2007 ACUTE CARE NURSING PROGRESS REPORT

NURSES WHO SERVE

Gettysburg Hospital
York Hospital
From the Chief Nursing Officers

We are very excited about the first WellSpan Health Acute Care Nursing Progress Report. This report highlights the outstanding nursing staff and professional practice initiatives that have strengthened the nursing practice environment for our staff. These initiatives also ultimately ensure that our patients and community receive excellent clinical care. Over the past four years, we have been focused on empowering our nursing staff, encouraging their voices, enhancing their professional development and championing their autonomy.

As the chief nursing officers for York Hospital and Gettysburg Hospital, we are exceptionally proud of the caliber of the nursing staff at both institutions. We respect you, we admire you and we are here to serve you and be advocates for you.

We recognize your sense of Pride, your strong Passion and your breadth and depth of Professionalism. These qualities are shared by each member of the nursing staff and are the source of the strength of nursing at both institutions. This includes your focus and commitment to: patient centeredness, quality and patient safety, service excellence and collaborative interdisciplinary relationships.

This year we have continued to practice evidence-based leadership through the utilization of the 14 Forces of Magnetism, Tim Porter-O’Grady’s “Shared Decision Making Model” and Patricia Benner’s “Novice to Expert Clinical Practice Advancement Model.” We are growing and fostering a climate to increase the utilization of evidence-based practice in the everyday clinical practice of nurses at the patient’s bedside.

Both hospitals have been exceptionally busy with respect to high patient volumes. We’ve faced challenges with the flow of patients from the Emergency Department to discharge. And, we continue to see increased patient acuity and complexity, and face the challenges associated with those complex issues. We thank you for your continued perseverance, compassion and outstanding commitment that you demonstrate each and every day.

While the list of highlights and nursing staff accomplishments in this report is impressive, it does not tell the whole story. The real story is you—the person behind the accomplishments. You are the individual who touches the patient and family in a way they never forget—with a gentle heart and skilled hands. We dedicate this report to you.

We want to thank you again for the privilege of serving you and being your colleagues. We are proud to be registered nurses and are honored to be your chief nursing officers. As we envision the future of nursing at WellSpan, we know our nursing staff is absolutely critical to our success. We look forward to creating that future together, as partners in the profession of nursing and in patient care.

Sincerely,

Valerie Hardy-Sprenkle, RN, MPH, CNAA
Vice President, Patient Care Services, York Hospital

Kris O’Shea, RN, MS
Vice President, Patient Care Services, Gettysburg Hospital
Key 2006 Accomplishments

We are proud to share areas of significant accomplishments in 2006.

• A five-year plan was developed and approved to decrease the number of patients an RN would be responsible to care for on a medical, surgical or cardiovascular inpatient unit.

• A program was implemented to support the salaries and health care benefits for LPNs to continue their education to attain their RN degree.

• The Care Doc nursing electronic documentation system continues to be built for new applications to “go-live” in FY08.

• Shared Decision Making at both hospitals is growing, maturing and continuing to enhance an environment of autonomy and empowerment—an environment where nurses have a “voice” at the table.

• The 14 Forces of Magnetism have become the infrastructure and foundation for professional nursing practice at both hospitals. Work has been focused on the strengthening and building of those principles and precepts—while recognizing and valuing the different needs and cultures at both organizations.

• The Clinical Practice Advancement Program has successfully been integrated to allow RNs to transfer between both acute care hospitals.

• Evidence-based leadership development programs have been a huge success. More than 175 clinical nurses and nursing leaders have participated in the Center for Frontline Nursing Leadership and the Nursing Leadership Academy co-sponsored with the Advisory Board in Washington, D.C.

• 50 nursing leaders were selected to participate in WellSpan’s first joint Nursing/Physician Leadership Academy, which brings teams of physician and nursing leaders together to build leadership competency, strengthen collaboration and develop mutual partnerships.

• In response to increased patient volume and acuity at York Hospital, 17 additional medical beds have been opened, the EAU has been expanded and design and construction plans have been completed for an ED Transitional Care Unit.

• Gettysburg implemented an on-site RN-to-BSN program.

• RN recruitment initiatives have been successful in hiring a greater percentage of experienced RNs to our nursing team. RN vacancy rates have declined in both hospitals.

• For the first time, in October 2006, York Hospital was a special test site for RNs taking the ANCC certification exam. Thirty-one RNs participated in taking certification exams.
Our Nursing Excellence Journey

WellSpan Health believes the 14 Forces of Magnetism are a powerful tool in providing the best in patient care and attracting and retaining excellent nurses. In fact, attaining Magnet Designation is the highest level of quality recognition that can be awarded to institutions for nursing in the world. It is awarded to deserving institutions by the American Nurses Credentialing Center. We have an excellent foundation on which to build – this is a mission to strengthen an already good organization.

They say, "It is good to have an end to journey toward, but it is the journey that matters in the end." As York Hospital journeys toward Magnet Designation, Gettysburg Hospital is integrating Magnet principles into its operations. While York Hospital’s end goal is Magnet Designation in 2008, Gettysburg Hospital will benefit from the journey. For example, Gettysburg Hospital wove Magnet Principles into the Care Doc kickoff this year.

What the Magnet Journey Means to Our Patients

- Improved patient outcomes
- Improved patient satisfaction
- Lower patient mortality rates
- Lower patient complication rates
- Shorter length of patient stay
- Improved nurse-to-patient ratios

What the Magnet Journey Means to Our Nurses

- Professional autonomy
- Shared Decision Making at the bedside
- Professional career development
- Effective nursing leadership
- Effective interdisciplinary collaboration with the entire health care team
- Evidence-based practice/nursing research

These benefits are clear indicators of why the Magnet Principles will have such a positive impact on both York Hospital and Gettysburg Hospital. Our patients will also experience enhanced care and outcomes. In many ways, WellSpan Health already embodies the excellence represented by the Magnet Principles. This journey is a way to improve upon and validate our distinction in patient care and clinical practice.

“We are excited about our journey toward nursing excellence through the use of the 14 Forces of Magnetism. As we have assessed our compliance with the Magnet standards, we have been pleased that our excellence in nursing practice has been validated, time and time again. Areas of strength are the quality of our nursing staff, our clinical ladder and shared decision making models, the voice of nursing throughout our organization, our nursing and interdisciplinary quality and performance improvement initiatives, our continuous focus on a competitive salary and benefit program, nursing involvement in the community, our teaching involvement with patients, students and each other and phenomenal educational and professional development programs. The areas we are strengthening are our patient centered care delivery model, our enculturation of evidence-based practice and nursing research into our daily practice and our nurse/physician relationships at the unit level. I am incredibly proud of our nursing team, and the many members of the nursing staff who, although faced with challenges of work load, staffing and ED overcrowding, are continuously creating “Magnet Moments” every day for our patients and their families,” says Valerie Hardy-Sprenkle, vice president of patient care services at York Hospital.
What You Can Do On The Magnet Journey
This is an exciting time to be a nurse at WellSpan! Since only 235 hospitals in the entire country have been named Magnet hospitals, it is a designation worth learning more about. Here’s what you can do:

- Become a student of Magnet;
- Educate and communicate Magnet Principles to your fellow nurses and healthcare professionals;
- Strengthen interdisciplinary relationships and partner with each other;
- Collaborate, collaborate, collaborate;
- Submit stories that represent Magnet Performance; and
- Take part in events, education and networking.

How Did We Get Here? Looking Back on Our Journey...

- **Fall 2005**: Recognizing the value of Magnet Designation to patients and staff and realizing that we already embody many of the principles, York Hospital decides to pursue Magnet designation.
- **2003–2006**: RN staff and nursing leadership have attended Magnet conferences since 2003. 2006 culminates with 54 individuals attending.
- **2004–2006**: Internal Gap Analysis is completed and revised with help of external consultants
- **Fall 2004**: Gettysburg Hospital determines to integrate Magnet Principles
- **May 2006**: Magnet Steering Committee kicks off at York Hospital
- **July 2006**: York Hospital submits application
- **September 2006**: Nursing Magnet Champion Kick-Off
- **January 2007**: York Hospital-wide Magnet Kick-Off

Future

- **August 2008**: Submit 3,000-page document/Hospital Portfolio
- **Winter 2008**: Potential site survey

Recent Magnet Activities at York Hospital
And the journey continues! Already in 2007 we’ve done the following.

- **Unveiling of Nursing Theme**: *Pride, Passion, Professionalism.*
- **Imagining Magnet 2008 Gala Dinner**: A great celebration of “where we’ve been” and “where we’re going.” Professionals from across the organization came together to recognize this important goal including Magnet Nursing Champions, Physician and Departmental Champions, Nursing leadership, Administration and other special guests from area hospitals.
- **Imagining Magnet 2008 Round the Clock Poster Display and Conversation**: The entire hospital had an opportunity to come learn about the 14 Forces of Magnetism and our timeline. Along with education, there were fun, prizes and games.

*Keep an eye out for more events throughout the year.*

---

**7 Quality Improvement.** Staff nurses participate in the quality improvement process and perceive the process as one that improves the quality of care delivered.

**8 Consulting and Resources.** Knowledgeable experts, particularly advanced practice nurses, are available and utilized by clinical nursing staff.

**9 Autonomy.** Nurses are permitted and expected to practice autonomously, consistent with professional practice standards. Independent judgment is expected to be exercised within the context of a multidisciplinary approach to patient care.

**10 Community and Health Care Organizations.** A community presence is seen in a variety of ongoing, long-term outreach programs.

**11 Nurses as Teachers.** Nurses are permitted and expected to incorporate teaching in all aspects of their practice.

**12 Image of Nursing.** Nurses are viewed as integral to the organization’s ability to provide patient care services. The services provided by nurses are characterized as essential by other members of the healthcare team.

**13 Interdisciplinary Relationships.** Interdisciplinary relationships are characterized as positive. A sense of mutual respect is exhibited among all disciplines.

**14 Professional Development.** Significant emphasis is placed on orientation, in-service education, continuing education and career development.

Source: American Nurses Credentialing Center
Leadership for the Future

Nurse Leads Career Development Program at Gettysburg Hospital

Gettysburg Hospital is supporting nurses who want to advance their career with a variety of educational programs and support initiatives. In her new position of director of career development, Jane Oyler, RN, MSN, says her prime focus is to develop resources and educational opportunities to support nursing staff. In particular, she has initiated an academic learning environment that includes college classes on the hospital campus. This makes it convenient for nurses advancing their degrees from RN to BSN to take classes.

Jane has established a network of courses for nurses and other hospital personnel wishing to participate in formal academic education or take part in continuing education programs. Nurses who are on the faculty at Penn State Mont Alto Campus lead classes at Gettysburg Hospital. There is a medical terminology course that is providing an entry for non-medical hospital employees who are interested in pursuing a career in medical care. There are resources that support LPNs working to become an RN, including a mentoring program, resource library on schools and how to obtain degrees, and one-on-one counseling with Jane.

There are also programs to attract community members to careers in nursing, and to pull in bilingual youth to meet the growing need for Spanish-speaking providers.

This innovative career development program was designed by nurses, for nurses with the ultimate goal of becoming a valuable resource for gaining information, getting support and advancing careers. The program will continue to grow and respond to the needs of nurses and will benefit patient care throughout the community.

Frontline Nurse Takes a Leadership Role

Beth Ann Allison, BSN, RNC, is York Hospital’s first clinical staff nurse chair of the hospital-wide Nursing Coordinating Council. During the first three years of Shared Decision Making maturation, this senior nursing leadership position was held by Vice President Valerie Hardy-Sprenkle. Beth Ann was selected as chair by her cadre of peers, who had been chairs of the SDM councils; Practice, Education, PI, Evidence-Based Practice/Nursing Research and Leadership. It is an exciting time in the history of nursing leadership, and Beth Ann brings extensive leadership experience to this role.

Beth Ann was the chair-elect and 2nd chair of the SDM hospital-wide Practice Council. She has also been a director-at-large for the National Association of Neonatal Nurses and is team leader of the NICU STABLE education program.

During Beth Ann’s first year as chair of Coordinating Council, she ensured that a mission and vision statement were developed for each of the hospital councils, involved clinical staff nurses in the nursing strategic planning process and coordinated the first NDNQI RN satisfaction survey and more. Beth Ann will hold the chair position for a two-year period.
Dedicated Nurse Advances Education

Susanlee Wisotzkey, RN, has been an employee at York Hospital for 30 years. We congratulate her on recently completing all the requirements for and being awarded a PhD in Health Administration. During her time at York Hospital, Sue has served in a variety of roles such as a clinical staff nurse, administrative coordinator and nurse manager. Sue is currently the clinical director for Behavioral Health.

Sue’s dissertation was on how tight glucose control in the Roux-en-Y post-operative gastric bypass patient decreases the potential for infections.

Sue holds the distinction of being York Hospital’s first RN to complete her doctorate while being employed by the hospital. We are thrilled to have someone of Sue’s caliber, energy and perseverance on our nursing team.

A Strong Commitment to Nursing

Throughout this report, there are numerous examples of how nurses provide input and take the lead in making quality patient care a priority, how administration responds to nursing needs and concerns, and how WellSpan nurses are empowered. Here, we highlight a few more.

Nursing Vision

WellSpan Nursing, Gettysburg Hospital Nursing and York Hospital Nursing are all in various stages of creating and casting a vision for professional nursing practice. Our future goal is to have a Nursing Vision that encompasses and applies to nursing practice across the entire WellSpan system. That Nursing Vision will further integrate the nursing staff, and our professional practice, within WellSpan Health.

Currently, there is a vision for nursing at York Hospital. The vision is a result of the maturation of the Shared Decision Making process. It was set in 2004 by nurses and strongly supported by a responsive administration. The vision is “to build and strengthen a professional practice environment for our clinical nursing staff.” York Hospital is committed to fostering an environment that provides the following.

- Patient-centered care
- Safety and quality-focused patient care built on evidence-based practices
- Mutually respectful and collaborative interdisciplinary relationships
- Autonomy, empowerment and accountability
- Professional development, education and clinical advancement
- Nursing leaders who are mentors, coaches, risk-takers and servant leaders

Gettysburg Hospital and York Hospital are committed to fostering an environment that provides safety and quality-focused patient care built on evidence-based practices.
A Commitment to Nursing Satisfaction

In addition to talking about its commitment to nursing satisfaction, WellSpan Health monitors it with surveys of nurses.

At Gettysburg Hospital, nurses participated in the WellSpan Health Employee Opinion Survey. The results were analyzed by the Nursing Leadership Council. During 2006, nursing leadership responded by implementing a new recognition program and addressing specific safety and quality issues.

Patient safety work-arounds were implemented in January 2006. In addition, there was an increased focus on staff participation in decision-making.

At York Hospital, 624 nurses across 31 units participated in the NDNQI RN Satisfaction Survey in August. Results indicated that respondents were satisfied with many aspects of their job, salary and benefits and opportunities for professional development including satisfaction with autonomy, salary, job enjoyment, teamwork, decision-making, career development opportunities, and professional status.

The survey also identified opportunities for improvement, including improved RN to RN and RN to MD interactions, nursing leadership and time spent with patients.

In response to this survey, York Hospital has communicated the results both at the hospital and unit levels to the nursing staff. Results can also be found on the INET. In addition, unit action plans have been developed by the leadership/SDM committees on each unit and are in the process of being implemented. Nursing leadership is developing action plans to increase their accessibility and visibility; staffing ratios and workload are being examined and revised during the FY08 budget process and conversations and action plans are being developed with medical staff leadership to improve RN/MD communication and relationships.

In addition, during the analysis of the WellSpan Employee Opinion Survey comparing the data from the past 2 years, a decline was seen in the category—“I feel safe at work.” After in-depth conversations investigating staff concerns, one of the problem areas identified was the safety of the parking garage. Leadership Council took proactive steps to ensure staff nurse voices were heard and RNs were involved in determining safety standards for the new parking garage.

After a field trip to a best practice parking garage (BWI airport), recommendations were made and implemented. Examples include improved lighting, video cameras in the elevators, increased number of video cameras and more emergency call boxes in the interior garage. Respectful, collegial relationships were developed between Facilities, Safety and Security, Construction/Lighting consultants and Nursing through this process.
Support of Nursing Certification

This past October, York Hospital was approved to be a special test site by the American Nurses Credentialing Center (ANCC) for the administration of certification exams. This special test site was open to all WellSpan Health nurses and was more convenient than the three other closest test sites, which were two hours away.

RNs took certification exams in Medical-Surgical Nursing, Case Management, Nursing Administration and Nursing Administration Advanced, to name a few. York Hospital chose to become a special test site as a way of supporting the goal of encouraging RN specialty certification.

York Hospital will again be a special test site for the May 19, 2007 ANCC certification exams. This will continue as long as there is a minimum of 13 RNs who have registered to take their ANCC sponsored certification exam.
## Nursing Leadership Development

<table>
<thead>
<tr>
<th>Month</th>
<th>Topic</th>
<th>Presenter</th>
<th># Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>January Leading Nursing Through Vision</td>
<td>Healthcare Advisory Board</td>
<td>64</td>
</tr>
<tr>
<td></td>
<td>Aspiring Nurse Leaders</td>
<td>American Organization of Nurse Executives</td>
<td>6</td>
</tr>
<tr>
<td>March</td>
<td>Understanding &amp; Managing Practitioners with Disruptive Behavior</td>
<td>VHA</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Coaching Workshop</td>
<td>Healthcare Advisory Board</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Center for Frontline Nursing Kick-Off – Cohort 1</td>
<td>Healthcare Advisory Board</td>
<td>57</td>
</tr>
<tr>
<td></td>
<td>Problem-Solving and Innovation</td>
<td>Healthcare Advisory Board</td>
<td>85</td>
</tr>
<tr>
<td></td>
<td>9th Annual Magnet Conference</td>
<td>American Nurses Credentialing Center</td>
<td>7</td>
</tr>
<tr>
<td>April</td>
<td>Superior Results Through Collaboration and Teamwork</td>
<td>VHA</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Building the Nurse Physician Relationship – Restoring Trust, Fostering</td>
<td>Healthcare Advisory Board</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Unlocking Clinical Excellence I – Results from the Nursing Quality Database</td>
<td>Healthcare Advisory Board</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Unlocking Clinical Excellence II – Embedding Quality Standards</td>
<td>Healthcare Advisory Board</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>ENRS Conference</td>
<td>Eastern Nursing Research Society</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Lean Healthcare Conference</td>
<td>Lean Healthcare West</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Nurse Manager Update</td>
<td>National Professional Education Institute</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Evidence-Based Practice – Why do I do What I do?... Looking at your Practice</td>
<td>York Hospital</td>
<td>75</td>
</tr>
<tr>
<td>May</td>
<td>Retention of the Best – What Really Works</td>
<td>VHA</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Aspiring Nurse Leaders</td>
<td>American Organization of Nurse Executives</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Cultivating Leadership Ambition I – Building a Foundation for Effective Nursing Succession Planning</td>
<td>Healthcare Advisory Board</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Evidence-Based Practice – Why do I Care?...What is EBP?</td>
<td>York Hospital</td>
<td>63</td>
</tr>
<tr>
<td>June</td>
<td>Unlocking Clinical Excellence I – Results from the Nursing Quality Database</td>
<td>Healthcare Advisory Board</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Unlocking Clinical Excellence II – Embedding Quality Standards</td>
<td>Healthcare Advisory Board</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Center for Frontline Leadership – Critical Thinking – Cohort 1</td>
<td>Healthcare Advisory Board</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td>Evidence-Based Practice – How to do Research</td>
<td>York Hospital</td>
<td>69</td>
</tr>
<tr>
<td>July</td>
<td>Relationship-Based Nursing Care</td>
<td>VHA</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Evidence-Based Practice – Where do you look for Evidence? It doesn’t have to be a scavenger hunt.</td>
<td>York Hospital</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>Assessing &amp; Reading Your NDNQI? Reports</td>
<td>NDNQI</td>
<td>10</td>
</tr>
<tr>
<td>August</td>
<td>Nurse/Physician Leadership Academy</td>
<td>WellSpan Health/Advisory Board</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Evidence-Based Practice – Who do you believe?... How to evaluate the evidence and How to find a problem for EBP… Asking the right question</td>
<td>York Hospital</td>
<td>47</td>
</tr>
<tr>
<td></td>
<td>Magnet Workshop/Kim Sharkey</td>
<td>York Hospital</td>
<td>45</td>
</tr>
</tbody>
</table>
## Nursing Leadership Development

<table>
<thead>
<tr>
<th>Month</th>
<th>Topic</th>
<th>Presenter</th>
<th># Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>September</td>
<td>Managing the Difficult Employee: Achieving Success &amp; Maintaining Your Cool</td>
<td>VHA</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Evidence-Based Practice – Let’s get started… Developing an evidence-based practice</td>
<td>York Hospital</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>Magnet Champion/Peggy Jones</td>
<td>York Hospital</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td>Managing Conflict</td>
<td>Healthcare Advisory Board</td>
<td>26</td>
</tr>
<tr>
<td>October</td>
<td>One-Star Patients Need Five-Star Strategies</td>
<td>VHA</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Wharton Institute</td>
<td>University of Pennsylvania</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Nursing Management Congress</td>
<td>Lippincott, Williams &amp; Wilkins</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>10th Annual Magnet Conference</td>
<td>American Nurses Credentialing Center</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Critical Collaboration – Skills for Health Care Professionals</td>
<td>York Hospital/Psychological Assoc.</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>Nurse/Physician Leadership Academy</td>
<td>WellSpan Health/Healthcare Advisory Board</td>
<td>50</td>
</tr>
<tr>
<td>November</td>
<td>Successfully Navigating the Whitewaters of Health Care Finance</td>
<td>VHA</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Center for Frontline Leadership Kickoff – Cohort 2</td>
<td>Healthcare Advisory Board</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>Transcultural Nursing Conference</td>
<td>Transcultural Nursing Society</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>VHA Multi-Regional Magnet Conference Call</td>
<td>VHA</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Nursing Research Conference</td>
<td>Lancaster General Hospital</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>Aspiring Nurse Leaders</td>
<td>American Organization of Nurse Executives</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Physician/Nurse Leadership Academy</td>
<td>Healthcare Advisory Board</td>
<td>50</td>
</tr>
<tr>
<td>December</td>
<td>Magnet Workshop @ Lehigh Valley</td>
<td>American Nurses Credentialing Center</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>Leadership Development: Gettysburg Idealized Patient Care (Creating an Ideal Culture using Lean Methodology)</td>
<td>Gettysburg Hospital</td>
<td>12</td>
</tr>
<tr>
<td>2007</td>
<td>VHA Magnet Conference Call</td>
<td>VHA</td>
<td>12</td>
</tr>
<tr>
<td>January</td>
<td>Evidence-Based Practice – Magnet Hospitals</td>
<td>York Hospital</td>
<td>62</td>
</tr>
<tr>
<td>February</td>
<td>Evidence-Based Practice – Nursing Fatigue &amp; Medical Errors</td>
<td>York Hospital</td>
<td>63</td>
</tr>
<tr>
<td></td>
<td>Magnet Workshop/Kim Sharkey</td>
<td>York Hospital</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Center for Frontline Nursing – Power of Influence – Cohort 1</td>
<td>Healthcare Advisory Board</td>
<td>57</td>
</tr>
<tr>
<td>March</td>
<td>Center for Frontline Nursing – Critical Thinking – Cohort 2</td>
<td>Healthcare Advisory Board</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>Nurse/Physician Leadership Academy</td>
<td>WellSpan Health/Healthcare Advisory Board</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Evidence-Based Practice – Hyperglycemic Control</td>
<td>York Hospital</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>Nursing Leadership Academy/Communication for Influence</td>
<td>Healthcare Advisory Board</td>
<td>63</td>
</tr>
<tr>
<td></td>
<td>The Leap from Bedside Clinician to Manager – Easing the Transition</td>
<td>VHA</td>
<td>11</td>
</tr>
</tbody>
</table>
## Center for Frontline Leadership – York Hospital

<table>
<thead>
<tr>
<th>Name</th>
<th>Unit</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beth Ann Allison</td>
<td>NICU</td>
<td>Evaluated the variability of work processes from unit to unit.</td>
</tr>
<tr>
<td>Jen Chivers</td>
<td>T2</td>
<td>Helped merge staff and improve camaraderie in a decentralized new unit.</td>
</tr>
<tr>
<td>Lynn Eigo</td>
<td>BHS</td>
<td>Improved patient education compliance.</td>
</tr>
<tr>
<td>Linda Farjo</td>
<td>5 Main</td>
<td>Improved oncology related educational opportunities by arranging in-services based on staff needs.</td>
</tr>
<tr>
<td>Sharon Gates</td>
<td>GI Lab</td>
<td>Developed a vision and mission statement and SDM unit based councils, which led to revised job expectations, accountability, and empowerment.</td>
</tr>
<tr>
<td>Kelly Gipson</td>
<td>MSICU</td>
<td>Unit compliance with chart checks</td>
</tr>
<tr>
<td>Kathy Gladfelter</td>
<td>SSU</td>
<td>Worked on transitioning patient discharge summaries from paper copies to computer print outs.</td>
</tr>
<tr>
<td>Wendy Herbst</td>
<td>Dialysis</td>
<td>Developed a patient bulletin board and education.</td>
</tr>
<tr>
<td>Janice Hull</td>
<td>OR</td>
<td>Developed a centralized communication board for mandatory education</td>
</tr>
<tr>
<td>Susan Hunter</td>
<td>MTCU</td>
<td>Evaluated lack of downtime – lack of break or meal time in the ICU.</td>
</tr>
<tr>
<td>Brandi Iberra</td>
<td>NICU</td>
<td>Improved nurse communication. Designed a standardized systems report sheet for nurse to nurse report.</td>
</tr>
<tr>
<td>Burnell Kehr</td>
<td>6 South</td>
<td>Developed an Orientation packet for new nurses on 6 South.</td>
</tr>
<tr>
<td>Lisa Koons</td>
<td>PHAS</td>
<td>To achieve 95% completion of all charts done by the surgeon by noon time day before surgery.</td>
</tr>
<tr>
<td>Cathy Krepps</td>
<td>6 Main</td>
<td>Plan of Care</td>
</tr>
<tr>
<td>Margarita Lane</td>
<td>CCU</td>
<td>Outcomes based study for enhancement of unit morale.</td>
</tr>
<tr>
<td>Wendy McDowell</td>
<td>T4</td>
<td>Developed a screen to identify women at risk for postpartum depression prior to discharge from maternity unit.</td>
</tr>
<tr>
<td>Mel Miller</td>
<td>T2</td>
<td>Evaluated team communication and support from the charge nurse on 11a-7p shift.</td>
</tr>
<tr>
<td>Greg Paronish</td>
<td>ED</td>
<td>Collaborated with the Hazmat team for team education.</td>
</tr>
<tr>
<td>Lynn Robertson</td>
<td>GI Lab</td>
<td>Developed an in-service on Peer Review which has been used not only in GI lab but other service lines as well.</td>
</tr>
<tr>
<td>Sue Rost</td>
<td>Peds</td>
<td>Improved Performance Improvement compliance by color coding 3 different PI questionnaires.</td>
</tr>
<tr>
<td>Rebecca Salazar</td>
<td>OR</td>
<td>Identified a second shift charge nurse to complement the day shift charge nurse. Developed a job description as well.</td>
</tr>
<tr>
<td>Heather Scheidegg</td>
<td>L&amp;D</td>
<td>Focused on stream-lining admissions to L&amp;D from the ED.</td>
</tr>
<tr>
<td>Michelle Shin</td>
<td>BHS</td>
<td>Created a new process for providing medication patient education and subsequent documentation.</td>
</tr>
<tr>
<td>Carol Sprigle</td>
<td>PACU</td>
<td>Developed a tool and created a system to track PACU education needs.</td>
</tr>
<tr>
<td>Joyce Stambaugh</td>
<td>Cath Lab</td>
<td>Improved communication between ER and Cardiac Cath Lab.</td>
</tr>
<tr>
<td>Lori Strickler</td>
<td>5 South</td>
<td>Implemented survey and subsequent interventions to boost interdisciplinary morale.</td>
</tr>
<tr>
<td>Kristen Thompson</td>
<td>IVT</td>
<td>Developed the PICC Protocol to incorporate all orders needed to place a PICC from start to finish.</td>
</tr>
<tr>
<td>Veronica Weaver</td>
<td>T2</td>
<td>Improved nursing team communication.</td>
</tr>
</tbody>
</table>

## Center for Frontline Leadership – Gettysburg Hospital

<table>
<thead>
<tr>
<th>Name</th>
<th>Unit</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sharon Fruehan</td>
<td>CCU</td>
<td>Developed tools, education and follow up to achieve tight glycemic control for critical care patients</td>
</tr>
<tr>
<td>Deb Messeder</td>
<td>A2</td>
<td>Improved quality of work environment via use of Commitment to my Co-workers tools. Encouraged completion of Employee Survey process resulting in one of the highest response rates.</td>
</tr>
<tr>
<td>Joanne Smith</td>
<td>CCU/ED</td>
<td>Education and awareness on early identification and intervention with sepsis.</td>
</tr>
<tr>
<td>Mary (Dodie) Waldron</td>
<td>ED</td>
<td>Improvement of hand off communication/shift report In ED.</td>
</tr>
</tbody>
</table>
Learning Leadership Skills Together

In 2005, physicians from across WellSpan Health participated in the system’s first Physician Leadership Academy, while nurses participated in a separate Nursing Leadership Academy. In 2006, senior physician, nursing and hospital leadership had the vision to create a joint physician/nursing leadership academy – where clinical leaders would learn side-by-side, and discuss implementation of course content to effect patient safety and clinical improvement enhancements for our patients. Fifty nurses and fifty physicians from across the health system, representing various specialty areas participated in this initiative. Based on WellSpan’s core value of developing collaborative leadership, the idea to do joint leadership training by combining leadership development courses with physicians and nurses was born.

Courses were taken through the Advisory Board, in Washington, DC. The Advisory Board is a membership of 2,500 of the country’s largest and most progressive health systems and medical centers. In addition to professional education, the Advisory Board provides best practices research and analysis to the health care industry, focusing on business strategy, operations and general management issues.

WellSpan approached the Advisory Board about developing a joint leadership program where physicians and nurses would take leadership courses together. They responded favorably and worked with WellSpan to develop an appropriate curriculum. This innovative WellSpan idea is the first joint program of it’s kind by the Advisory Board and is now a part of the Advisory Board’s regular course of offerings.

In 2006, the 100 nurse and physician participants were broken out into two mixed groups of 50 and participated in four sessions to advance their leadership skills. Session topics included: understanding how nurses and physicians approach problem solving, recognizing difference styles of communication, appreciating how nurses and physicians can learn from each other’s perspectives, dealing with hierarchy, what it means to be a team, how to work collaboratively and project management.

According to Charles Chodroff, M.D., “Participants have responded favorably to the program and expressed that the courses have helped them in addressing and solving everyday problems. The participants are influencing WellSpan by creating a culture of collaborative problem solving rather than looking at issues in professional silos.”
Our Nursing Staff – Our Greatest Asset

WellSpan nurses are key to patient care delivery in our organization. They heal and comfort, they lead and transform. They face challenges with skill and compassion. That’s why WellSpan Health has many dedicated initiatives to support the nurses that we have and recruit excellent nurses to join our team.

Nurse Recruitment

WellSpan continues to be focused on a comprehensive nurse recruitment strategy. Strategies vary based on the individual entity, as the RN market, patient volume and competition varies.

The need for more nurses is, in part, due to the demand for additional health services to accommodate growing and aging populations in the counties we serve. The ultimate goal is to fill vacancies, accommodate expansion and decrease RN turnover.

As a result of enhanced recruitment, orientation and retention programs, the RN vacancy rate at York Hospital has been reduced from 10 percent to 7.2 percent so far this year, and the vacancy rate at Gettysburg Hospital has been reduced to 6.3 percent.

The recruitment strategy envisions immediate, mid-term and long-term needs for professional nurses throughout the WellSpan organization and in our communities.

Recruiting for Today’s Needs

WellSpan undertakes local and regional recruitment efforts to meet the immediate need for experienced, acute care RNs. A fiscal year ’07 WellSpan Health operating objective was to reduce the RN vacancy rate at York Hospital to less then or equal to 6 percent. In May 2006, Recruitment Specialists Inc. (RSI) started working with York Hospital to bring their recruitment expertise to WellSpan and to transform the recruitment process. The logistics of recruitment were transformed by the Rapid Hire Process, which expedited the timeframe with which applicants received a response and/or an interview from WellSpan. To date, more than 156 experienced Registered Nurses have been hired across WellSpan. Future plans at York Hospital include restructuring and expanding the nurse recruitment team to mirror the RSI model. This will enable the continuance of the Rapid Hire Model and immediate response to RN applications.

Both hospitals use a variety of methods to connect with local nurses who may be new to the area and looking for a job or an established resident hoping to change jobs.

An RN referral bonus program was initiated at both Gettysburg Hospital and York Hospital to enhance and foster our best source of talented new employees – a referral from a current, satisfied employee. Results have been impressive, with hiring nine RNs within the first five months of the program. This program continues in 2007.

WellSpan’s nursing internship program is designed to help new RN graduates learn how to work in an inpatient, acute care nursing unit. This program lasts between 3 and 6 months and includes 1:1 precepting, didactic classes, gradual increase in patient care responsibilities and regular review of goal accomplishment.
Additionally, WellSpan Health funded a preceptor bonus program, which financially rewards the preceptor who mentors, orients and coordinates the orientation of new staff. The program logistics and criteria are still in development, but research clearly demonstrates a direct correlation between a strong orientation and preceptor experience with retention of a new RN.

**Connecting with the Community**

Cultivating nursing staff is an important component of maintaining appropriate staffing levels. As such, we have connections with HACC, York College, Messiah College, Villa Julie and other local and regional nursing education programs. In fact, four members of the Gettysburg Hospital staff are adjunct faculty with HACC and Penn State Mount Alto.

In the broader region, we focus on introducing RNs to WellSpan with the following messages:

- WellSpan is as an organization recognized for its outstanding quality;
- We have a strong supportive education program for nurses and
- WellSpan employees express a high level of satisfaction.

This past year, we increased the number of clinical rotations for nursing students. This increased potential employees’ exposure to opportunities within WellSpan Health. We also expanded the nurse externships with the goal of maintaining a strong connection with students in the final stages of their education process. The availability of tuition reimbursement, forgivable loans and participation in the Commonwealth’s Healthier Futures loan forgiveness programs have helped convince graduating nurses that WellSpan offers desirable career opportunities.

**Cultivating for the Future**

WellSpan’s long-term strategy has a focus on youth. We undertake activities to engage and inspire young students in our communities to consider the profession of nursing. We offer school-based career presentations, hands-on career fairs, open houses, ice cream social networking events and nurse shadowing programs. WellSpan has a nine-week nursing externship program for nursing students. Students work in clinical areas, learn, observe and attend class to improve their clinical knowledge and skills. Externs receive a salary and are not counted into unit staffing.

We thank our nurses for supporting these events and mentoring experiences. You are helping not only the future of WellSpan Health, but also the lives of people called to serve.
Recognizing and Rewarding Advanced Nursing

Clinical competency is at the core for those who work for WellSpan Health. Clinical ladders help us recognize and reward nurses who demonstrate advanced clinical practice and leadership within their role as a staff nurse as well as nurses who focus on patient centered, evidence-based, quality care. Our clinical ladder is a structure that facilitates career progression and has an associated pay grade based upon different levels of clinical and professional practice in nursing. We emphasize and financially support continual development and appraisal, and recognize relevant skills and competencies of individual nurses.

Our clinical ladders enable nurses to advance their careers within our organizations and remain at the bedside taking expert care of the patient. Because the clinical ladder extends across WellSpan Health, nurses can pursue career advancement at either York Hospital or Gettysburg Hospital and maintain their clinical ladder standing. This policy encourages nurses to expand their knowledge and skill base by cross-training into new specialties in order to offer the most well-trained and experienced nurses to all of our WellSpan patients.

Gettysburg Hospital initiated the clinical ladder program in 2004 and has advanced a total of 79 nurses on the clinical ladder. Specifically, 27 percent of those who have advanced have achieved the highest level within the ladder, and all of these expert nurses remain at the bedside caring for patients. Many nurses have been taking college courses toward their bachelor’s and advanced degrees, and this has resulted in the development of evidence-based protocols improving patient outcomes. Gettysburg Hospital has created a climate of organizational focus for excellent patient care, where the nurses seek to improve patient care.

Nurses across the organization have been working together to improve patient satisfaction, resulting in a greater understanding of the complexities of the different units. The clinical ladder process has helped to improve the communication necessary to facilitate collaboration between all the units of the hospital. Nurses are helping other nurses, and together they are helping the patients. The clinical ladder process recognizes those who lead this effort and encourages all nurses to join in the pursuit of excellence.

Responding to Growing Needs to Keep the Focus on Patients

WellSpan is a growing and thriving health system. As such, work loads increase with increasing patient care activity, increasing volumes and shorter patient lengths of stay. This results in a compression of documentation and provision of care in a shorter time frame, leading to the need for additional staffing.

In response to this, we have created more than 120 new and additional positions at York Hospital and Gettysburg Hospital to support our direct-care clinicians. We have also worked diligently to improve patient flow processes, strengthen the role of the administrative coordinator, and improve the use of telemetry and 24-hour discharge notices.
York Hospital staff members have daily bed huddles with nursing, care management and housekeeping team members to anticipate and expedite patient flow. We’ve been challenged by the increased volume of Emergency Department patients awaiting admission and responded by adding new medical, surgical and EAU beds at York Hospital. York Hospital will also be opening a 16-bed Emergency Transitional Care unit in the fall of 2007. Gettysburg Hospital has piloted an admission nurse on the evening shift to facilitate the flow of admissions and to assist busy nurses with high volumes of admissions.

We continue to address the challenges and pressures of increased patient volume and challenging patients flow while also ensuring adequate staffing to care for our patients.

**Enhancing RN/Patient Ratios**

As part of its commitment to evidence-based improvement, WellSpan Health has undertaken an initiative to enhance RN/patient ratios. Research by Drs. Linda Aiken and Peter Buerhaus shows that patients do better when registered nurses care for fewer patients, as opposed to registered nurses caring for more patients while supervising other nursing care providers.

As such, WellSpan has implemented a plan to:

- Reduce the number of patients currently assigned to the RN,
- Retain our valued and long-term LPNs and
- Create an innovative and creative program to support an LPN returning to school to become an RN.

Specifically, the goal is to reduce the total number of LPNs in the medical-surgical and cardiovascular units and upgrade the positions to Registered Nurses. LPNs are being given a unique opportunity to become RNs with WellSpan’s financial support. WellSpan is providing a generous stipend program because we want to keep valued LPNs and recognize that they will make excellent RNs. Between both hospitals, 74 LPNs are already enrolled in the program and working toward becoming RNs. They may go to school full time or, they may both work and go to school part-time.

**An Attractive Stipend Program**

In continuing efforts to support nurse advancement, York Hospital and Gettysburg Hospital offer an attractive stipend program for LPNs pursuing their RN degree.

- **Full time option:** LPN is lent monies equivalent to full-time salary, allowing them to be a full-time student.
- **Part time option:** LPN is lent monies equivalent to the difference between hours worked and full-time salary, allowing them to work part time as an LPN and be a RN student part time.
- **Loan payback:** Loan would be paid back via months/years worked after graduation per stipend program guidelines.

LPNs have many educational options. For example, WellSpan has developed connections with area programs to facilitate LPNs’ access to RN programs, including sponsoring a Career Day where LPNs received information and talked to representatives from various schools including: York College, Harrisburg Area Community College, Excelsior, Lancaster General, Villa Julie, and Harford Community College. This enabled the individual LPN to make decisions about the ability to transfer current credits, length of time until graduation and which program would best suit his/her needs.
Quality and Evidence-Based Practice

**eCARE Begins to Impact Nurse Efficiency and Coordination of Patient Care**

In 2006, nurses saw many improvements across WellSpan Health because of the continued implementation and use of electronic documentation known as eCare. eCARE offers numerous benefits, including:

- Improving information sharing between clinicians,
- Minimizing documentation variation,
- Retrieving past clinical information,
- Reducing medical errors and
- Increasing the accuracy and efficiency of documentation.

Care Documentation, referred to as Care Doc, is a project component of eCARE, WellSpan’s shared electronic health record (EHR) effort. Care Doc Phase 1, coupled with eCARE ED, has started to automate and streamline documentation. All information entered via Care Doc is available in all appropriate locations within the computer-based health record. The ultimate goal of Care Doc is to establish integrated electronic clinical documentation across WellSpan.

By making it easier for caregivers to enter and access information, patient safety and care quality will improve. For example, when allergies are documented on admission, it allows for pharmacy notification and allergy checking against any medications ordered for these patients. Another quality outcome addressed by the electronic nursing assessment is smoking cessation. When the need for smoking cessation counseling is identified, an automatic consult is generated so these patients are seen in a timely, efficient manner.

There were two significant eCARE implementations in 2006. FirstNet went “live” in York Hospital and Gettysburg Hospital Emergency Departments in October. This system improves nursing and physician documentation and patient tracking. Nurses in both hospitals appreciate that FirstNet enables them to see what has happened with patients in the Emergency Department before the patients are transferred to the floors. They can see vital signs, reason for admission and what procedures have been done.

FirstNet makes documentation centralized, legible and easily accessible to any provider who needs it. It benefits patients by having all of their information in one place and available to providers when and where they need it. This is especially helpful with monitoring patient allergies, health history and home medications – the information is put in once and follows patients throughout the system.
The second major implementation, PharmNet, went “live” at the end of 2006. This was a true collaboration between pharmacy and nursing and resulted in a system that serves both professions well. Representatives from across all nursing areas met with pharmacy representatives and worked collaboratively to ensure that the system was designed to be nursing-friendly and responsive to patient needs. For example, nurses made sure important drug information like frequency, allergies, dates, weight and other medication were included. The system put pharmacy and nursing on the same page and makes entries consistent, benefiting patient care. In addition, Gettysburg Hospital can now also print medication reports when patients are transferred.

These accomplishments were possible because of the hard work of multidisciplinary teams from both York Hospital and Gettysburg Hospital. They spent countless hours devoted to envisioning idealized clinical processes, standardizing process across the two hospitals and designing clinical documentation. The teams continue work on the next phases of implementation. The implementation of Phase 2, which includes daily documentation, electronic medication charting (eMAR) and direct flowsheet charting (IView) will occur in early 2008.

WellSpan has involved staff members from the start so that clinical processes can be clearly defined across the system and unite the way documentation is done. This initiative will transform how we do work system wide, and represents a true collaboration among professionals across the care continuum.
Quality Care and Quality Improvement

Both Gettysburg Hospital and York Hospital have long traditions of providing exceptional care. This continues because we make it a priority. Nurses are vital to not only delivering quality care, but also identifying ways to improve the way we care for patients. In 2006, nurses spearheaded and took part in many important quality initiatives. Thank you for your commitment to quality care and quality improvement. Here we feature just a few of the successful quality-focused programs from last year.

Patient Safety Walk-Arounds Improve Safety

Each month, senior leaders at Gettysburg Hospital do a patient safety walk-arounds to get input on and identify ways to improve patient safety. Staff members from nursing units and departments discuss patient safety issues with leadership and offer suggestions for making Gettysburg Hospital a safer place for patient care. Action is quickly taken through an expedited process for making needed changes. As a result of this process, new equipment has been purchased and many improvements have been made in hospital processes and to the physical plant to make it safer for patients and staff. This is true teamwork in action.

Patient Safety Awards Recognize Excellence

At York Hospital, a new Patient Safety Awards Program was created to recognize and celebrate individuals who identify opportunities to improve patient safety and/or prevent an error from occurring. We thank many nurses from across the hospital for their contributions to improve patient care. The nursing winners are recognized in the “Recognition” section of this annual report. To nominate a colleague for this award, please contact Gary Merica, WellSpan Health and York Hospital Patient Safety Officer.

Gettysburg Hospital ICU Joins TICU Clinical Effectiveness Team

During 2006, Gettysburg Hospital Critical Care Unit achieved benchmark performance in most ventilator bundle, central line and patient satisfaction indicators. The CCU PI Council has been instrumental in driving these marked improvements in high quality patient-centered care.

Evidence-Based Practice at York Hospital Continues to Evolve

The York Hospital Evidence-Based Practice/Nursing Research Council celebrated its one-year anniversary in April 2007. This hospital-wide Shared Decision Making Council branched off the original PI/Nursing Research Council due to the need to allow more focus and resources to be allocated to Evidence-Based Practice and Nursing Research.

The design team met for several months, hired York Hospital’s first PhD nurse researcher, Dr. Linda Pugh, and the EBP/NR council kicked off their first meeting in April 2006. Chaired by Sheree Seben, RN, MSN, CN3 in the CCU, their innovative meeting format includes a one-hour timeframe allocated for each of the following: a business meeting, journal club, education session and open consultation. One journal club, focused on Work Place Violence, culminated with recommendations being forwarded to the York Hospital Work Place Violence multi-disciplinary committee for implementation.

In addition, three, eight-hour workshops have been presented on the evidence-based practice topics of: Magnet Hospitals; Nurse Fatigue and Medical Errors; and Hyperglycemic Control. In all, more than 150 RNs attended.

Tables of current Evidence Based Practice Initiatives and Nursing Research projects follow.
# York Hospital Research Projects or Activities

<table>
<thead>
<tr>
<th>Service Line</th>
<th>Project Title</th>
<th>Investigators</th>
<th>Type of activity sponsored</th>
<th>Targeted Dissemination</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Admin</td>
<td>Nurse manager span of control</td>
<td>Michelle DeStefano and Rosa Hickey</td>
<td>EBP</td>
<td>Internal</td>
<td>In development</td>
</tr>
<tr>
<td>2. ED</td>
<td>Does collection of blood specimens via IV catheter increase hemolysis rates?</td>
<td>Jenny Bosley, Rose Stike and Steve Manzella</td>
<td>Research</td>
<td>Multiple arenas</td>
<td>Completed</td>
</tr>
<tr>
<td>3. ED</td>
<td>B/P measurement</td>
<td>Donna Fitz and team</td>
<td>EBP</td>
<td>Multiple arenas</td>
<td>Data collection</td>
</tr>
<tr>
<td>4. ICU</td>
<td>Time to initiation of intensive insulin therapy</td>
<td>Pam Himes</td>
<td>Secondary data analysis</td>
<td>SCCM meeting</td>
<td></td>
</tr>
<tr>
<td>5. W &amp; C</td>
<td>IV fluids during labor and their impact on neonatal glucose levels in the first 12 hours after birth</td>
<td>LuAnn Smith and Jen Leash</td>
<td>Research</td>
<td>W &amp; C arenas</td>
<td>In development</td>
</tr>
<tr>
<td>7. W &amp; C</td>
<td>Infection control surveillance study – a follow-up</td>
<td>Liz Burcin</td>
<td>Research</td>
<td>NICU arenas</td>
<td>In process</td>
</tr>
<tr>
<td>8. W &amp; C</td>
<td>Best practices in mother-baby care: Thermoregulation</td>
<td>Patti Bentz, Barb Buchko and team</td>
<td>EBP</td>
<td>AWHONN</td>
<td>Lit review 11/06</td>
</tr>
<tr>
<td>9. W &amp; C</td>
<td>Voiding trials</td>
<td>Barb Buchko and Drs. Leslie Robinson, Paul Douglass and John Lawrence</td>
<td>EBP</td>
<td>Accepted at ENRS</td>
<td>Staff ed Audit 9/06</td>
</tr>
<tr>
<td>10. W &amp; C</td>
<td>Car seat safety</td>
<td>Barb Buchko and Jo-Anne Ward-Cottrell</td>
<td>EBP</td>
<td>W &amp; C arenas</td>
<td>Data collection 9/06</td>
</tr>
<tr>
<td>12. W &amp; C</td>
<td>Late premature infant (&gt;340)</td>
<td>Deb Fake</td>
<td>EBP</td>
<td>W &amp; C arenas</td>
<td>In development</td>
</tr>
</tbody>
</table>

ED nursing staff present nursing research poster at “New Horizons in Nursing Research Conference,” Fall 2006.
<table>
<thead>
<tr>
<th>Service Line</th>
<th>Project Title</th>
<th>Investigators</th>
<th>Type of activity/ sponsored</th>
<th>Targeted Dissemination</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>13. Oncology</td>
<td>Transfusing blood via PICC lines</td>
<td>Dureen Houck and Joan Whiteford</td>
<td>PI project completed</td>
<td>Journal of Infusion Nursing</td>
<td>Manuscript submitted</td>
</tr>
<tr>
<td>14. Oncology</td>
<td>Decreasing medication errors</td>
<td>Roseann Huddleston</td>
<td>PI project</td>
<td>Internal</td>
<td>In progress</td>
</tr>
<tr>
<td>15. Behavioral Health</td>
<td>Strategies to prevent and manage assaults and violence in an acute inpatient Behavioral Health unit</td>
<td>David Page and Denise Fuller</td>
<td>EBP</td>
<td>Behavioral Health Services</td>
<td>Lit review</td>
</tr>
<tr>
<td>16. Behavioral Health</td>
<td>Impact of nurses on weight control for patients receiving atypical antipsychotics</td>
<td>Nancy Mann and outpatient nursing team</td>
<td>EBP</td>
<td>Behavioral Health venues</td>
<td>In development</td>
</tr>
<tr>
<td>17. Behavioral Health</td>
<td>Site selection for IM injection for inpatient psych patients</td>
<td>Madu Gabriel and Nancy Mann</td>
<td>EBP</td>
<td>Guideline for Psych Nursing Organization</td>
<td>Lit review</td>
</tr>
<tr>
<td>18. Behavioral Health</td>
<td>Intervention to decrease agitation in patients with dementia</td>
<td>Lisa Blythe and Nancy Mann</td>
<td>Research study</td>
<td>Enrolled first patient July 2006</td>
<td>Lit review</td>
</tr>
<tr>
<td>19. Medical</td>
<td>Freedom following rehabilitation, Economics and Everyday Dialysis Outcomes Measurement Study</td>
<td>Chandra Mohan, M.D. Linda Eberle and Kathy Lehman</td>
<td>Research project</td>
<td>Dialysis nursing literature</td>
<td>Lit review</td>
</tr>
<tr>
<td>20. Trauma</td>
<td>Strategies to decrease subsequent admissions for persons over 65 admitted for a fall</td>
<td>Reda Willis and Sandy Garrett</td>
<td>EBP</td>
<td>EAS (Trauma society)</td>
<td>Lit review 8/16/06</td>
</tr>
<tr>
<td>21. Surgical</td>
<td>Fractured hip and pressure ulcers</td>
<td>Lori Senft</td>
<td>Research study in collaboration with University of Maryland</td>
<td>Ortho venues</td>
<td>Enrolling as of August 2006</td>
</tr>
<tr>
<td>22. Surgical</td>
<td>Anesthesia bundle</td>
<td>Douglas Arbittier, M.D. and Stephanie McKoin</td>
<td>Research</td>
<td>Peri-operative venue</td>
<td>In development</td>
</tr>
<tr>
<td>23. Surgical</td>
<td>Pain management following total knee replacement: General anesthesia vs. spinal anesthesia with nerve block</td>
<td>Celinda Sanders, Georgia Everitt and Brenda Artz</td>
<td>Research</td>
<td>ASPAN</td>
<td>Writing for IRB</td>
</tr>
<tr>
<td>24. Surgical</td>
<td>Protocol for B/P measurement and IV use for post-mastectomy patients</td>
<td>Mary Myers, Brenda Artz and Kim Mudge, M.D.</td>
<td>EBP or Research</td>
<td>Peri-operative nurses</td>
<td>Proposal development</td>
</tr>
<tr>
<td>27. Hospital Wide</td>
<td>Impact of a fall review team on incidence of falls</td>
<td>Brenda Artz, Greg Gurican and Nancy Mann</td>
<td>EBP</td>
<td>Lancaster General EBP Conference WellSpan Quality Forum; Transforming Falls Conference in FL</td>
<td>Dissemination/publication</td>
</tr>
<tr>
<td>28. Music Therapy</td>
<td></td>
<td>Brenda Artz and Nancy Mann</td>
<td>Pilot PI study</td>
<td></td>
<td>Lit review</td>
</tr>
</tbody>
</table>
Gettysburg Hospital Research Projects or Activities

<table>
<thead>
<tr>
<th>Service Line</th>
<th>Project Title</th>
<th>Investigators</th>
<th>Type of activity/sponsored</th>
<th>Targeted Dissemination</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing Practice</td>
<td>Structured framework for hand-off at shift change</td>
<td>Practice Council</td>
<td>EBP Project</td>
<td>Journal article</td>
<td>In progress</td>
</tr>
<tr>
<td>Nursing PI Council</td>
<td>Tight glycemic control in ICU using Portland Protocol</td>
<td>Sharon Fruehan</td>
<td>PI Project</td>
<td>EBP</td>
<td>In progress</td>
</tr>
<tr>
<td>Hospital Wide</td>
<td>Early identification of sepsis using screening tool</td>
<td>Ann Norwich and Joanne Smith</td>
<td>EBP Project</td>
<td>EBP</td>
<td>In progress</td>
</tr>
<tr>
<td>CCU</td>
<td>Open visitation in CCU</td>
<td>Sonya Hyde &amp; Team</td>
<td>EBP Project</td>
<td>EBP</td>
<td>Complete</td>
</tr>
<tr>
<td>OB/OR</td>
<td>Rapid C-section set-up in a Level 1 OB</td>
<td>Carol Smith and Laura Swomley</td>
<td>PI Project</td>
<td>Journal article</td>
<td>Development</td>
</tr>
</tbody>
</table>

Journal Clubs

<table>
<thead>
<tr>
<th>Service Line</th>
<th>Participants</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Palliative care</td>
<td>End of life</td>
<td>Rhada Hartmann</td>
</tr>
<tr>
<td>ED</td>
<td>Hemolysis rate of lab specimens</td>
<td>Jenny Bosley Marc Pollack</td>
</tr>
<tr>
<td>Pain Management</td>
<td></td>
<td>Brenda Artz and Pain committee</td>
</tr>
<tr>
<td>Behavioral Health</td>
<td>Work Place Violence</td>
<td>Nancy Mann</td>
</tr>
<tr>
<td>EBP/Nursing Research</td>
<td>Work Place Violence</td>
<td>Sheree Seben and council members</td>
</tr>
</tbody>
</table>

Completed Projects

<table>
<thead>
<tr>
<th>Service line</th>
<th>Participants</th>
<th>Dissemination</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tight glucose control for bariatrics</td>
<td>Sue Wisotzkey</td>
<td>Submitted</td>
</tr>
</tbody>
</table>
Autonomy

At WellSpan Health, clinical nursing staff members are involved in leading change and decision making. This is part of our commitment to a Shared Decision-Making model and philosophy. We are consciously committed to empowering our nurses to impact their practice situation and improve patient care. We recognize the importance of having the voice of nursing at the table. The nurses who serve on our councils are an important component in representing nursing interests. We thank each of you for taking part in our journey to continue to strengthen the professional practice environment for our nursing staff.

Gettysburg Hospital Councils

Coordinating Council

Chair Bio: Cheryl Hale has been the director of clinical and professional development for the past two years. Prior to this position, Cheryl was the director of performance improvement, patient safety, and risk management. She received her bachelor’s degree from University of Southern Maine and her master’s from the Medical University of South Carolina.

2006 Coordinating Council Accomplishments:
- Strengthened relationships and communications between councils.

Education Council

Chair Bio: Joanne Smith has worked at Gettysburg Hospital in the Critical Care Unit and Emergency Department. Joanne is a Clinical Nurse III and is currently pursuing a MSN with plans to practice as a Nurse Practitioner upon the completion of her studies. Joanne has her CCRN and is a Nightingale Award Winner. She is an accomplished marathon runner.

2006 Education Council Accomplishments:
- Implemented Patient/Newborn Channel in English and Spanish.
- Communicated changes in the BLS requirements.
- Redesigned the SLP.
- Supported of Extern Program.
- Designed and directed Skills Day 2006.
- Assisted director of career development in redefining orientation for nursing students as well as new employees.
- Formed Mock Code Task Force Education Team.
- Planned the First Annual Alan Carroll Lecture.

Leadership Council

Chair Bio: Jayne Sorber has worked at Gettysburg Hospital for 26 years. She is a Clinical Nurse II who works in the obstetrics department. Jayne is a certified lactation consultant.

2006 Leadership Council Accomplishments:
- Developed and implemented role for admissions and flow nurse.
- Prepared and prioritized capital budget requests for nursing services.
- Revised policy on PTO and scheduling.
- Encouraged staff participation in satisfaction survey and developed an action plan to improve satisfaction.
Performance Improvement (PI)/Research Council

Chair Bio: Sharon Fruehan is a Clinical Nurse III and is working in the CCU. She received her bachelor’s degree from York College. Sharon leads PI efforts in the CCU as well as participating in the TICU CET.

2006 PI/Research Council Accomplishments:

- IHI Saving 100K lives projects:
  - Reduced central lines infections by gaining compliance with best practice recommendations;
  - Reduced ventilator associated pneumonia and associated complications by introducing all practice recommendations;
  - Monitored performance of CCU nurse consult and
  - Gettysburg’s “rapid response team” increased administration of flu and pneumonia vaccination upon discharge.
- Collaborated with medical staff to pilot reconciliation of medications on admission, transfer and discharge.
- Improved herapin and insulin administration protocols.
- Collaborated with medical staff to improve process measures and outcomes for surgical patients.
- Conducted quarterly assessments of national patient safety goals and compliance.

Practice Council

Chair Bio: Michelle Shriner has worked at Gettysburg Hospital for nine years. During that time, she obtained her associate’s degree from Harrisburg Area Community College. Michelle has advanced to a Clinical Nurse III and is currently pursuing a BSN through the on-site Penn State program. Michelle works on BI Medical/ Surgical Unit.

2006 Practice Council Accomplishments:

- Implementation of emergency nursing protocol for patient care.
- Implementation of formal process for referral to smoking cessation classes where cardiovascular nursing staff meet with patients one-on-one.
- Developed SBARTQ format as a model for hand-off communication during report.
- Created critical care unit nurse consult team as a customized rapid response team.
- Replaced tympanic thermometers hospital-wide with patient friendly and more accurate temporal thermometers.
- Implemented PPE caddies hospital-wide to improve adherence to PPE standard isolation.
- Revised and standardized inpatient education and implemented patient education folders.
- Implemented a central line cart.
- Developed and implemented hospital-wide code cart standardization.
- Improved the dysphasia screening process.
- Transferred telemetry monitoring to point of service.
- Assisted in development of improved multidisciplinary discharge planning rounds and identified triggers for in-depth patient care conference.
York Hospital Councils

Coordinating Council

Mission: Coordinating Council will cast the Shared Decision-Making vision for professional nursing at York Hospital. We will actualize this vision by integrating the activities of the hospital, service line and unit shared decision making councils.

Vision: Coordinating Council will lead council in supporting autonomous nursing practice through shared leadership.

Chair Bio: Beth Ann Allison, BSN, RNC is the first clinical staff nurse to chair the York Hospital Nursing Coordinating Council. She is a 24-year veteran of York Hospital and previously has served as the 2nd chair of the Practice Council. Beth Ann received her bachelor’s degree from York College and has worked in the neonatal ICU since 1985. She has held the position of director-at-large for the National Association of Neonatal Intensive Care Nurses and has held various leadership positions at the local chapter of neonatal nurses.

2006 Coordinating Council Accomplishments:
- Developed a vision and mission for Coordinating Council.
- Participated in systemwide Nursing Strategic Planning for WellSpan Health.
- Revised and updated all Shared Decision Making Council accountabilities and membership.
- Completed the 1st edition/year of Nursing News.
- Coordinated the August NDNQI RN satisfaction survey. Selected the tool based on RN stakeholder feedback.
- Worked with IS to update the internal and external nursing website.
- Assisted in the planning of the nursing progress report.

Education Council

Mission: The Education Council encourages and supports the development of RN professional practice in the role of educator and advocate in all health care settings. Through the establishment of a standardized framework for the development of education programs, the council ensures patients, families, staff and the healthcare community receive appropriate and individualized healthcare education.

Vision: To facilitate the establishment of a nursing education platform that is accessible and evidence-based.

Chair Bio: Joan Luce, BSN, RNC has been an RN at York Hospital for 29 years, graduating from York Hospital School of Nursing in 1978. She has been a Clinical Nurse III on Pediatrics here and has maintained her certification in Pediatrics since 1981. While working full time, Joan attended York College of PA part-time from 1993 to 1997 and received her bachelor’s degree in nursing.

Education has always been an important part of Joan’s life, as she has been an adjunct faculty for York College, Messiah College and HACC. Learning is important for staff and patients and the best way to get the point across is to make it fun! Joan developed the hospital-wide competency for PCA use. Besides nursing, Joan enjoys swimming, snow and water skiing, bicycling, travel and photography.

2006 Education Council Accomplishments:
- Organized Nurses Week activities – Professional Day, JDS Conference (along with recruiting a national speaker for the occasion), Nursing Excellence Awards and Nursing Excellence Dinner/Dance. Also organized the ice cream social delivered to the departments and the gift for Nurses Week.
• Facilitated Nursing Grand Rounds and obtained approval for the PSNA credits. Topics include: Palliative Care in October 2006; Violence in the Workplace in December 2006; Cardiovascular; Drs. Bill Nicholson and Brian Schuler in February 2007; Legal Documentation in March 2007. Staff from the Wound Healing Center will present in June 2007 and a GI presentation will be in August of 2007.

• In the process of developing a York Hospital Nursing Calendar for nursing events, meetings, classes and conferences to be displayed on the INET home page.

• Provided opportunities for nursing students to observe Shared Decision Making in action by attending Education Council meetings.

• Began a journal club within our council for articles relevant to topics related to Education Council.

• Offered recommendations regarding education of nurses related to changes in treatment plans based on EBP, i.e., insulin protocol and use of the insulin pens.

• Reviewed nursing policy #ADM-080 Nursing Education Requirements and ADM-100 Orientation Programs.

• Updated NNEO, preceptor education, nursing internship and externship programs.

• Provided education to nurses related to new goals and requirements for the National Patient Safety Goals.

**Evidence-Based Practice/Nursing Research Council**

**Mission:** To promote nursing research by educating, nurturing and sponsoring nurses as researchers and by incorporating evidence-based practice into the culture of York Hospital/WellSpan Health.

**Vision:** Nursing at York Hospital/WellSpan Health will be recognized nationally for strong, evidence based nursing practice influencing the future of nursing care.

**Chair Bio:** Sheree Seben, RN, MSN has been employed at York Hospital for 18 years. She is an experienced critical care nurse and currently works as a Clinical Nurse III in the coronary care unit. Sheree received her diploma in nursing from Lancaster General Hospital School of Nursing, her bachelor’s degree from the State University of New York and her master’s degree from Villanova University. She served as chair of the Performance Improvement/Research Council from 2003 to 2005. She was the recipient of the 2005 York Hospital Nursing Excellence in Caring and Practice Award for nurse researcher. Sheree is past vice president of the Eta Eta Chapter of Sigma Theta Tau International and an examination item reviewer for the National Council of State Boards of Nursing.

**2006 Evidence Based Practice/Nursing Research Accomplishments:**

• Completed 6 months of EBP education including a library resource overview. Education was offered to all staff nurses. Thirty to seventy RNs attended these sessions.

• Provided additional EBP education for all council members, nursing leadership, and magnet champions.

• Three Council members acquired membership into Eastern Nursing Research Society.

• Created relationship with Emig Research Center.

• Sponsored research program with York College Eta Eta Chapter of Sigma Theta Tau International.

• Completed workplace violence EBP project. Twenty-eight staff members participated in this project.

• Constructed nursing research web site.

• Offered suggestions to CPAP for research and EBP points.

• Developed Journal Club process. Topics included intensive insulin therapy, workplace violence, and Magnet designation outcomes.

• Provided support to nurse researchers.

• Created a Publicity Task Force.

• Maintained an inventory of current and planned nursing research projects.

• Reviewed research requirements relative to the 14 Forces of Magnetism.
Leadership Council

Mission: Leadership Council promotes evidence-based professional practice through Shared Decision Making by inspiring WellSpan employees to believe in the power of nursing.

Vision: Leadership Council provides the forum for: skilled communications, true collaboration—interdisciplinary, effective Shared Decision Making, appropriate staffing, resource allocation, meaningful recognition and authentic leadership.

Chair Bio: Karen Fanus, RN, MS, OCN has been a nurse for 30 years. She has been with York Hospital for 3 ½ years as the nurse manager of the Oncology Unit. Karen received her LPN from the CCCAVTS of Nursing in 1976, her RN from HACC in 1986, a BSN from York College in 1999, and a MS from the University of St. Francis in 2004. A majority of her career was spent in cardiac nursing and she spent 12 years in management prior to joining WellSpan. Karen is a member of ONS and INS. She received her certification in Oncology Nursing in May of 2006.

2006 Leadership Council Accomplishments:

- Reinforced the expectation that each nursing unit develop guidelines for the utilization of their educational budget for nursing education and certification.
- Revised leadership policies—specifically the weekend and holiday make-up policy and the Nursing Education Requirements (ADM-080 based on the future requirements of the Commonwealth of Pennsylvania for all licensed staff).
- Made recommendations for course content revision for the Charge Nurse and the Preceptor classes.
- Analyzed York Hospital RN satisfaction surveys for 2004 and 2005. Two areas of deceased satisfaction were identified: “I feel safe at work” and “The people I work with treat each other with respect.”
- Analyzed the August 2006 NDNQI RN satisfaction survey results at the hospital-wide level.
- Interdisciplinary collaboration with the Parking Task Force related to shuttle parking, with Facilities and Safety/Security related to the new Parking Garage with Safety and Security for “Lock Down” Initiative for York Hospital and missing property issues.
- Reviewed NDNQI Quality Indicators-Quarterly reports to review data related to staffing, nursing hours per patient day, agency use, and RN certification.
- Developed a process to obtain exit interview data.
- Determined that all RNs at York Hospital are required to present a portfolio for their annual evaluation.
- Defined role/expectations for preceptors and preceptor bonus program.
- Developed Leadership Council mission and vision statements.
- Reviewed Physician/Nurse Collaboration Survey results with Dr. Sally Cavanaugh. Survey to be repeated in May of 2007.

Performance Improvement Council

Mission: The PI Council of York Hospital is the arm of Shared Decision Making (SDM) thatcoordinates, promotes and evaluates nursing performance improvement activities at the hospital, service line and unit levels. Its professional nursing members facilitate and validate excellent nursing practice(s) for our patients, our nursing staff and for members of management and administration. The PI Council serves to foster an environment that encourages
performance improvement and improved patient outcomes. These activities incorporate the IOM’s 6 aims of healthcare: safety, effectiveness, patient centeredness, timeliness, efficiency and equity.

Vision: The PI Council’s primary function is to educate and involve every nursing staff member in performance improvement activity to foster a commitment to excellent patient care. The PI Council goals include: improved patient outcomes, increased patient satisfaction and an empowered nursing staff. The council desires and expects that: York Hospital will achieve recognition as the best community provider of patient care in PA, York Hospital will be awarded the distinction of the ANA’s Magnet Hospital designation.

Chair Bio: Veronica Weaver, RN has worked at York Hospital for 10 years. She received her associate degree in nursing in Houston, Texas in 1993 and worked at Memorial Hermann Hospital and Shock Trauma. She is the chair of T2 PI council and is an active member of the Care Doc nursing informatics design team. Veronica is currently working on her BSN-MSN as an acute care practitioner and is a third generation nurse.

2006 Performance Improvement Council Accomplishments:
- Achieved greater than 90 percent on overall hospital-wide pain reassessment. For any area falling below 90 percent for two consecutive months, instituted an accountability measure that the unit rep would present their plan of action to the PI council for guidance.
- Added representatives to council membership from the Cath Lab and Nursing Informatics.
- Presented a poster on sitter survey results at the Quality Forum.
- Organized semi-annual presentations of unit-based PI initiatives in which 23 of 24 departments participated.
- Collaborated with Pharmacy to create a practice change on the timing of Lasix secondary to the 5 Main PI study on falls r/t timing of Lasix administration.
- Collaborated with the Quality Management department in offering classes on PI planning, writing and creating an LMS CBT as well as a SLP on hospital indicators.

Practice Council

Mission: To promote excellence in the delivery of high quality nursing care throughout York Hospital by means of coordination of standards of care across the service lines, development of policies and procedures that are evidence-based, and ensuring the ongoing development of a professional practice model environment

Vision: Nurses at York Hospital provide state-of-the-art evidence-based care to patients utilizing the nursing process in collaboration with nursing leaders and expert clinicians.

Chair Bio: Kelly Gipson, RN, BSN has been a member of the council since its inception in 2003. Kelly is a 1998 graduate of York College and has worked at York Hospital since graduation. Kelly’s clinical experience is on 6 Main and PACU and she has been a CN3 in MSICU since 2000. Kelly is the Treasurer for the Eta Eta Chapter of Sigma Theta Tau and has participated in graduate classes at York College.
2006 Practice Council Accomplishments:

- Reviewed and revised all nursing policies and procedures and developed new policies based on evidence-based practice.
- Consolidated IV pump programming to one medication library throughout the hospital.
- Approved animal visitation policy.
- Initiated Blood Administration Guideline education blitz.
- Participated in evaluation of numerous products and equipment to enhance care and improve patient safety.
- Reviewed National Patient Safety Goals; continue to discuss implementation of suicide risk screen.
- Passed the use of insulin pens as recommended by pharmacy.
- Accepted the Cardiac Cath Lab checklist to ensure continuity of pre-procedure care.
- Accepted policy modification regarding chart checks after noting inconsistencies in policy implementation throughout the hospital.
- Developed an electronic hand-off template for communication between the Emergency Department and nursing units.

Nurses in the Community

Making a Difference in the Lives of Young Women and Men

Nurses play an important role in addition to providing direct patient care. They are also involved in community education and health programs. This year we thank the nurses who make a difference in the lives of adolescents in both Adams county and York county. In Gettysburg, Laura Reyka, RN, and in York, Dianne Moore, RN, MSN led these initiatives. In both communities, many WellSpan nurses volunteered their time at conferences and in some cases led education sessions at the conferences.

It all started with the recognition of the importance of positive relationships and self image among adolescents. Gettysburg Hospital partnered with other community organizations to sponsor the Adams County Young Women’s Leadership Conference and Young Men’s Leadership Conference. Nearly 1,300 seventh grade girls and boys from every public and private school in Adams County participated in a day of fun, learning and empowerment. The girls experienced workshops, a keynote speaker and entertainment.

This was the first year for the Adams County Young Men’s Leadership Conference, and it was deemed a success by all. In addition to a presentation by motivational speaker and former comedian Michael Pritchard, the boys were treated to a performance by a rock band. Overall, it was an inspirational learning experience that delivered key messages of leadership, respect and tolerance to those in attendance.
In Gettysburg, the day’s events culminated with another first—the first annual Adams County Leadership Night for Parents, Educators and Community Youth Leaders.

In York county, WellSpan planned a similar event that attracted more than 1,400 seventh grade girls representing eight school districts. The program taught participants how to maneuver through the journey of adolescence and included information on: self-esteem, healthy body image, stress management, leadership skills and empowerment to plan for future goals. The girls received a journal and were taught how to “journal” to relieve stress. A post-conference survey showed that a vast number of the participants were “journaling” as a result of the conference.

Thanks to the many nurses who were instrumental in making these conferences a success—whether in planning, presenting or volunteering to help at the event.

“I thought it was just going to be a big, boring conference where we would just sit in a room and talk about some stupid stuff and I would fall asleep about half way through it. That wasn’t the case at all.”

2006 Youth Conference Participant

Forensic Nursing and Compassionate Care Help Victims

York Hospital nurse, Emily Huggins, and Gettysburg Hospital nurse, Angie Johnson, have seen their share of heartache on their patients’ faces. They work on the SAFE (sexual assault forensic examiner) team and bring comfort and appropriate evidence collection response to sexual assault victims. York Hospital implemented its SAFE model of care program in 1998, Gettysburg Hospital in 2001. Both programs have kept pace with the times. In 2006, York Hospital and its SAFE team were featured on the cover of the journal, Advances for Nurses. They were recognized for evolving the SAFE program into a domestic violence care model called DOVE.

Recognizing that evidence collection would be valuable for victims of domestic violence as well as sexual assault victims, a group of concerned nurses and other providers started DOVE. DOVE team members provide forensic nursing services to individuals who are victims of domestic violence. The District Attorney’s office also sent a letter of congratulations of the DOVE program.
WellSpan Nurses Serving Through Missions Work

Two nurses from Gettysburg Hospital were part of a program that served in a small town in Honduras in 2006. Sharon Spangler and Jane Wilson spent a week providing care to needy villagers at a public health center. This was Sharon’s seventh mission trip and Jane’s second. While there, their group provided care to 1,248 adult patients and 627 children. They provided general medical care and dental care, including performing 1,320 extractions.

The nurses also had the opportunity to provide health education and distribute the medicine the group took over. In all, they provided 2,566 prescriptions. In addition, 312 eye exams were performed.

In September, 2006, a small team of York Hospital nurses and doctors along with a few non-medical people traveled to Apam, Ghana, a town of 20,000 people located an hour and a half west of the capital, Accra.

The medical team consisted of two surgeons, two medical physicians and six nurses. One of the nurses, a Nurse Practitioner, saw patients in the clinic along with the physicians. Two of the nurses assisted in the operating rooms; two others attended to patients in the recovery area and the last nurse worked in the pharmacy to help the pharmacy staff with the large supply of medicines the team brought with them. The nurses who were on this trip are: Stephanie Emenheiser, Jennifer Gross, Lynn Heath, Pam Himes, Nancy Miller and Cindy Thompson.

This hospital has only one physician and 104 staff members for 105 beds and serves a district of almost 220,000 people. It is situated in a designated poverty zone.

The medical team saw patients in the clinic every day from 8:30 a.m. until 6:00 p.m. They saw patients with diseases such as tuberculosis, hypertension, diabetes, gynecological diseases, pregnant women, HIV, skin disease, anemia, thyroid disease, hepatitis, typhoid and malaria.

The surgical team performed 107 surgeries in seven days. These included thyroidectomies for goiters (the largest was more than five pounds), all types of hernias, removal of small tumors, Cesarean sections and plastic surgery for deformities and removal of lesions.

The nurses also had the opportunity to provide some teaching and took with them a large supply of nursing books to leave for the nurses who work at the hospital.

Many of the nurses and physicians plan to return in September 2007.
Partnering to Enhance Professional Development

During 2006, WellSpan nursing partnered with several professional nursing organizations in sponsoring professional development conferences and awards. These included co-sponsoring an educational conference with both the Emergency Nurses Association and ASPAN (PACU). In addition, the York College Eta Eta Chapter of Sigma Theta Tau International partnered with WellSpan nursing to sponsor a conference and a poster session and will do so again in 2007.

Recognizing Nursing Excellence

For the past two years, WellSpan nursing has sponsored the RN Clinical Practice Award at the annual Nightingale Awards. In 2007, York Hospital will sponsor the “York Hospital Nursing Pride, Passion, Professionalism” award for a Nightingale RN scholarship.

Promoting Cultural Awareness and Sensitivity

In November 2006, seven WellSpan nurses attended the annual Transcultural Nursing Conference in Annapolis Maryland. They acquired a great deal of insight and valuable information about caring for patients from diverse cultures.

Supporting Community Health

Again in 2006, WellSpan nursing in both Gettysburg and York partnered with many community agencies to sponsor the Drive Through Flu Clinic. More than 1,500 flu shots were administered to members of our communities.
Professional Development
Clinical Advancement Program

The Clinical Practice Advancement Program provides registered nurses with the opportunity for both professional and clinical growth in nursing practice, above and beyond day-to-day nursing activities. The focus of the program is to advance professional nursing practice at WellSpan Health and to continue to raise the standard of clinical excellence.

Consistent bedside nursing excellence is the expectation of all nurses at WellSpan Health and is compensated annually through merit increases at the time of the performance appraisal. All staff nurses are given the option to pursue development of professional, clinical, educational and leadership skills through their advancement program. Advancement in the Clinical Ladder is a voluntary process designed to recognize and compensate those professionals who:

- Contribute more than routine nursing excellence;
- Demonstrate a greater depth of clinical and leadership practice and
- Assume additional responsibilities that benefit their areas of practice and impact positively on nursing and patient care at WellSpan Health.

### 2006 Advancements – York Hospital

**CVS**
- Mandy Adams – CCU – CN2
- Emily Cooper – OHICU – CN2
- Laura Kurish – CCU – CN2
- Russ Pollack – T2 – CN2
- Melanie Miller – T2 – CN3
- Lisa Bradley – T2 – CN3
- Michelle Eppinger – OHICU – CN3
- Martha Henry – OHICU – CN2
- Susan Kopp – OHICU – CN3
- Theresa Tomlinson – CCU – CN3

**ED**
- Gorman Fuhrman – CN2
- Pam Gordon – CN2
- Greg Maroney – CN2
- Patti O’Brien – CN2
- Marti Shearer – CN2
- Natalie Billings – CN3
- Craig Franciscus – CN3
- Amy Hake – CN3
- Jovita Miller – CN3

**Oncology**
- Joyce Wood – 5 Main – CN2

**MSL**
- Laura Deprator – 6 South – CN2
- Joy Flicker – 4 SW – CN2
- Beth Ginder – Dialysis – CN2
- Cindy Grove – 4 SW – CN2
- Lynette Heath – MISCU – CN2
- Megan Keeney – MTCU – CN2
- Crystal Thompson – MISCU – CN2
- Theresa Turner – 4 SW – CN2
- Susan Wiernick – Dialysis – CN2
- Wendy Herbst – Dialysis – CN3
- Pam Himes – MISCU – CN3
- Kathleen Lehman – Dialysis – CN3
- Phyllis Nace – Dialysis – CN3
- Melissa Nelson – MISCU – CN3
- Rhonda Steffen – MISCU – CN3
- Kristen Thompson – IV Team – CN3
- Denise Warner – Dialysis – CN3

**SSL**
- Ruth Brainerd – 5 South – CN2
- Loretta Brooks – OR – CN2
- Barbara Eyler – OR – CN2
- Nicole Flemmings – OR – CN2
- Krista Wolfenberger – 6 Main – CN2
- Alisha Hildebrand Morgan – 5 South – CN2
- Wendy Hawse – TSICU – CN2
- Stacey Mease – T3 – CN2
- Linda Stabley – OR – CN2
- Karin Sommers – PACU – CN2
- Lea Ann Berhard – T3 – CN3
- Aime Densel – T3 – CN3
- George Hlodish – T3 – CN3
- Rebekah Kirouac – OR – CN3
- Tami Lewis – OR – CN3
- Susan Ludwig – T3 – CN3
- Barbara Schleicher – STCU – CN3
- Sandy Sourbier – 6 Main – CN2
- Dawn Stiner – PACU – CN3
- Lowella Thoman – STCU – CN3
- Diane Wolf – PACU – CN3

**W & C**
- Danielle Godfrey – T4 – CN2
- Jennifer Kuhns – NICU – CN2
- Casey Neiman – L&I – CN2
- Mary Jane Shenberger – L&D – CN2
- Donna Snyder – T4 – CN2
- Suzanne Snyder – NICU – CN2
- Karen Smith – L&I – CN3
- Wendy McDowell – T4 – CN3
- Deb Myers – NICU – CN3
### 2006 Advancements – Gettysburg Hospital

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leslie Brown</td>
<td>ED</td>
<td>CN2</td>
</tr>
<tr>
<td>Marlene Crouse</td>
<td>B1</td>
<td>CN2</td>
</tr>
<tr>
<td>Jane Feister</td>
<td>OR</td>
<td>CN2</td>
</tr>
<tr>
<td>Christine Forney</td>
<td>ACU</td>
<td>CN2</td>
</tr>
<tr>
<td>Sharon Fruehan</td>
<td>CCU</td>
<td>CN3</td>
</tr>
<tr>
<td>Nita Gross</td>
<td>WellSpan</td>
<td>Endo – CN3</td>
</tr>
<tr>
<td>Rita Keepers</td>
<td>B1</td>
<td>CN2</td>
</tr>
<tr>
<td>Nancy Langley</td>
<td>ACU</td>
<td>CN3</td>
</tr>
<tr>
<td>Jennifer McNew</td>
<td>ED</td>
<td>CN2</td>
</tr>
<tr>
<td>Shawnia Meckley</td>
<td>B1</td>
<td>CN2</td>
</tr>
<tr>
<td>Karen Morris</td>
<td>CCU</td>
<td>CN2</td>
</tr>
<tr>
<td>Patty Murren</td>
<td>Ob</td>
<td>CN2</td>
</tr>
<tr>
<td>Julie Orleski</td>
<td>CCU</td>
<td>CN3</td>
</tr>
<tr>
<td>Felicia Akunna</td>
<td>Tower 2</td>
<td></td>
</tr>
<tr>
<td>Cori Beaverson</td>
<td>Tower 2</td>
<td></td>
</tr>
<tr>
<td>Rebecca Bosley</td>
<td>5 Main</td>
<td></td>
</tr>
<tr>
<td>Tina Boyer</td>
<td>Tower 2</td>
<td></td>
</tr>
<tr>
<td>Lindsay Chancey</td>
<td>4 SW</td>
<td></td>
</tr>
<tr>
<td>Monika Dennis</td>
<td>BHS</td>
<td></td>
</tr>
<tr>
<td>Mary Jane Donecker</td>
<td>CDL</td>
<td></td>
</tr>
<tr>
<td>Kimberly Ewell</td>
<td>4 SW</td>
<td></td>
</tr>
<tr>
<td>Renee Fevereary</td>
<td>OHICU</td>
<td></td>
</tr>
<tr>
<td>Obianuju Gabriel</td>
<td>4 SW</td>
<td></td>
</tr>
<tr>
<td>Lydia Ganoung</td>
<td>MSICU</td>
<td></td>
</tr>
<tr>
<td>Kelly Gebhart</td>
<td>4 SW</td>
<td></td>
</tr>
<tr>
<td>Theresa Gisher</td>
<td>BHS</td>
<td></td>
</tr>
<tr>
<td>Amy Gross</td>
<td>Tower 2</td>
<td></td>
</tr>
<tr>
<td>Amy Hempfing</td>
<td>5 Main</td>
<td></td>
</tr>
<tr>
<td>Kimberly Hulse</td>
<td>4 SW</td>
<td></td>
</tr>
<tr>
<td>Carol Krout</td>
<td>Tower 2</td>
<td></td>
</tr>
<tr>
<td>Jill Leas</td>
<td>6 South</td>
<td></td>
</tr>
<tr>
<td>Ashley Manuel</td>
<td>5 South</td>
<td></td>
</tr>
<tr>
<td>Christina McKamey</td>
<td>4 SW</td>
<td></td>
</tr>
</tbody>
</table>

### Newly Licensed – York Hospital

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Felicia Akunna</td>
<td>Tower 2</td>
<td></td>
</tr>
<tr>
<td>Cori Beaverson</td>
<td>Tower 2</td>
<td></td>
</tr>
<tr>
<td>Rebecca Bosley</td>
<td>5 Main</td>
<td></td>
</tr>
<tr>
<td>Tina Boyer</td>
<td>Tower 2</td>
<td></td>
</tr>
<tr>
<td>Lindsay Chancey</td>
<td>4 SW</td>
<td></td>
</tr>
<tr>
<td>Monika Dennis</td>
<td>BHS</td>
<td></td>
</tr>
<tr>
<td>Mary Jane Donecker</td>
<td>CDL</td>
<td></td>
</tr>
<tr>
<td>Kimberly Ewell</td>
<td>4 SW</td>
<td></td>
</tr>
<tr>
<td>Renee Fevereary</td>
<td>OHICU</td>
<td></td>
</tr>
<tr>
<td>Obianuju Gabriel</td>
<td>4 SW</td>
<td></td>
</tr>
<tr>
<td>Lydia Ganoung</td>
<td>MSICU</td>
<td></td>
</tr>
<tr>
<td>Kelly Gebhart</td>
<td>4 SW</td>
<td></td>
</tr>
<tr>
<td>Rebecca Bosley</td>
<td>5 Main</td>
<td></td>
</tr>
<tr>
<td>Tina Boyer</td>
<td>Tower 2</td>
<td></td>
</tr>
<tr>
<td>Kimberly Ewell</td>
<td>4 SW</td>
<td></td>
</tr>
<tr>
<td>Renee Fevereary</td>
<td>OHICU</td>
<td></td>
</tr>
<tr>
<td>Obianuju Gabriel</td>
<td>4 SW</td>
<td></td>
</tr>
<tr>
<td>Kelly Gebhart</td>
<td>4 SW</td>
<td></td>
</tr>
<tr>
<td>Theresa Gisher</td>
<td>BHS</td>
<td></td>
</tr>
<tr>
<td>Amy Gross</td>
<td>Tower 2</td>
<td></td>
</tr>
<tr>
<td>Amy Hempfing</td>
<td>5 Main</td>
<td></td>
</tr>
<tr>
<td>Kimberly Hulse</td>
<td>4 SW</td>
<td></td>
</tr>
<tr>
<td>Carol Krout</td>
<td>Tower 2</td>
<td></td>
</tr>
<tr>
<td>Jill Leas</td>
<td>6 South</td>
<td></td>
</tr>
<tr>
<td>Ashley Manuel</td>
<td>5 South</td>
<td></td>
</tr>
<tr>
<td>Christina McKamey</td>
<td>4 SW</td>
<td></td>
</tr>
</tbody>
</table>

### Newly Licensed – Gettysburg Hospital

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Katie Barnhart</td>
<td>OB</td>
<td></td>
</tr>
<tr>
<td>Marsha Biddinger</td>
<td>B1</td>
<td></td>
</tr>
<tr>
<td>Kristi Kessel</td>
<td>A2</td>
<td></td>
</tr>
<tr>
<td>Selena Neiderer</td>
<td>ED</td>
<td></td>
</tr>
<tr>
<td>Catherine Saunders</td>
<td>B1</td>
<td></td>
</tr>
<tr>
<td>Shannon Small</td>
<td>ED</td>
<td></td>
</tr>
</tbody>
</table>

### Formal Education

Congratulations to our colleagues who have completed formal education.

#### Associate’s Degree – York Hospital

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rebecca Bosley</td>
<td>5 Main</td>
<td></td>
</tr>
<tr>
<td>Tina Boyer</td>
<td>Tower 2</td>
<td></td>
</tr>
<tr>
<td>Theresa Gisher</td>
<td>BHS</td>
<td></td>
</tr>
<tr>
<td>Amy Hempfing</td>
<td>5 Main</td>
<td></td>
</tr>
<tr>
<td>Ashley Manuel</td>
<td>5 South</td>
<td></td>
</tr>
</tbody>
</table>

#### Associate’s Degree – Gettysburg Hospital

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Katie Barnhart</td>
<td>OB</td>
<td></td>
</tr>
<tr>
<td>Marsha Biddinger</td>
<td>B1</td>
<td></td>
</tr>
<tr>
<td>Kristi Kessel</td>
<td>A2</td>
<td></td>
</tr>
<tr>
<td>Selena Neiderer</td>
<td>ED</td>
<td></td>
</tr>
<tr>
<td>Catherine Saunders</td>
<td>B1</td>
<td></td>
</tr>
<tr>
<td>Shannon Small</td>
<td>ED</td>
<td></td>
</tr>
</tbody>
</table>

#### Bachelor’s Degree – York Hospital

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ivandra Adams</td>
<td>BHS</td>
<td></td>
</tr>
<tr>
<td>Cori Beaverson</td>
<td>Tower 3</td>
<td></td>
</tr>
<tr>
<td>Kimberly Ewell</td>
<td>4 SW</td>
<td></td>
</tr>
<tr>
<td>Renee Fevereary</td>
<td>OHICU</td>
<td></td>
</tr>
<tr>
<td>Lydia Ganoung</td>
<td>MSICU</td>
<td></td>
</tr>
<tr>
<td>Stephanie Good</td>
<td>6 Main</td>
<td></td>
</tr>
<tr>
<td>Roseann Huddleston</td>
<td>Oncology</td>
<td></td>
</tr>
<tr>
<td>Kimberly Hulse</td>
<td>4 SW</td>
<td></td>
</tr>
<tr>
<td>Kari Kinard</td>
<td>OR</td>
<td></td>
</tr>
<tr>
<td>Jamie Kowalsky</td>
<td>OR</td>
<td></td>
</tr>
<tr>
<td>Jill Leas</td>
<td>6 South</td>
<td></td>
</tr>
<tr>
<td>Cortni McGinnis</td>
<td>OR</td>
<td></td>
</tr>
<tr>
<td>Marjorie Mitzel</td>
<td>ED</td>
<td></td>
</tr>
<tr>
<td>Heather Peters</td>
<td>6 South</td>
<td></td>
</tr>
<tr>
<td>Susan Prevas</td>
<td>NICU</td>
<td></td>
</tr>
<tr>
<td>Leslie Jacoby</td>
<td>OR</td>
<td></td>
</tr>
<tr>
<td>Kari Kinard</td>
<td>5 Main</td>
<td></td>
</tr>
<tr>
<td>Jamie Kowalsky</td>
<td>OR</td>
<td></td>
</tr>
<tr>
<td>Jill Leas</td>
<td>6 South</td>
<td></td>
</tr>
<tr>
<td>Cortni McGinnis</td>
<td>OR</td>
<td></td>
</tr>
<tr>
<td>Marjorie Mitzel</td>
<td>ED</td>
<td></td>
</tr>
<tr>
<td>Heather Peters</td>
<td>6 South</td>
<td></td>
</tr>
<tr>
<td>Susan Prevas</td>
<td>NICU</td>
<td></td>
</tr>
</tbody>
</table>

#### Bachelor’s Degree – Gettysburg Hospital

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lisa Tomko</td>
<td>A2</td>
<td></td>
</tr>
</tbody>
</table>

#### Advanced Degree – York Hospital

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jennifer Aguilar</td>
<td>NICU – MSN</td>
<td></td>
</tr>
</tbody>
</table>

#### Advanced Degree – Gettysburg Hospital

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ann Norwich</td>
<td>Nursing Administration – MSN</td>
<td></td>
</tr>
</tbody>
</table>

#### Doctoral Degree – York Hospital

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Susanlee Wisotzkey</td>
<td>BHS – PhD</td>
<td></td>
</tr>
</tbody>
</table>

Dissertation: “Tight Glucose Control of the Roux-En-Y Gastric Bypass Patient Decreases Post Operative Infection Rates” presented to the Faculty of the School of Health and Public Administration, Kennedy-Western University 2006
Certifications

Congratulations to our colleagues who have successfully passed certifications or recertifications.

**York Hospital New Certifications**

- Deborah Audette – OHICU – CCRN – CSC
- Rebecca Albury – Ped NP
- Deb Barnes – IV Team – CRNI
- Carol Berkheimer – Outpatient
- Infusion – OCN
- Leah Birch – Peds – CNA
- Debra Blessing – 6 Main – CMSRN
- Ruth Brainerd – 5 South – CMSRN
- Marilyn Brandon – SSU – CAPA
- Liz Burcin – NICU – NIC
- Emily Cooper – OHICU – CCRN
- Pam Cunningham – SSU – CAPA
- Cynthia Dantro – OHICU – CCRN – CSC
- Astrid Davis – CVS – CNAA
- Annette Dubas – IT – Nursing Informatics
- Judy Failing – ED – CEN
- Pam Fake – Tower 3 – ONC
- Karen Fanus – 5 Main – OCN
- Kimberly Filmore – Care Mgt – CCM
- Wendy Gayman – Grant – SSU – CAPA
- Diane Gerhart – Bereavement
- SvC – CHPN
- Wendy Hawse – TSICU – CCRN
- Rosa Hickey – ED – CNA
- Lynn Keller – L&D – Fetal Monitoring
- Nancy Livingston – PACU – CPAN
- Cathy Krepps – 6 Main – CMSRN
- Nancy Lee – Radiation Oncology – CCRN Alumnus
- Kevin Lohss – 6 Main – MED/SURG
- Wendy McBride – 4 SW – MED/SURG
- Stephanie McKoin – SSL – CNAA
- Lynn Moul – MSICU/MTCU – CNA
- Mary Myers – SSU – CAPA
- Beth Myers – Wound Care – CWOCN
- Teresa Nitchman – PACU – CPAN
- Robyn Noll – NICU – Lactation
- Beth Oberlander – SSU – CAPA
- Peggy Reese – SSU – CAPA
- Beth Reiley – IT – Nursing Informatics
- Chris Saur – SSU – CAPA
- Melissa Schneider – SSL – ONC
- Marcy Sprenkle – 6 Main – Med/Surg
- Tammy Sterner – Tower 2 – CNA
- Dawn Stiner – PACU – CPAN
- Bonita Trapnell – MSL – CNAA
- Lori Young – SSU – CAPA
- Sue White – SSU – CAPA
- Elizabeth Winders – Bereavement
- SvC – CHPN
- Susan Witmyer – Care Management – CMCN
- Sue Wisotzkey – BHS – CNA
- Suzan Yamamoto – Certified Clinical Nurse Specialist (CCNS)

**Gettysburg Hospital New Certifications**

- Terri Brandt – Women’s Service Line – Childbirth Education
- Christine Ciparik – B1 – Medical/Surgical Nursing
- Jolene Eyre – IV/Oncology – Oncology Nursing
- Jane Feister – OR – CNOR
- Diane Kemper – CCU – Cardiovascular Nursing
- Ann Norwich – Nursing – CRNP
- Rose Rollins – OR – Childbirth Education
- Renee Tipton – OB – Childbirth Education

**York Hospital Recertified**

- Rebecca Albury – Pediatrics – CPNP
- Brenda Artz – SSL – CCRN
- Leah Birch – Peds – CPA
- Nancy Bowling – 4 SW – CNA
- Leslie Bowen – CCU – CCRN
- Diana Boyer – CCU – CCRN
- Marsha Braucher – Care Mgt – CPUR
- Linda Buffenmyer – OR – CNOR
- Louise Crumbling – PACU – CPAN
- Cynthia Dantro – OHICU – CCRN
- Jesslyn Ebenshade – IV Team – CRNI
- Judy Failing – ED – CEN
- Mindy Fuller – OHICU – CCRN
- Susan Gunnet – TSICU – CCRN
- Rhada Hartmann – Bereavement
- SvC – CHPN
- Taryn Heiland – L & D – Legal Nurse Consulting
- Pam Himes – MSICU – CCRN
- Andrea Jungwust – TSICU – CCRN
- Cynthia Kaufman – Tower 2 – OCN
- Kimberly Knouse – TSICU – CCRN
- Ann Kunkel – Care Management – CPUR
- Deena Lakota – CCU – CCRN
- Vickie Livelsbeger – PACU – CPAN
- Joan Luce – Peds – CPN
- Susan McQuade – OR – CNOR
- Donna Miller – CCU – CCRN
- Dianne Moore – Women’s Health – Menopause Educator
- Lorene Newman – NICU – NCC
- Christine Noll Quickel – Childbirth Education
- Kathleen O’Connor – NICU – NCC
- Kathaleen Patierno – CCU – CCRN
- Chris Scarpati – CCU – CCRN
- Debra Sheffer – PHAS – CCRN
- Pamela Shenberger – PACU – CPAN
- Michelle Shin – BHS – PMHN
- Allison Shoemaker – NICU – NRP
- Mary Ann Simpson – Care Mgt – CPUR
- Valerie Smeltzer – OHICU – CCRN
- Denise Stumpf – OR – CNOR
- Barbara Taylor – NICU – NNP
- Sue Thomson – IT – CRNI
- Josephine Trimmer – OHICU – CCRN
- Melanie Ulrich – 5 Main – OCN
- Donna Waugh – Peds – CPN
- Lorraine Wilson – Peds – CPN
- Darci Wolf – OR – CNOR
- Sandy Yingling – Peds – CPNP

**Gettysburg Hospital Recertified**

- Susan Callahan – CCU – CCRN
- Glenda Heyser – ED – CEN
- Sonya Hyde – CCU – CCRN
- Charmaine Malik – OB – Inpatient OB
- Arvilla McKinley – ED – CEN
- Margaret Nicastro – IV
- Therapy/Oncology – OCN
- Carol Rebert – CCU – CCRN
- Joanne Smith – ED – CCRN
- Jayne Sorber – OB – LC
- Sue Thomsen – IT – CRNI
**Professional Leadership – York Hospital**

Elizabeth Amico – Nominating Committee AORN of Central PA
Loretta Badders – Nominating Committee AORN of Central PA
Maria Barbaro – Treasurer AORN of Central PA
Deborah Brenneman – Nominating Committee AORN of Central PA
Loretta Brooks – Nominating Committee AORN of Central PA.
Michelle Destefano – Education Committee PONL
Karen Dykstra – Eta Eta Chapter STTI Vice President
Barbara Fauth – Secretary SC Chapter NAON
Colleen Fisher – Board of Directors AORN of Central PA, Newsletter Editor
Rachel Gosnell – SVAACN Membership Liaison to AACN National Board of Directors
Kelly Gipson – Treasurer, Eta Eta Chapter of STTI
Pat Graybill D’Ecrole – VP AORN of Central PA and Membership Chair
Connie Gutshall – Treasurer and Fund Raising Chair SCONL.
Patty Hufnagel – VP AORN of Central PA
Rosa Hickey – Research Co-Chair SCONL
Mary Ann Jurewicz – President ENA – PA ENA State Council
Barbara Kline – President SC Chapter NOAN
Elaine Kohan – Board of Directors AORN of Central PA
Jamie Kowalsky – Co-chair Ways and Means Committee AORN of Central PA
Kathleen Lehman – York Hospital School of Nursing Alumni Board of Directors
Elizabeth Losasso – Nominating Committee AORN of Central PA
Mary Jane McKee – SVAACN Membership Liaison to AACN National Board of Directors
Stephanie McKoin – Board of Directors AORN of Central PA
Nancy Miller – Eta Eta Chapter STTI, Leadership Succession Chair, Nightingale Awards Board of Directors and Program Committee Co-Chair, York Division AHA Board of Directors
Dianne Moore – STTI Eta Eta Chapter Chair Leadership Succession Committee
Lorene Newman – SVANN, Treasurer
Michelle Pace – Nominating Committee AORN of Central PA
Christine Quickel – STTI – Leadership Succession Chair
Peggy Reese – Board of Directors SCAPAN
Celinda Sanders – Board of Directors SCAPAN, Newsletter Editor
Debra Sheffer – YCP alumni SV Chapter Board of Directors
Susan Shoff – York Hospital School of Nursing Alumni Board of Directors
Denise Stumpf – Board of Directors AORN of Central PA
Sue Thomson – AMNI – Track Chair for NE/Mid Atlantic Conference
Bonita Trappell – Research Chair SCONL
Reda Willis – Health Ministries Association helped develop credentials for Faith Community Nurses with Health Ministries and ANA
Suzan Yamamoto – Nightingale Awards of PA Program Committee

**Professional Leadership – Gettysburg Hospital**

Cheryl Hale – CPAHQ Legislative Chair
Kris O’Shea – Education Chair SCONL
Jane Oyler – President, AORN of Central PA
Awards

Gettysburg Hospital Clinical Employees of the Quarter 2006

Sharon Fruehan, RN, BSN  CCU
Sara Heller, RN, BSN  B1
Nancy Langley, RN  ACU
Michelle Shriner, RN  B1

Other Awards and Recognition – Gettysburg Hospital

Margaret Nicastro – IV Therapy/Oncology – OCN – Patient Educator Award
Holly Cookerly, RN, 2006 Callie Outstanding Woman Award – Health and Human Services

Patient Safety Achievement Awards – York Hospital

Elizabeth Amico – OR  Tasha Hudson – SSU  David Page – BHS
Julie Deel – Tower 4  Eugenie Kell – SSU  Teresa Rentzel – PACU
Baron Garman – BHS  Vicki Mclure – 5 Main  Grace Roth – 5 Main
Brenda Hersher – SSU  Richelle Narber – 5 South  David Shilke – 5 Main
Patti Hinkle – PACU  Teresa Nitchman – SSU

2006 Nightingale Awards Nominees and Finalists

Jenny Bosley, RN, BSN  2006 Nightingale Awards of Pennsylvania Nominee  Nursing Education
Sandra M. Garrett, RN, MSN  2006 Nightingale Awards of Pennsylvania Nominee  Nursing Administration
Judith Gunther, RN  2006 Nightingale Awards of Pennsylvania Nominee  Nursing Administration
Valerie Stafford Hardy-Sprenkle, RN, MPH, CNAA  2006 Nightingale Awards of Pennsylvania Nominee and Finalist  Nursing Administration
Emily Huggins, RN, BSN, MHA  2006 Nightingale Awards of Pennsylvania Nominee  Clinical Practice RN
Cathleen G. Stauffer, RN, BSN  2006 Nightingale Awards of Pennsylvania Nominee  Clinical Practice RN

Nominees and Winners for York Hospital Excellence in Caring and Practice Award – 2006

The York Hospital Excellence in Caring and Practice Awards recognize individuals who consistently demonstrate quality patient care, exhibit use of the nursing process, contribute as a member of the health care team and demonstrate compassion and excellence in practice.

<table>
<thead>
<tr>
<th>Category</th>
<th>Name</th>
<th>Unit</th>
<th>Name</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Educator</td>
<td>Diane Gerhart</td>
<td>Palliative Care</td>
<td>Kay Bozart</td>
<td>Education Services.</td>
</tr>
<tr>
<td>Preceptor/Mentor</td>
<td>Melanie Miller</td>
<td>T2</td>
<td>*Glenna Harden</td>
<td>OHICU</td>
</tr>
<tr>
<td>Adv. Practice Nurse</td>
<td>Kim Dietz</td>
<td>Neurosciences</td>
<td>Donna Fitz</td>
<td>Emergency</td>
</tr>
<tr>
<td></td>
<td>Emily Huggins</td>
<td>Emergency</td>
<td></td>
<td>Emergency</td>
</tr>
<tr>
<td></td>
<td>*Lorraine Bock, CRNP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evidence-Based Practice/Nursing Research</td>
<td>Joan Moore</td>
<td>York Cancer Ctr.</td>
<td>Barbara Delio-Cox</td>
<td>Cardiovascular</td>
</tr>
<tr>
<td></td>
<td>Barbara Buchko</td>
<td>Maternity</td>
<td></td>
<td>5 Main</td>
</tr>
<tr>
<td></td>
<td>*Linda Farjo</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Indicates Winner
### Nominees and Winners for York Hospital Excellence in Caring and Practice Award – Continued

<table>
<thead>
<tr>
<th>Category</th>
<th>Name</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurse Leader</td>
<td>Karen Fanus</td>
<td>5 Main</td>
</tr>
<tr>
<td></td>
<td>Tammy Sterner</td>
<td>T2</td>
</tr>
<tr>
<td></td>
<td>Wendy Kilstein</td>
<td>Emergency</td>
</tr>
<tr>
<td></td>
<td>*Judy Gunther</td>
<td>T3</td>
</tr>
<tr>
<td></td>
<td>Tracy Miller</td>
<td>3E</td>
</tr>
<tr>
<td></td>
<td>Rhada Hartmann</td>
<td>Palliative Care and Bereavement Svcs.</td>
</tr>
<tr>
<td></td>
<td>Glynnis Lowe</td>
<td>Emergency</td>
</tr>
<tr>
<td>Staff Nurse Leader</td>
<td>Aimee Densel</td>
<td>T3</td>
</tr>
<tr>
<td></td>
<td>Lori Strickler</td>
<td>5S</td>
</tr>
<tr>
<td></td>
<td>Jacqueline A. Keely</td>
<td>Emergency</td>
</tr>
<tr>
<td></td>
<td>Melanie Miller</td>
<td>T2</td>
</tr>
<tr>
<td></td>
<td>*Lisa Swope</td>
<td>T2</td>
</tr>
<tr>
<td></td>
<td>Sharon Sheffer</td>
<td>BHS</td>
</tr>
<tr>
<td>RN - CN I</td>
<td>Amanda Althoff</td>
<td>STCU</td>
</tr>
<tr>
<td></td>
<td>Beckie Shelton</td>
<td>4 SW</td>
</tr>
<tr>
<td></td>
<td>Rebecca Porterfield</td>
<td>OR</td>
</tr>
<tr>
<td></td>
<td>Donna Sheedy</td>
<td>T2</td>
</tr>
<tr>
<td></td>
<td>*Michelle Latimer</td>
<td>5 Main</td>
</tr>
<tr>
<td></td>
<td>Mari Shearer</td>
<td>Emergency</td>
</tr>
<tr>
<td></td>
<td>Jessica Shearer</td>
<td>Emergency</td>
</tr>
<tr>
<td></td>
<td>Denise Cellini</td>
<td>T3</td>
</tr>
<tr>
<td>RN - CN II</td>
<td>Aimee Densel</td>
<td>T3</td>
</tr>
<tr>
<td></td>
<td>Christy Hersey</td>
<td>Maternity</td>
</tr>
<tr>
<td></td>
<td>Sonia Zambito</td>
<td>L&amp;D</td>
</tr>
<tr>
<td></td>
<td>Rachel Myers</td>
<td>MSICU</td>
</tr>
<tr>
<td></td>
<td>Jay Brokopp</td>
<td>5 Main</td>
</tr>
<tr>
<td></td>
<td>Christy Dietz</td>
<td>T3</td>
</tr>
<tr>
<td></td>
<td>Kevin Lohoss</td>
<td>6 Main</td>
</tr>
<tr>
<td></td>
<td>*George Hlodash</td>
<td>T3</td>
</tr>
<tr>
<td></td>
<td>Stacy Mease</td>
<td>T3</td>
</tr>
<tr>
<td></td>
<td>Jovita Miller</td>
<td>Emergency</td>
</tr>
<tr>
<td></td>
<td>Joan Tome</td>
<td>T2</td>
</tr>
<tr>
<td></td>
<td>Robert Witmyer</td>
<td>BHS</td>
</tr>
<tr>
<td></td>
<td>Pam Fake</td>
<td>T3</td>
</tr>
<tr>
<td></td>
<td>Susan Ludwig</td>
<td>T3</td>
</tr>
<tr>
<td>RN - CN III</td>
<td>Susan Hunter</td>
<td>MTCU</td>
</tr>
<tr>
<td></td>
<td>Linda Farjo</td>
<td>SM</td>
</tr>
<tr>
<td></td>
<td>Rebecca Krebs</td>
<td>6M</td>
</tr>
<tr>
<td></td>
<td>Sharon Sheffer</td>
<td>3E</td>
</tr>
<tr>
<td></td>
<td>*Ann Proctor</td>
<td>5M</td>
</tr>
<tr>
<td></td>
<td>Deb Kalpowski</td>
<td>MSICU</td>
</tr>
<tr>
<td></td>
<td>Lynn Sanderson</td>
<td>MSICU</td>
</tr>
<tr>
<td></td>
<td>Lisa Roupas</td>
<td>MTCU</td>
</tr>
<tr>
<td></td>
<td>Becky Kirouac</td>
<td>O.R.</td>
</tr>
<tr>
<td></td>
<td>Dee Carbaugh</td>
<td>O.R.</td>
</tr>
<tr>
<td></td>
<td>Becky Salazar</td>
<td>O.R.</td>
</tr>
<tr>
<td></td>
<td>Liz Losasso</td>
<td>O.R.</td>
</tr>
<tr>
<td></td>
<td>Steph Markey</td>
<td>GI</td>
</tr>
<tr>
<td></td>
<td>Sharon Gates</td>
<td>GI</td>
</tr>
<tr>
<td></td>
<td>Judy Failing</td>
<td>ED</td>
</tr>
<tr>
<td></td>
<td>Claudia Shermeyer</td>
<td>NICU</td>
</tr>
<tr>
<td></td>
<td>Lynn Eigo</td>
<td>BHS</td>
</tr>
<tr>
<td></td>
<td>David Page</td>
<td>BHS</td>
</tr>
<tr>
<td></td>
<td>Glenna Harden</td>
<td>OHICU</td>
</tr>
<tr>
<td></td>
<td>Lorraine Wilson</td>
<td>Pediatrics</td>
</tr>
<tr>
<td>RN-New Graduate</td>
<td>Rick Barley</td>
<td>T3</td>
</tr>
<tr>
<td></td>
<td>Josie McCreary</td>
<td>T3</td>
</tr>
<tr>
<td></td>
<td>Denise Sanchez</td>
<td>T2</td>
</tr>
<tr>
<td></td>
<td>Nicole Smith</td>
<td>5 Main</td>
</tr>
<tr>
<td></td>
<td>Ashley Barge</td>
<td>Emergency</td>
</tr>
<tr>
<td></td>
<td>*Jillian Gunther</td>
<td>T2</td>
</tr>
</tbody>
</table>

* Indicates Winner
**Nominees and Winners for York Hospital Excellence in Caring and Practice Award – Continued**

**Category** | **Name** | **Unit**
---|---|---
LPN | Leanne Wadsworth | T2
| *Brenda Weller* | T3
| Melissa Henise | T3
| Sue Smith | 6M
| Rose Brandt | T2
| Mandy Lawson | 5 Main
| Beth Brenneman | 5 South
| Juanita Sandra Schaefer | T3
| Renee Mapstone | T3

**NA/Tech** | **Name** | **Unit**
---|---|---
| Grace Roth | 5 Main
| Chuck Leas | T3
| *A. Scott Raimer* | T3
| Jill Myers | CCU
| Kera Doxzen | T2
| Randi Frey | 5 Main
| Deb Smith | T2
| Lori Stermer | T3
| Brandi Hostetler | T3
| Stacy Frey | T3
| Michelle Fitz | T3
| Jamie Bublinec | BHS
| Allison Mook | 5 South
| Jessie Digiovanni | MSICU
| Kim Pautz | MSICU
| Tom Montooth | OR
| Jacque Fishel | 5 Main
| Lisa Byerts | GI
| George Wills | GI
| Phyllis Ingram | OR
| Paula Ash | T3
| Dee Ganse | Emergency
| Regina Schraegle | BHS
| Barron Garman | BHS
| Donna Fahs | T2

**Unit Secretary** | **Name** | **Unit**
---|---|---
| Mary Jane Stanko | TSICU
| *Patricia Hauer* | Maternity
| Tammy Almoney | T3
| Pat Weaver | T3
| Jill Myers | CCU
| Tina Nevin | 5 Main
| Stephanie Krout | 3 East
| Millie Pomraning | T2
| Jamie Bublinec | BHS
| Lisa Strine | T2
| Julie Senft | T3
| Karen Gohn | EAU
| Pat Scott | Emergency

**Kitty Reisinger Award Nominations – 2006**

**Name** | **Unit**
---|---
Vernette Rollison | 5 Main
Marcia Adams | T2
Judy Gunther | T3
Brenda Weller | T3
Melissa Schneider | T3
Ellen Metzger | Palliative Care
*Debra McNamara* | NICU
Wendy Stover | 6 Main
Claudia Shermeyer | NICU
Louise Crumblingle | PACU
Catherine Sitler | NICU
Rebecca Porterfield | OR
Cathy Krepps | 6 Main

**Other Awards and Recognition – York Hospital**

Jamie Kowalsky – Barbara Serniak Memorial Perioperative Nursing Award from AORN

* Indicates Winner
2006 Quality Forum Presentations

If We Design It, We Can Comply:
Using Information Sharing & Staff Feedback at Mandatory Conscious Sedation
In-Services to Improve Performance
Glynnis Lowe, RN, CEN Rose Stike, MEd, EMT-B
YH Emergency Service Line

Improving Amiodarone Administration Safety
Veronica Weaver, RN T-2 Nursing Unit

When Waste is Good: Interdisciplinary Efforts to Enforce a Zero
Tolerance Policy for Narcotics Wasting in York Hospital’s Emergency Department
Rose Stike, MEd Jane Musser, BS, LPN

Impact of a Palliative Care Consultation Service
Rhada Hartmann, RN, BSN, CT Rod D. Grim, Research

Resolution for Product Malfunction: A Team Approach
Karen Fanus, RN, BSN, MS Roseann Huddleston, RN, OCN, CRNI
Oncology Service Line

The New OR Block Schedule
Stephanie McKoin, RN
Douglas Arbittier, M.D.

Dysphagia Screening: Reducing the Risk of Aspiration in Stroke Population
Kimberly Dietz, RN, MS
Brenda Chapman, RN, BSN

York Hospital’s Perioperative Glycemic Control Initiative in Total Joint Patients
Douglas Arbittier, M.D.
Stephanie McKoin RN, MPAHSA

Thirty Minutes – Decision to Incision: Management of Emergency Cesarean Sections in a Community Hospital
Cheryl Hale, RN, MSN Gettysburg Hospital, Director of Clinical & Professional Development
Laura Swomley, RN, BSN Gettysburg Hospital, Nurse Manager, Obstetrics

Improving Communication to Reduce Delays and Omissions in Respiratory Treatments (poster)
Cheryl Hale, RN, MSN Gettysburg Hospital, Director of Clinical & Professional Development

Ventilator Acquired Pneumonia (poster)
Sharon Fruehan, RN, BSN Gettysburg Hospital, CCU

Presentations

York Hospital

Kathaleen Patierno – Poster Presentation on Development of a Line cart for VHA – at TICU Conference
Kimberly Hulse – Presentation to Nursing Students at Indiana University of PA
Dereen Houck – Poster Presentation at Sigma Theta Tau International and PA State Nurses Association Conference – New Horizons in Nursing Research in Lancaster
Pamela Himes and Lynn Shepp – Presentation on Mission Trip to Ghana to York College Nursing Students
Debra McNamara – Presentation for 25th Anniversary of York College Nursing Program Celebration and Conference
Stacey Warfel – Presentation for 25th Anniversary of York College Nursing Program Celebration and Conference
Christine Bingman – Presentation at American Burn Association’s National Conference
Sandy Landis – Poster Presentation at Sigma Theta Tau International and PA State Nurses Association Conference – New Horizons in Nursing Research in Lancaster
Carol Berkheimer – Presentation for Yorktowne Business Institute
Barbara Fauth – Presented at NOAN National Conference
Michele Johnson, Stephanie Myers, and June Wineholt – Presentation on “Patients Who Leave the Emergency Dept Without Being Seen” at Sigma Theta Tau International and PA State Nurses Association Conference – New Horizons in Nursing Research in Lancaster
Rhada Hartmann – Keynote speaker for Eta Eta Chapter of Sigma Theta Tau International Induction Program – “Life Comes at You Fast”
Stephanie McKoin – Presentation for Quality Insights on SCIP
Brenda Artz, Greg Gurican, Nancy Mann – Poster Presentation at Sigma Theta Tau International and PA State Nurses Association Conference – New Horizons in Nursing Research in Lancaster
Sandy Young – Presentation for VHA conference on Improving HF Education Documentation
Robin Bohanan – Poster Presentation for ANAC National Conference on Nurse Mentoring in Lesotho, Africa
Michele Marchese – Presentation at the Mobile Health Clinics Forum in San Diego
Carol Berkheimer – Presentation for Yorktowne Business Institute – Care of GYN/Oncology Patients in an Outpatient Setting
Christine Bingman – Presentation at American Burn Association’s National Conference – You Can Teach An Old Dog New Tricks: A Fire Prevention Program for Older Adults
Susan Dayhoff – World Transplant Congress: When Do We Cut the Cord: Promoting Independence in Your Patient
Sue Thomson – Presentation at Cerner Conference
Patricia Graybill-D’Evcole – Presentation – Dover High School – Health Careers in the OR

Gettysburg Hospital
Margaret Nicastro – Presentation, Infusion Nursing Fall Academy

Publications – York Hospital
Glynnis Lowe et al, “Nursing Blood Specimen Collection Techniques and Hemolysis Rates in an Emergency Department: Analysis of Venipuncture vs Intravenous Catheter Collection Techniques” has been accepted for publication in the Journal of Emergency Nursing

2006 Professional Day – York Hospital
Monday, May 8, 2006

Presentation
SCONL Initiative
HIV Update
Home Hemodialysis
Palliative Care Point of Care Model
Coping with Loss
HELP Team
STABLE Program
Amiodarone Use and Phlebitis
The Impact of Bariatric Surgery
Suicide Assessment and Prevention
Drive-Thru Vaccine Clinic
Thoratec Heart Assist
Line Care Development and Impact
Health Care Mission Trip to Africa

Presenter
Rosa Hickey, Bonita Trapnell
Robin Bohanan
Wendy Herbst, Kathy Lehman,
Sue Wierman
Liz Winders
John Grover
Melanie Kane, Lynn Robertson
Beth Ann Allison, Pete Eisert
Veronica Weaver
Barb Eyler
Tim Ward
Sharon Muller, Bonita Trapnell
Sandy Young
Kathy Paterino
Valerie Hardy-Spreenke
A Special Message to Our Nurses

The care you provide is extremely important to the communities we serve. You are, in many ways, the face of WellSpan Health. You provide skilled nursing care. You comfort patients and their families with warmth and compassion. You are there in times of sorrow and times of joy. Your face is the face our patients see when they are in need. You have answered the call to serve. And, for this, we are grateful.

As representatives of the leadership of WellSpan Health, we wanted to take this opportunity to publicly thank you and recognize you in this first-ever, WellSpan Health Acute Care Nursing Progress Report. This report is a shining example of how nursing is so integral to the mission of WellSpan Health.

We appreciate the initiatives that you and your colleagues have spearheaded not only to improve nursing at WellSpan, but also to enhance patient care and safety. We thank the many dedicated nurses who give of their time and talents contributing to professional practice activities, furthering their education and serving the community. We reflect on where we’ve been and where we’re going. But, most of all, we hope you know how much we value you. We thank each one of you for giving your best. This report is a tribute to you – the exceptional nurses of WellSpan Health.

Sincerely,

Kevin H. Mosser, M.D.
President, Gettysburg Hospital
Senior Vice President, WellSpan Health

Richard L. Seim
President, York Hospital
Senior Vice President, WellSpan Health
Gettysburg Hospital
147 Gettys Street
P.O. Box 3786
Gettysburg, PA 17325-0786
(717) 334-2121

York Hospital
1001 South George Street
P.O. Box 15198
York, PA 17405-7198
(717) 851-2345