excellence, the Mid-Atlantic Alliance for Performance Excellence (MAAPE) Excellence Award, and recognition as among the nation's best employers by Forbes magazine. Main Line Health is committed to creating an environment of diversity, respect and inclusion and has proudly embraced the American Hospital Association's #123forEquity Pledge to Act to eliminate disparities in care.

We are dedicated to advancing patient-centered care, education and research to help our community stay healthy. To learn more, visit mainlinehealth.org.

OUR MISSION

Our mission is to provide a comprehensive range of safe, high-quality health services, complemented by related educational and research activities, that meet the health care needs and improve the quality of life in the communities we serve.

OUR VISION

Be the health care provider of choice in leading and optimizing the health of all in our communities.

OUR VALUES

- Safety—Deliver care that is free of harm or injury
- Communication—Seek and share information through meaningful engagement
- Compassion—Be present and caring
- Diversity, Respect and Inclusion—Commit to advancing an environment of cultural competence and universal respect
- Excellence—Set and achieve high standards
- Innovation—Discover better solutions every day and embrace change
- Integrity—Do the right thing
- Teamwork and Systemness—Work together to achieve common goals

11,357
Employees

60,233
Total discharges

245,731
Home health visits

2,000+
Medical staff members

177,463
ER visits

1,355
Licensed beds

7,602
Births

993,308
Outpatient visits

2,000+
Volunteers

TRANSFORMATIONAL LEADERSHIP

Transformational leaders at Main Line Health inspire and motivate others to achieve extraordinary outcomes. Through times of planned and unplanned change, Main Line Health nursing leaders influence the nursing staff by providing vision, support, and a commitment to excellence.

PERFORMANCE EXCELLENCE 2020 (PE2020)

PE2020 uses the Baldrige Performance Excellence Framework to standardize work processes across Main Line Health. PE2020 serves as the uniting force that connects critical initiatives such as Patient Experience, Culture of Safety, Quality, Diversity, Respect & Inclusion, and Financial Performance, with one another. Nursing staff and leaders are engaged in the work to standardize workflow across nursing units, departments and hospitals.

PIVOT

After a year-long Systemwide evaluation, Epic was chosen as the electronic medical record (EMR) system for Main Line Health. Clinicians from across the organization became subject-matter experts on clinical content and engaged as PIVOT super users to support colleagues during our EMR transition.

PE2020

STEEEP

The Academy of Medicine has defined that STEEEP care (Safe, Timely, Efficient, Effective, Equitable and Patient-centered) provides best outcomes. Our efforts in Safety, Quality, Patient Experience, Diversity, Respect & Inclusion, PIVOT and Financial Performance demonstrate STEEEP at work at MLH.

GOAL

To create a high-reliability and high-performing organization focused on safety, quality, equitable care delivery and financial responsibility by systematically using the STEEEP principles.

HOW?

We will use the Baldrige Performance Excellence Framework to streamline and standardize our work processes in every area across MLH. The Baldrige philosophy will ensure this work is systematic and sustainable.

WE NEED YOU!

Every employee, physician, volunteer, Board Member and community partner can influence our PE2020 efforts.

NOTEWORTHY NURSES

JUDITH LATHAM, RN-BC, CAPA
BRYN MAWR REHAB HOSPITAL

Nightingale Winner—Nursing Leader
Nightingale Awards of Pennsylvania

"Judy's professional communication, kindness, mutual respect and compassion are evident in her daily interactions with patients, families and all customers. Judy is a nurse first. Judy practices the art of nursing by modeling the exact behaviors that she expects to see from her employees."

—Sue Decker, RN, BSN, CWOCN
Wound Care and Ostomy Continence Nurse,
Bryn Mawr Rehab Hospital

STRUCTURAL EMPOWERMENT

76%
RNs with BSN or higher

19
RNs with doctorate degrees

670
RNs advancing on clinical ladder

60%
RNs nationally certified

Nurses throughout Main Line Health are involved in decision-making councils and committees. The shared governance structure allows nurses to influence nursing practice and the Nursing Department's strategic goals.

NURSES IN THE COMMUNITY

Gift of Life Family House

Various nursing units volunteer at the Gift of Life Family House throughout the year. Staff prepare and serve meals to patients and families awaiting transplants.

Colorectal Awareness Month

Miranda Aigeldinger, Lankenau Medical Center clinical nurse, coordinates Colorectal Awareness Month. Activities include educational sessions and fundraising activities. The money that is raised is given to patients in need of colorectal procedures.

Community Mammogram Event

Kruti Solanki, Paoli Hospital clinical nurse, coordinates a free mammogram screening event each year for uninsured women. Kruti focuses on the Indian community, as Indian women have experienced increasing rates of breast cancer.

Walking Challenge

Felice Heffernan, Paoli Hospital clinical nurse, developed a Walking Challenge for cardiac rehab patients. This program was designed to increase activity outside of cardiac rehab visits. Participants were given pedometers to track their steps and were encouraged to walk 10,000 steps a day. Through the program, participants increased their activity by an average of 2,000 steps.

Trent Stetler Day

Bryn Mawr Hospital pediatric nurses raised money and volunteered for Trent Stetler Day, an event created to raise awareness of mental illness.

Safe Medication Disposal

Mary Ann Madrak and Bethan Vaughan-Kamuca, Paoli Hospital clinical nurses, created education for the community about proper medication disposal. Education also included information on the use of medication drop-off boxes at Paoli Hospital and other local offices and pharmacies. Responsible disposal of unused medication can reduce the availability of opioids and narcotics in the home.

AWARDS AND RECOGNITION

Main Line Health nurses and nursing units are continually recognized for their outstanding patient care, community work, and quality improvement initiatives. Our nurses are recognized through internal awards, regional recognitions, and through national forums.

DAISY AWARDS

Theresa Antes
Main Line Health HomeCare & Hospice

Ann Blaney
Bryn Mawr Hospital

Leah Cosgrove
Lankenau Medical Center

Wanda Drummond
Lankenau Medical Center

Gail Greco
Bryn Mawr Hospital

Theresa Moran
Main Line Health HomeCare & Hospice

Wendy Murphy
Bryn Mawr Hospital

Adam Pelleg
Lankenau Medical Center

Joan Pfeifer
Lankenau Medical Center

Whitney Smith
Lankenau Medical Center

Marge Stafford
Riddle Hospital

Rachael Stofanch
Main Line Health HomeCare & Hospice

Lisa Wallace
Riddle Hospital

CICU
Lankenau Medical Center

2017 NIGHTINGALE AWARDS OF PENNSYLVANIA FINALISTS

Gwen Burgess
Paoli Hospital
Community Nursing

Amy Callahan-Lesher
Paoli Hospital
Doctorate of Nursing Practice

Terre Mirsch
Main Line Health HomeCare & Hospice
Nursing Administration—Leader/Manager

Susan Molitoris (winner)
Riddle Hospital
Clinical Practice RN

Shannon Rutberg (winner)
Bryn Mawr Hospital
Nursing Education—Staff Development

HOSPICE AND PALLIATIVE CREDENTIALING CENTER (HPCC)

Main Line Health HomeCare & Hospice
Employer of the Year Award

LANKENAU MEDICAL CENTER

Stephanie McAndrews
Philadelphia Area Magnet Consortium Magnet Nurse of the Year

BRYN MAWR HOSPITAL

Amy Pelleg
Medallion for Distinguished Leadership in Nursing Practice

PAOLI HOSPITAL

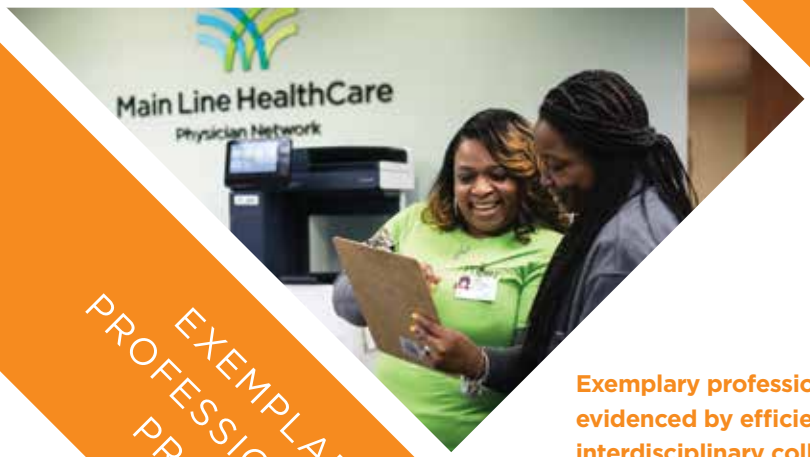
Mary Ann Madrak
Sandy McAleer Nursing Award

RIDDLE HOSPITAL

Trisha Carr
Nurse of the Year

Cindy Gutzler
Outstanding Nurse Leader Award

Marge Stafford
Nurse of the Year



EXEMPLARY PROFESSIONAL PRACTICE

Exemplary professional practice is evidenced by efficient care processes, interdisciplinary collaboration and superior patient outcomes. These outcomes are a result of practicing within our Professional Practice Model: PARTNERS.

PROFESSIONAL PRACTICE MODEL (PARTNERS)

The PARTNERS model illustrates the environment of excellence in which Main Line Heath nurses live, as key partners, in providing high-quality service through superior patient care in a culture of safety. We commit to these principles every day through leadership, collaboration, evidence-based practice, engagement and professional development.

PATIENT SAFETY — P

84% decrease of hospital-acquired pressure injuries

10% decrease CAUTI

Daily Patient Safety Huddle

ACCOUNTABILITY — A

Implementation of Marbella for rounding and audits

In-seat and computer-based **EPIC** training

Weekly STEEEP Huddle

RESEARCH — R

24 Nurses in Palliative Care Fellowship

9 Research projects completed or in progress

27 Nurse resident evidence-based practice projects

17 Publications in professional journals

TEACHERS — T

Integrative Therapy Systemwide

89 Participants in Preceptor Program Education Course

6 Mentors in the Evidence-Based Practice Fellowship

NOTEWORTHY NURSES

MARY ANN MADRAK, RN-BC, CAPA
PAOLI HOSPITAL
Sandy McAleer Award

"Mary Ann often exceeds expectations in providing superior care to patients she serves. Her initiative and energy to partner with the team is evident in her daily work. She collaborates to help reduce surgical costs and miscommunications in the perioperative setting."

—Suzanne Sisk, RN, MSN, NE-BC
Nurse Manager, *Paoli Hospital*

NURSES AS LEADERS — N

10
Nurse leaders graduated from DNP programs

Nurses initiating projects in the community

331
Nurses advancing to Clinical Ladder IV and V

Creation of LEAD (Lead Explore And Develop)
A panel of nursing professionals who share various nursing roles

ENGAGEMENT — E

AACN Beacon Award: Silver
LMC CICU
BMH NCICU
PH PCU
RH ICU

14
Daisy Award winners

65
Clinical nurses on System Nursing Councils

RELATIONSHIPS — R

Care Progression Rounds
on all units

Patient and family member participation in MLH committees

National Healthcare Decisions Day
activities for the community

Implementation of **Clinical Practice Model (CPM)**

SUPERIOR CARE — S

Paoli Hospital receives **Press Ganey Pinnacle of Excellence Award**

Sacred Space
BMH initiative offering visual & auditory aids to decrease pain & anxiety

Great Experience Award
Recognizes individuals and teams for creating great experiences for patients and families

NOTEWORTHY NURSES

PATTY DECINA, RN, BSN, MS, CPN
BRYN MAWR HOSPITAL

Nightingale Winner—Clinical Practice RN
Nightingale Awards of Pennsylvania

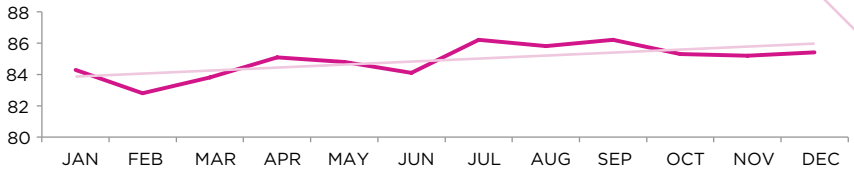
"Every day, Patty inspires fellow coworkers to provide the best care possible. Patty's clinical practice style motivates other nurses to be patient advocates and provide excellent nursing care."

—Molly Cannon, RN, BSN
Clinical Nurse, *Bryn Mawr Hospital*

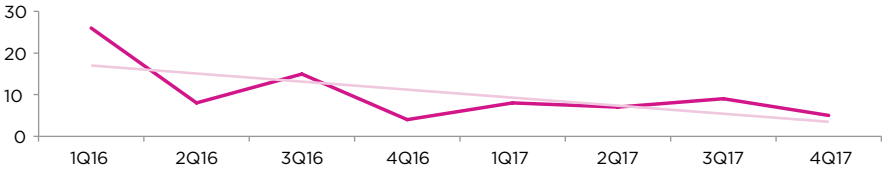
—Caroline Toomey, RN, BSN
Clinical Nurse, *Bryn Mawr Hospital*

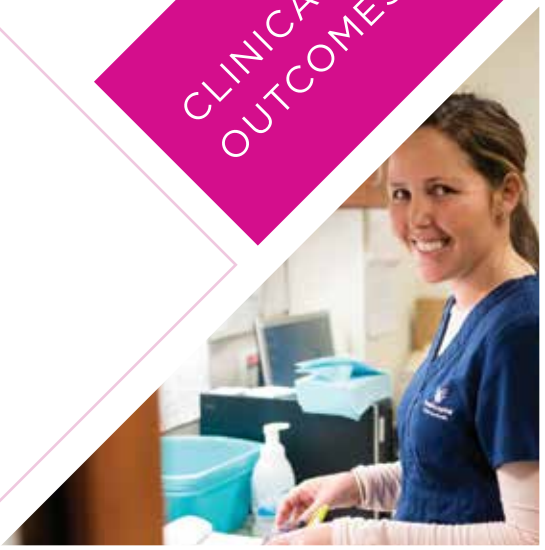
CLINICAL OUTCOMES

1% INCREASE
Communication with Nurses



44% DECREASE
HAPI Stage 2 and above incidence





2017 MAGNET® MOMENTS

ADVOCATING FOR PATIENT EDUCATION

Pat Disidoro, clinical nurse in the Bryn Mawr Hospital Surgicenter, used evidence from AORN to advocate for patient education on postoperative sleep apnea. Elsevier agreed with this recommendation and added "Screening for Sleep Apnea and Sleep Apnea and Surgery" to the education content.

IDENTIFYING HUMAN TRAFFICKING

Nurse residents **Steven Donohue, Danielle LaVallee, and Michael Schwien,** initiated an evidence-based project titled "Unveiling the Truth about Human Trafficking: Implementation of a Training Module to Assess Emergency Department Awareness." They have presented their work at the Villanova Research Symposium, Pennsylvania State Nursing Association Conference, and several other venues. This project has also received attention from nursing organizations and is being considered for national and international audiences.

SAME DAY DISCHARGE FOR ELECTROPHYSIOLOGY PATIENTS

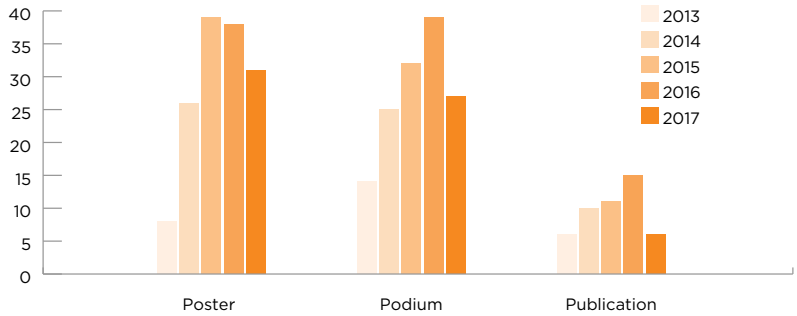
Tricia Fingo, clinical nurse in the Lankenau Medical Center Electrophysiology Lab, collaborated with a physician to create a protocol to discharge patients with newly implanted pacemakers and implantable cardioverter defibrillators. Tricia has implemented this protocol and follows up with patients the next day and tracks follow-up appointments in the office. This project has resulted in a savings of $5,600 for each patient discharged the same day.

PROMOTING PROFESSIONAL DEVELOPMENT AT MIRMONT TREATMENT CENTER

2017 was the first year **Mirmont Treatment Center** participated in Clinical Ladder. Five nurses were recognized and advanced to Clinical Ladder III.

NEW KNOWLEDGE AND INNOVATION

Our organization continuously incorporates evidence-based practice into patient care. With education in the nurse residency program and the research and evidence-based practice fellowships, clinical nurses and nurse leaders are offered tools to be innovative and explore new practices to provide exemplary care.



Poster, Podium, Publication 2013 to 2017

Main Line Health nurses disseminate their work through posters and podiums at various venues and conferences and through national publications. Illustrated above is the increasing number of presentations through the years.

NOTEWORTHY NURSES

SUE MOLITORIS, BSN, RN-BC, CCRN, SCRN
RIDDLE HOSPITAL

Winner—Nursing Leader
Nightingale Awards of Pennsylvania

"Sue shows a true sense of ownership and responsibility toward the success of the nursing program as well as the organization by developing effective working interactions with team members, which is instrumental in fostering mutual respect and interprofessional relationships."

—Stefanie McMahon
Nurse Manager, *Riddle Hospital*

Automatic Consults as Reduction in Pressure Injury Incidence

Sue Decker, RN, BSN, CWOCN

At Bryn Mawr Rehab Hospital, additional triggers in the electronic medical record were created to generate a wound care referral. The referral allows the wound and ostomy continence nurse to capture patients at the highest risk of development of a pressure injury. Two of the four years of data (2011 and 2014) proved to be statistically significant in the reduction of pressure injury incidence.

Nursing and Medical Student Attitude Regarding Substance Use Disorders Transformed Through Multidisciplinary Clinical Rotation in Addiction

Mary Ann Jacobs, RN, MS-HQS, MHA, NE-BC

A clinical rotation was designed at Mirmont Treatment Center for nursing and medical students. The rotation includes education on substance abuse and participation in group therapies and lectures which allows exposure to multiple treatment modalities. A pre/post study design was implemented to assess attitudes towards substance use disorder.

The Impact of an Educational Intervention on the Reporting of Lateral and Vertical Violence Behaviors between Multidisciplinary Staff within the Hospital Environment

Karen Mattox-Defeo, RN, and Eileen Phillips, RN, DNP, NE-BC

The purpose of this study was to better understand contributors to and knowledge of lateral and vertical violence within the hospital environment. A secondary purpose was to investigate the impact of a computer-based educational intervention on beliefs regarding lateral and vertical violence. An educational intervention, "Horizontal Violence" was completed by staff and a pre- and post-intervention survey was distributed. The staff identified rude behavior, personality clashes, power/control issues and inadequate staff/resources as contributing factors to lateral violence.

Non-pharmacological Measures to Assist with the Prevention of ICU Delirium

Sue Molitoris, BSN, RN-BC, CCRN, SCRN

The primary purpose of the study was to determine if uninterrupted sleep during the night using earplugs would decrease the frequency of delirium. The second purpose was to determine if getting undisturbed sleep would affect the length of stay in the ICU. The study revealed that an uninterrupted period of sleep using earplugs at night decreased the incidence of delirium. In the study group that received earplugs, 3.12% developed delirium compared to 36% of the control group, which was statistically significant. In addition, the LOS in the study group was 5.5 days compared to 8.1 days in the control group, which was also statistically significant.

SELECTED INSTITUTIONAL REVIEW BOARD STUDIES

NOTEWORTHY NURSES

STEPHANIE MCANDREWS, RN, BS, BSN, CBC,
LANKENAU MEDICAL CENTER

Magnet Nurse of the Year—
New Knowledge and Innovation category
Philadelphia Area Magnet Consortium

"Stephanie is a clinical nurse who has embraced the quest for new knowledge and improvement in her practice. Stephanie was instrumental in spearheading stork care education for a team of 76 staff members on her unit as well as the staff from the delivery room."

—Jeanne Gray, RN, MHA, BSN, NEA-BC
Director of Nursing
Lankenau Medical Center

NOTEWORTHY NURSES

AMY PELLEG, RN, MSN, CCRN, BC-NE
BRYN MAWR HOSPITAL

ADAM PELLEG, RN, BSN
LANKENAU MEDICAL CENTER

Amy Pelleg, Nurse Manager, received the Medallion for Distinguished Leadership in Nursing Practice from the College of Nursing at Villanova University. In the same year, Amy's son, Adam Pelleg, 1 Pavilion Staff Nurse, received a DAISY Award for Extraordinary Nursing.

MESSAGE FROM THE SENIOR VICE PRESIDENT AND CHIEF NURSING OFFICER

I am honored to share with you a summary of the many accomplishments of the Main Line Health nursing staff in 2017. In my position as chief nursing officer at Main Line Health, I have witnessed an amazing group of staff members who work diligently to ensure a superior experience for our patients, their family members and our community.

As you have seen highlighted in this document, the past year has been filled with many notable accomplishments and change—our most recent being the implementation of our new electronic medical record system. I am incredibly proud of the nursing staff for working so diligently together with all levels of staff across the System to ensure a successful transition.

Also highlighted throughout the document were special awards and recognitions of staff members throughout the System who demonstrate their commitment to the nursing profession and to their colleagues each day. Together with the nursing staff, the entire team has worked to introduce new evidence-based practices and research to enhance the care we provide.

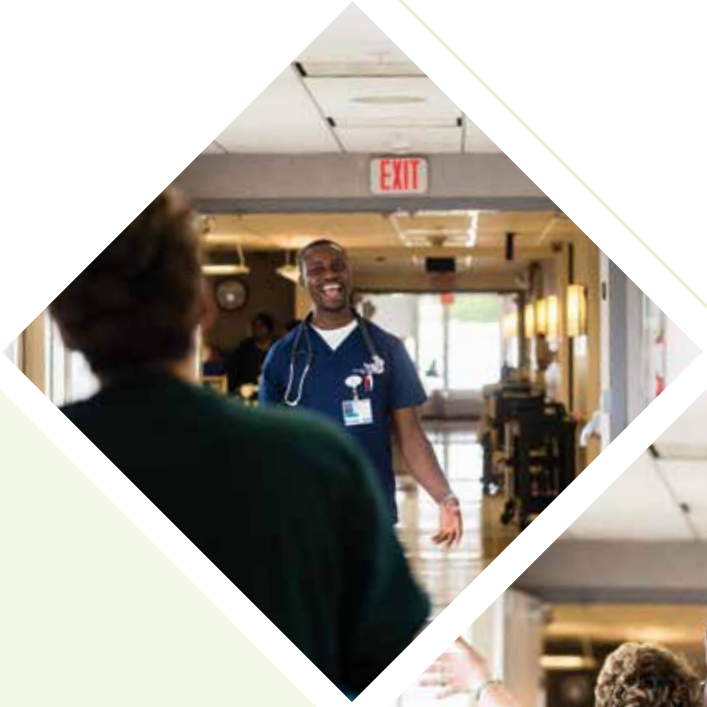
Some other accomplishments of the Main Line Health nursing staff highlighted throughout this document include:

- Decrease in hospital-acquired injuries and conditions
- Summary of research projects produced by the nursing staff
- Dissemination of nursing innovation and best practices through posters, presentations and publications
- Continuing education accomplishments and opportunities

Thank you to our entire nursing staff for their compassion, dedication and professionalism, and for their determination to advance the superior care we provide to our patients each day. I am incredibly proud of this compilation of work, and I look forward to another year of success and accomplishments.

Warm regards,

Barbara Wadsworth, DNP, RN
Senior Vice President and Chief Nursing Officer


EXIT

EXIT

EXIT

1.866.CALL.MLH
MAINLINEHEALTH.ORG/NURSING

Main Line Health®
Well ahead.®