

ProMedica Nursing ANNUAL REPORT

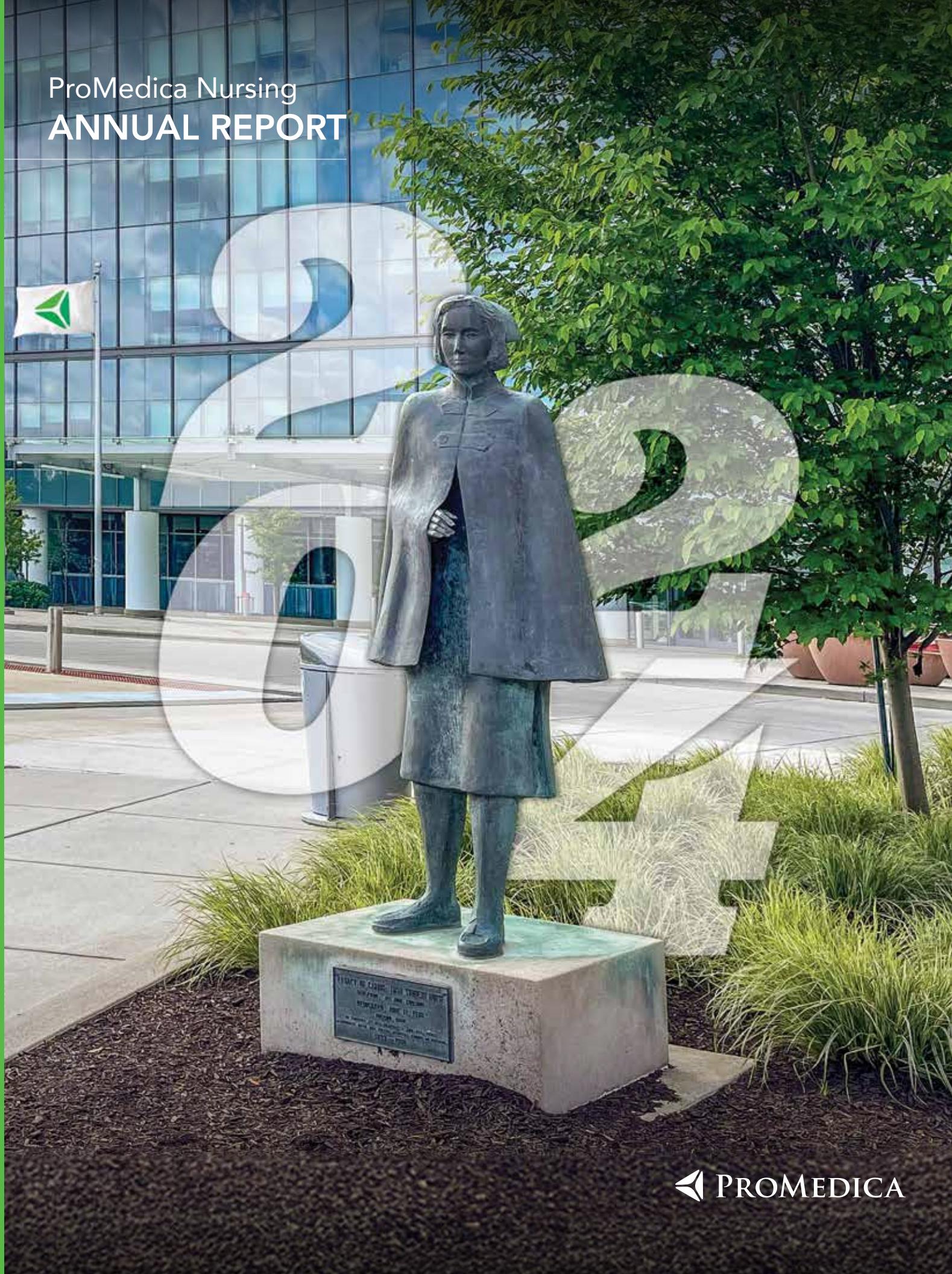




Table of CONTENTS

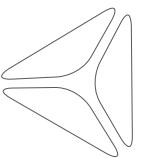


Our MISSION

We believe in centering the individual in all that we do. Our patients, residents, members and employees are why we are here. Our Mission is to improve your health and well-being and fulfilling that Mission is our purpose.

Letter from Leadership.....	4
2024 Highlights	6
Quality	8
Virtual Observers Help Prevent Falls	9
Data Transparency	10
AMPED	12
Acute Patient Access	12
Improving Safety for Surgery.....	13
Total Solar Eclipse.....	14
Forensic Program.....	15
Service Lines.....	16
Women's Services	17
Cardiac Rehab	17
Improving Heart Care	18
ProMedica Russell J. Ebeid Children's Hospital	19
Care Mobile	20
Skin Care and Injury Reduction	21
Staff Development	22
Improving Patient Education	23
School Nurse Program	23
ProMedica Cancer Institute	24
From Apprentice to Resident	25
Twice Daily Huddle	25
Innovations	26
Zoll AutoPulse	27
NaloxBox	27
Peer Presentations	28
What To Expect in 2025.....	30

Letter from LEADERSHIP



Welcome,

As we reflect on the past year, we celebrate the dedication and resilience of our nursing team, whose unwavering commitment has been pivotal in providing exceptional patient care and advancing ProMedica's Mission. This report highlights our progress, accomplishments, and ongoing efforts to enhance the quality of care delivered to our patients and the communities we serve.

2024 has been a year marked by both obstacles and achievements. Regardless of what has come our way, our nursing staff has demonstrated remarkable adaptability and professionalism. From implementing innovative practices to prioritizing patient safety and well-being, we continue to strive for excellence in every aspect of our work.

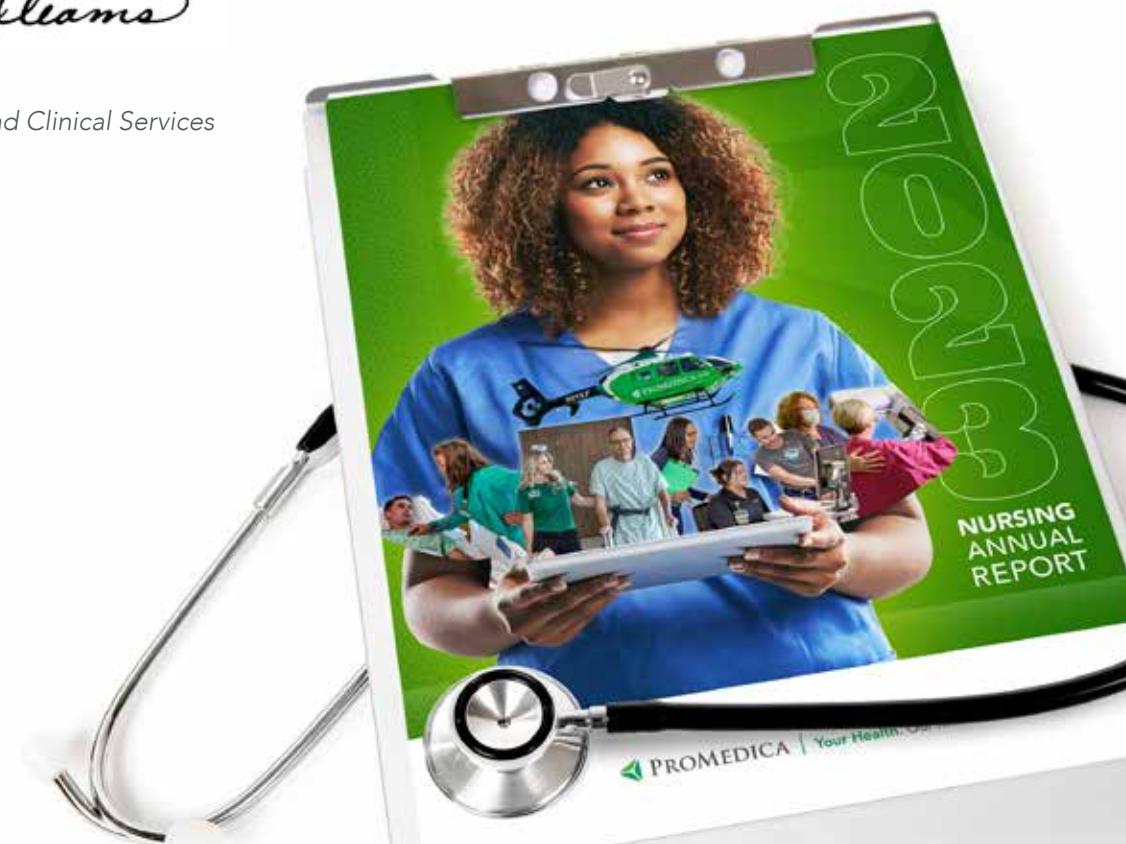
Each year I look forward to assembling this report. For me, and I hope for you as well, it is more than a collection of narratives and data. It is the ProMedica nursing story; it is our story. It is with immense pride that I share the latest chapter with you. I am excited to continue our collaboration on future chapters as we shape health care locally and regionally.

As always, I extend my heartfelt gratitude to our nursing team for their unwavering commitment and tireless efforts. Your dedication continues to drive our organization forward and improve the health and well-being of our patients.

Ondrea Williams

Ondrea Williams

Chief Nursing Officer, Provider and Clinical Services



“ Regardless of what has come our way, our nursing staff has demonstrated remarkable adaptability and professionalism. **”**

NURSES WITHIN THE
PROMEDICA SYSTEM

4,900

ACUTE PATIENT ACCESS CASES
FOR THE REGION

19,975

EMERGENCY CENTER VISITS PER YEAR

279,300

SURGERIES PER YEAR

66,600+

Our
TEAMWORK

We are an inclusive team of diverse and unique individuals who collaborate to meet the ongoing needs of our patients and communities. We partner with others because we are better together than apart.

2024 **HIGHLIGHTS**

Highlights from the 2024 calendar year include:

- **10** acute care hospitals.
- **19,975** acute patient access cases for the region.
- **66,600+** surgeries per year.
- **279,300** emergency center patient visits per year.
- **1,000,000** outpatient visits per year.
- **116,100+** urgent care visits per year.
- **4,900** nurses working within the ProMedica system.

Nurses - By the Numbers

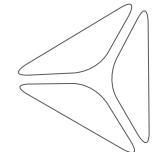
- ProMedica Toledo Hospital - **1,745**
- ProMedica Physicians Group and Ambulatory Nurses - **883**
- ProMedica Flower Hospital - **447**
- ProMedica Russell J. Ebeid Children's Hospital - **312**
- ProMedica Monroe Regional Hospital - **289**
- ProMedica Bay Park Community Hospital - **183**
- ProMedica Charles and Virginia Hickman Hospital - **172**
- ProMedica Defiance Regional Hospital - **137**
- ProMedica Memorial Hospital - **121**
- ProMedica Fostoria Community Hospital - **50**



Our
COMPASSION

We treat our patients and each other with respect, integrity and dignity. Because each of us is a caregiver, our actions, words and tone let others know we truly care about them.

ProMedica Virtual Observers **HELP PREVENT FALLS**



The Virtual Observer program at ProMedica was created in 2020 and centralized in Toledo Hospital while serving all ProMedica adult hospitals.

With **60 cameras** system-wide, program utilization has risen significantly, from just over **1,000 patients** a year at inception to almost **1,700 patients** in 2023, and approximately **2,500 patients** in 2024. This is a near **50% increase** year over year. Beyond the true focus of improving patient care and outcomes, the Virtual Observer program has a significant added benefit in cost savings.

Patient fall data in 2024 indicates a **28% reduction** in total falls for the ProMedica system compared to 2023. This reduction in falls can be directly correlated to the sharp increase in virtual observer utilization, along with additional bedside initiatives. Looking ahead to 2025, the virtual observer department and the system Falls Committee will collaborate to further reduce patient falls by analyzing data to determine patients at highest risk of falling and then creating proactive action plans to mitigate the risk.

Virtual Observers and System Falls **BY THE NUMBERS**



57% Reduction

In Patient Falls Causing Patient Harm,
System-Wide Over Two Years

57%

7

Falls in
2022

6

Falls in
2023

3

Falls in
2024

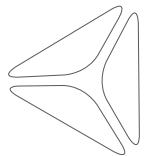
Virtual Observer Program

Allowed Dollars to be Directed to Other Clinical Needs



\$198,405.70

Improving Nursing Outcomes THROUGH DATA TRANSPARENCY



ProMedica's journey towards improving nursing outcomes began with a strategic initiative to make quality data more transparent and accessible across all levels of the organization.

Recognizing that nurses are integral to patient outcomes, the Clinical Risk, Regulatory, Infection Prevention, Safety, Quality, and Service (CR-RISQS) Department focused on providing them with the tools and information necessary to excel in their roles. In 2024, the specific goals were to reduce the number of hospital-acquired infections, reduce surgical site infections and improve safety.

Approach to Data Transparency

Implementation of Real-Time Data Scorecards:

- ProMedica introduced real-time data scorecards accessible to nursing staff across its network. These scorecards provided up-to-date information on key performance indicators (KPIs).
- Nursing Manager Quality Dashboards were standardized to reflect real-time data aligned with the KPIs.
- Nurses could now see how their unit's performance compared to organizational benchmarks, fostering a sense of ownership and accountability.

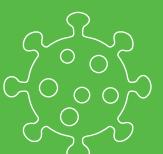
Focused Quality Improvement Initiatives:

- With access to transparent data, ProMedica's nursing leadership identified specific areas where outcomes could be improved. For example, early data indicated that the infection known as Clostridium difficile infection (CDI) was higher than expected.
- Targeted interventions, such as additional education, documentation enhancements and process redesigns, were implemented, leading to measurable improvements in this hospital-acquired infection.

Empowering Nursing Staff:

- ProMedica's transparent approach also empowered nurses by involving them directly in quality improvement initiatives. Nurses were encouraged to use data to identify problems and propose solutions, such as earlier removal of indwelling catheters to prevent infections.

Infectious Diseases BY THE NUMBERS - 2023 vs. 2024



CAUTI

Catheter-Associated Urinary Tract Infection

2024

20%
↓

CLABSI

Central Line-Associated Bloodstream Infection

2024

31%
↓

C-DIFF

Clostridium difficile

2024

38%
↓

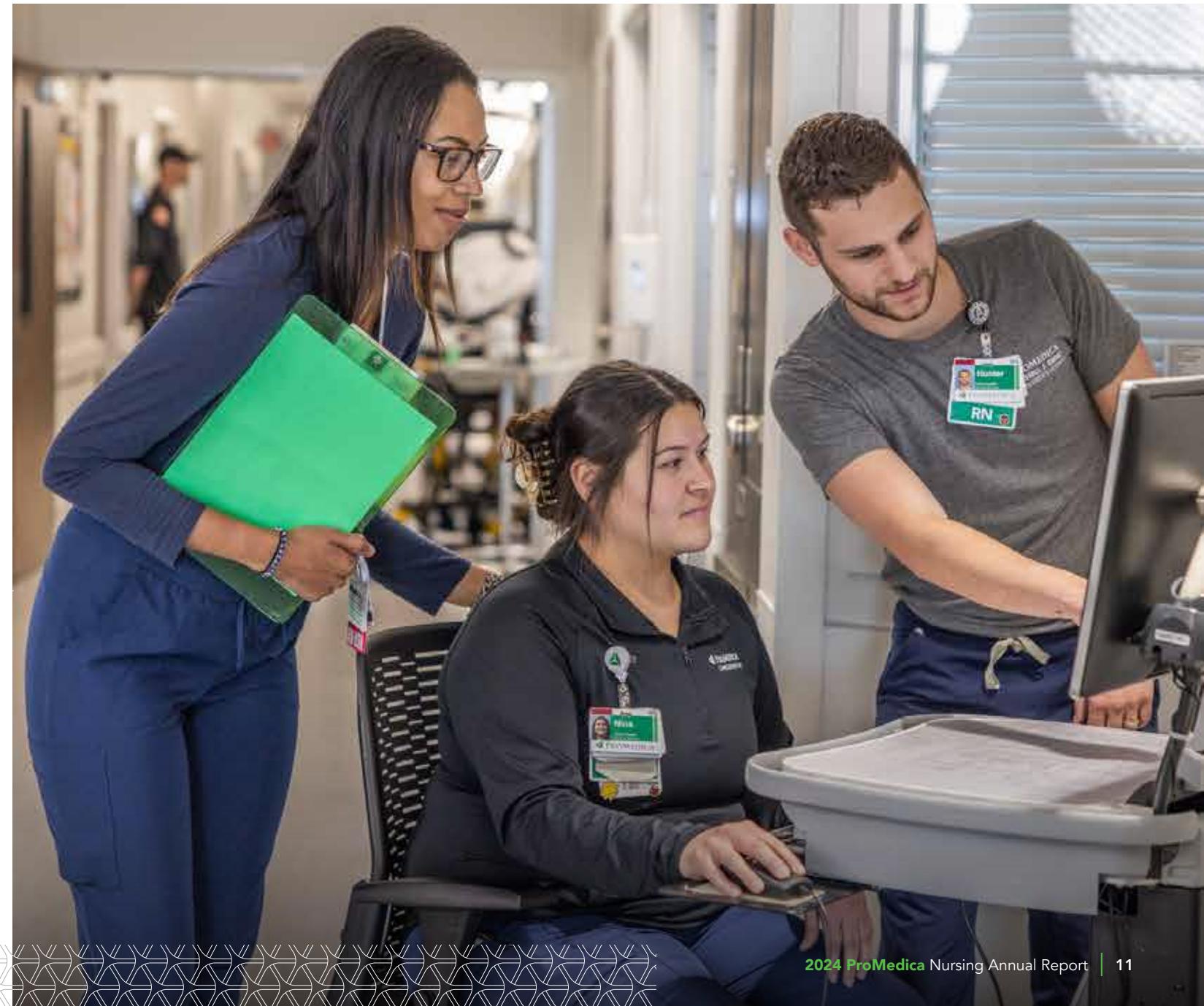
OVERALL

33%
↓

Challenges and Future Directions

ProMedica's commitment to data transparency has been a game-changer in improving nursing outcomes. By making data accessible, understandable and actionable, ProMedica empowered its nursing staff to take ownership of their practice, collaborate more effectively, and deliver higher-quality care. As health care continues to evolve, ProMedica's experience serves as a powerful example of how transparency can drive meaningful change and lead to better outcomes for patients and providers alike.

Looking ahead, CR-RISQS's plans to continue refining its use of data transparency by integrating advanced analytics and predictive modeling. These tools will help nurses anticipate patient needs and potential complications, further enhancing quality of care and outcomes.



Project AMPED Enhances NURSING DOCUMENTATION

Project AMPED is a nursing documentation optimization and reduction project, led by the Operational Informatics team. The goal is to have accurate, meaningful, patient-focused, efficient documentation.

Our nurses spend an average of **139 minutes** documenting per shift; our goal is to reduce documentation to **125 minutes**, which would place us in the national top quartile. The project team started with adult inpatient documentation, using flowsheets and reviewing the rows and selection options within. Duplicates, unused rows/selections and rows/selections that better fit elsewhere were removed. The most documented items were placed at the top of the list for easy recognition and access. Additionally, flowsheets for specialized documentation, restraints, blood transfusion and peritoneal dialysis are being automated to appear only when relevant.

Finally, the team optimized documentation for patients in observation status. This change is projected to save an estimated **50%** of documentation time and over **200 clicks** in documenting admissions and assessments. Many of these changes will go live in early 2025, with more optimizations to come as the project continues.



ProMedica ACUTE PATIENT ACCESS

As a regional referral center, it is imperative that we provide easy access to all the communities we serve.

Working with referring hospitals, ProMedica developed a nursing-led process for efficiently facilitating a timely handoff and disposition for patients requiring transfer to ProMedica hospitals. In 2024, ProMedica demonstrated improved patient flow with decreases in cases on waitlist and enhanced the ability to bring in more transfers and direct admits.

- **19,975 access cases** (vs. 19,448 in 2023).
- **12,102 transfers** (vs. 9,421 in 2023).
- **6,817 consults.**
- **48 acute care cases placed on waitlist** (vs. 156 in 2023).
- **5 ICU cases placed on waitlist** (vs. 36 in 2023).
- **0 peds waitlisted** (vs. 2 in 2023).

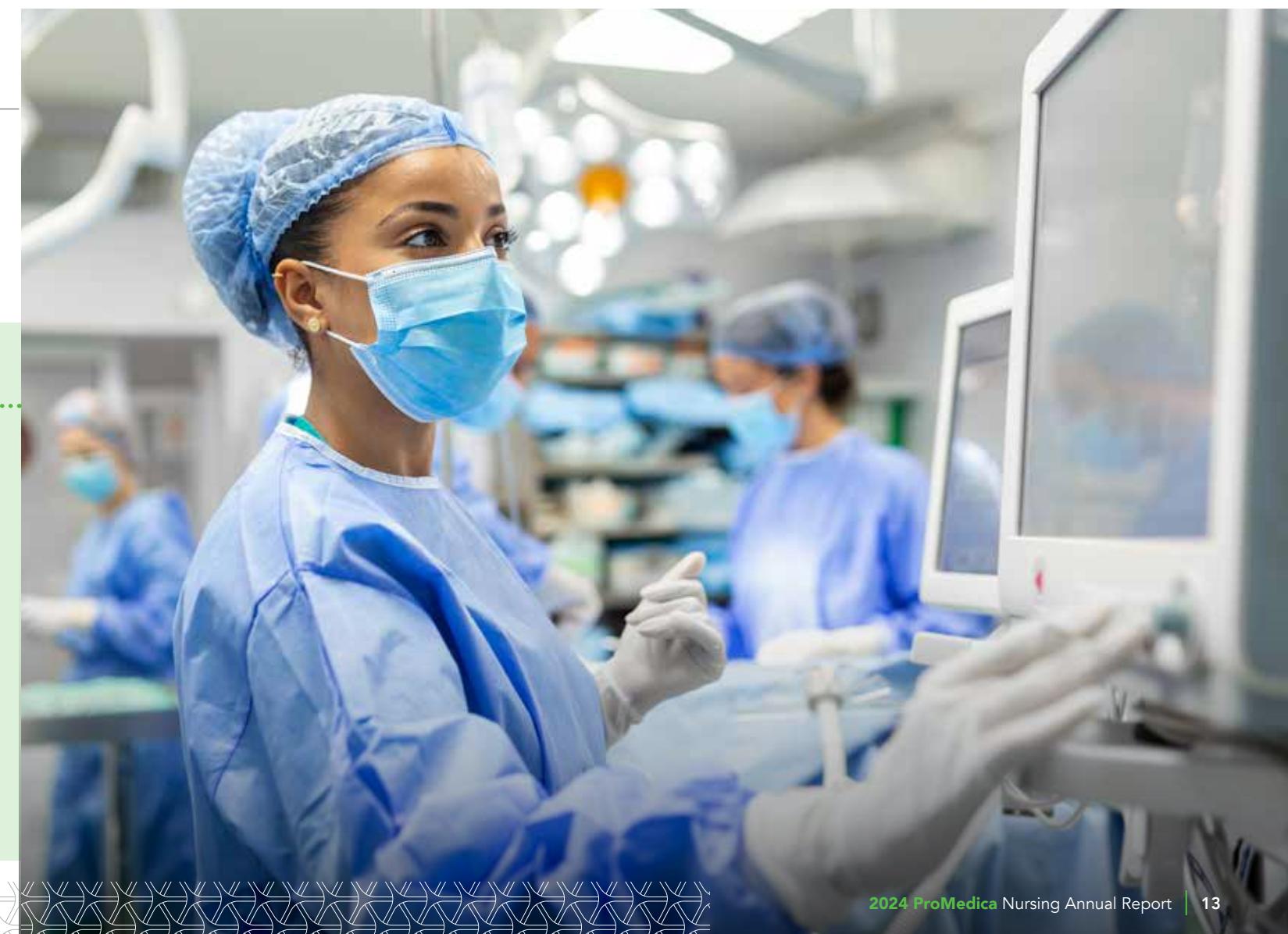


Improving Safety FOR SURGERY PATIENTS

In 2024, CR-RISQS and Surgical Services developed a multidisciplinary SSI (surgical site infections) reduction task force made up of representatives from surgery providers, the operating room staff, the nursing units, facilities management, sterile processing department, infection control, and hospital leadership.

The team analyzed every surgical site infection for opportunities for improvement and implemented processes, care bundles, education and order sets to support best practices to prevent surgical site infections in our patients. These were developed into an action plan and are tracked on a dashboard, which is shared at a monthly SSI reduction meeting and to the system executive leadership team.

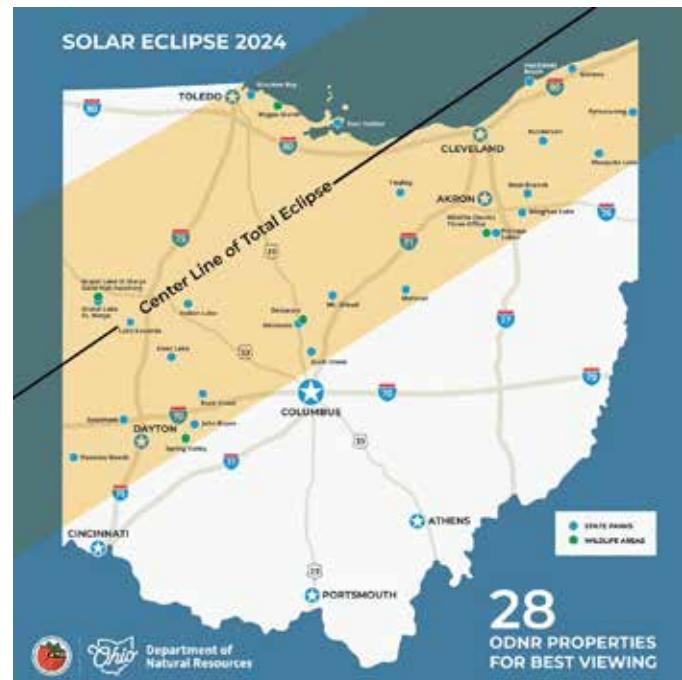
In 2024, ProMedica surgical services implemented a new hand-off tool for the operating room personnel. Communication breakdowns are a leading cause of sentinel events in the preoperative settings. Barriers to communication can include stress, noise, multitasking and rapid turnover between procedures. The SWITCH tool is a checklist used in preoperative hand-offs to improve communication and patient safety, ensure that critical information is communicated and keeps the focus on the patient during hand-offs. SWITCH stands for the activities that need to be performed and key pieces of information that need to be communicated in the operating room, such as surgical procedure, medications and fluids, instruments, implants, specimens, and counts.



Total SOLAR ECLIPSE

On April 8, 2024, a rare total solar eclipse was scheduled to take place. Although this event was only scheduled to last just over two hours with only minutes of view time in certain areas, the impacts of the event had the potential to be catastrophic to hospitals. For that reason, ProMedica began preparing for the eclipse in February 2024.

The Ohio State Highway Patrol predicted a significant influx of travelers to the path of totality, reaching over **100,000 individuals** from within Ohio as well as from other states.



Credit: NASA/Keegan Barber

System incident command was established on April 7, 2024, and remained open until April 9, 2024. Preparations for potential increased traffic accidents, patient surges in emergency rooms, fuel and supply shortages, and communication interruptions due to overwhelmed cellular networks were made. Staffing was increased, additional supplies were procured, and continuous communication with our law enforcement partners was maintained. Amateur Radio Service Operators were placed at hospitals within the viewing path to provide an alternative form of communication should it be needed.

In addition, preparations for particular medical emergencies that could be associated with viewing the eclipse were made. Our teams prepared for conditions such as hypothermia, hyperthermia, solar retinopathy and drug overdoses.



1:56 p.m. 2:30 p.m. 3 p.m. 3:12 p.m. – 3:14 p.m. 3:30 p.m. 4 p.m. 4:26 p.m.

Start of Partial Eclipse: 1:56:51 p.m. EDT
Start of Total Eclipse: 3:12:17 p.m. EDT

Maximum Eclipse: 3:13 p.m. EDT
End of Total Eclipse: 3:14:10 p.m. EDT

End of Partial Eclipse: 4:26:57 p.m. EDT
Duration of Totality: 1 min. 53 sec.

ProMedica's FORENSIC PROGRAM

Looking forward: ProMedica's Forensic Program to extend system-wide.

ProMedica provides sexual assault patients compassionate and comprehensive care in our emergency departments by trained Sexual Assault Nurse Examiners (SANE). The service was available for patients at ProMedica Toledo Hospital, requiring patients at regional hospitals who needed this specialized care to be transported there for care. With the upcoming expansion, four regional hospitals will be able to treat patients within their own community.



With grant funds from the Department of Justice, the program will receive equipment for the additional emergency departments to train new SANE nurses and clothing for the crime victims. We look forward to expanding this service and providing high quality, compassionate care to those who need it most, in their own community.

ProMedica's Forensic Program BY THE NUMBERS

106

Physical
Assaults

132

Adult Sexual
Assault

101

Child
Abuse

110

Child Sexual
Abuse

75

Domestic
Violence

480

Individual Forensic
Patients

33

Human
Trafficking

6

Elder
Abuse

**October 1, 2023 –
September 30, 2024**



Our **EXCELLENCE**

We strive to be the best in all we do; we value lifelong learning, practice continuous improvement and provide exceptional service in living our Mission to improve your health and well-being.

ProMedica **WOMEN'S SERVICES**

The Women's Service line has continued to focus on evidence-based care, quality and safety in 2024.

The facilities that provide labor and delivery services participated in **4 AIM Safety Bundle initiatives**. AIM is a national data-driven maternal safety and quality improvement initiative based on interdisciplinary consensus-based practices. The program provides implementation and data support for the adoption of evidence-based patient safety bundles. AIM works through state teams and health systems to align national-, state- and hospital-level engagement efforts to improve overall maternal health outcomes. The focus of the initiative included obstetrical hemorrhage, hypertension, reduction of cesarean sections, and sepsis.

As part of the ongoing readiness for managing these and other obstetrical emergencies, annual simulation training occurs for all staff and providers in the **7 obstetrical units**, as well as a multidisciplinary emergency center team in the facilities.

Program Growth Opportunities with **CARDIAC REHAB**

The need for cardiopulmonary rehabilitation is growing. With funds from ProMedica Foundation, two relocations have been made to better serve patients.

Bay Park Hospital's Cardiopulmonary Rehabilitation Program moved into renovated space on the garden level of the hospital. The move from a **1,546 sq. ft. space** to **2,585 sq. ft.** was fully funded by ProMedica Foundation. The new space will allow for additional patients to be seen and for the rehab team to meet the growing need for their services.

Flower Hospital Cardiac Rehab moved into the renovated former Lake Park gym, also funded by the ProMedica Foundation. The new gym offers patients expanded space and a more convenient location for outpatient therapy.

2024 **STATISTICS**

There are Cardiac Rehab Clinics in seven ProMedica hospitals: Flower Hospital, Bay Park Hospital, Hickman Hospital, Monroe Regional Hospital, Memorial Hospital, Fostoria Community Hospital and Defiance Regional Hospital.

Patient Encounters

39,886
2023

39,599
2024

Virtual Visits

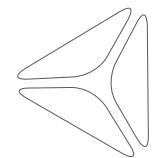
2,773
2023

2,833
2024

Accreditation

- American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR) Program Certification is the only peer-reviewed accreditation process designed to review individual facilities for adherence to standards and guidelines developed and published by the AACVPR and other professional societies.
- The cardiac and pulmonary rehabilitation programs at Flower Hospital, Hickman Hospital and Monroe Regional Hospital are certified AACVPR programs.
- The programs at Memorial Hospital, Fostoria Community Hospital, Defiance Regional Hospital and Bay Park Hospital are all AACVPR affiliate members.
- Affiliate members submit quality data to be included in the AACVPR data registry used for benchmarking.

Improving Heart Care THROUGHOUT OUR HEALTH SYSTEM



ProMedica Heart Institute's nurses focus on improving care for patients and creating a positive work environment for all.

CathPCI Reaccreditation

In summer 2024, Toledo Hospital and Monroe Regional Hospital achieved reaccreditation by the American College of Cardiology for CathPCI. Flower Hospital was accredited for the first time in December. Areas surveyed are governance, clinical practices, quality, continuous improvement in all aspects of care, pre-, peri- and post-procedure to assure standardized assessment, care coordination, and appropriate hand-off after the procedure. It also assures quality protocols are in place for patient safety, infection control practices, documentation of any complications, and physician to nurse communication.

Structural Heart Care Efficiencies

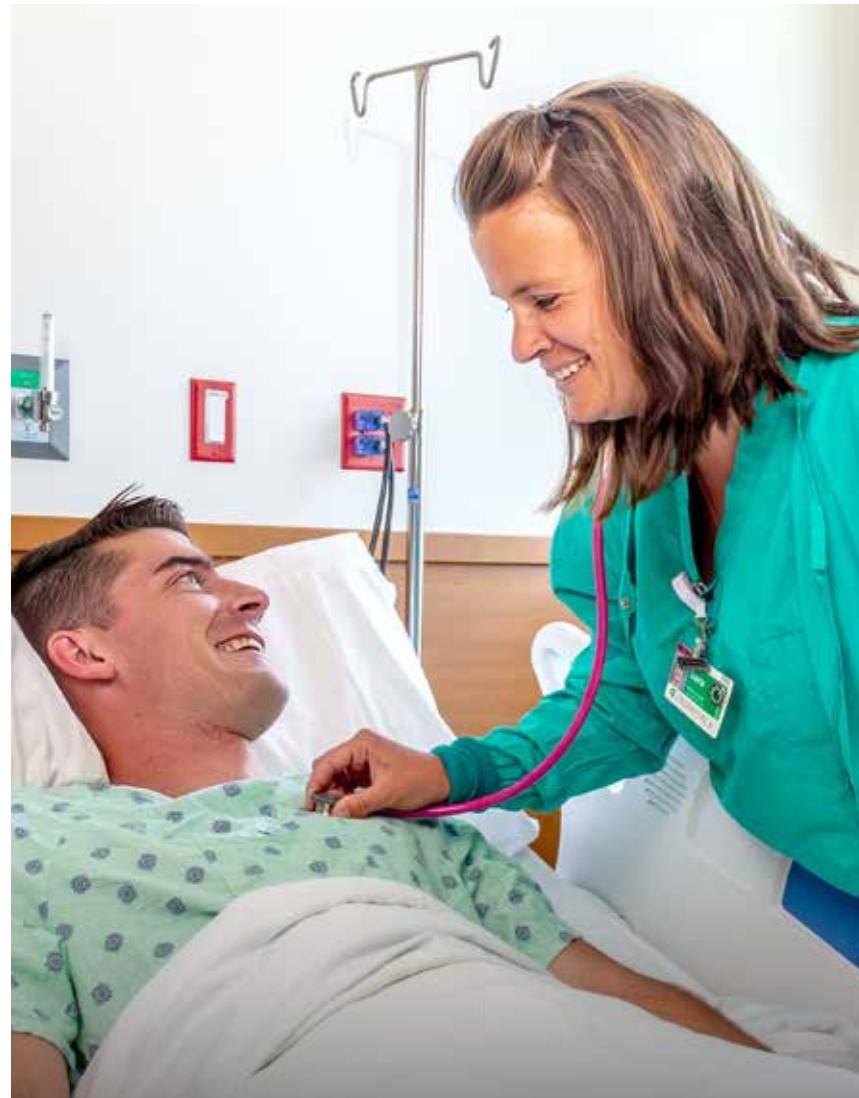
The structural heart team worked with two industry partners to eliminate inefficiencies before and after aortic valve replacements. By creating these new procedures, the team was able to move from three trans-femoral aortic valve placements to four each day. This efficiency allows for patients to get their procedure in a timely manner.

Perfusion Services and EMR

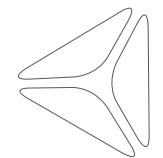
Perfusion services nurses were able to move from charting to our EPIC EMR as a result of working closely with the EPIC build team to capture their data in a trackable format. This allows for optimal tracking for estimated blood loss during the case, total volumes of blood re-perfused during surgery and use of the cell-saver during procedures. All of this leads to less blood products being used per patient, and is associated with better outcomes postoperatively.

Work-life Balance

For 2024, as a part of our unit practice council, nurses and radiology cardiac technologists worked together as a team to implement changes affecting their work-life balance with call requirements. This shared decision-making team extended the rest time allotted after emergency cases occurring after midnight to allow for returning to work rested and alert.



ProMedica Russell J. Ebeid Children's Hospital EXPANDS INPATIENT PEDIATRIC PSYCHIATRIC CARE



Ebeid Children's Hospital nearly doubled the capacity of its inpatient pediatric psychiatric unit as part of a \$17 million state grant.

The unit, opened in May 2024, now has the ability to treat about **1,300 children** each year with severe mental health problems, compared to **700** before the renovation and expansion. The total number of inpatient beds has been expanded to **18 private rooms**, an increase from the **16 private and semi-private rooms**. An intensive care unit with four beds has been set up for pediatric patients with severe psychosis and other disorders.

The new state-of-the-art unit includes private rooms, group therapy rooms, recreation space and areas for daily life experiences. Specialized spaces are also available for patients who need the most intensive treatments.

The renovation provides safety measures for staff, including a more centralized and updated nurses' station, private off-stage spaces and other amenities.

Ohio Governor Mike DeWine, who joined local and state for a formal ribbon-cutting, said the state is addressing a mental health crisis among the young by allocating **\$84 million** to address pediatric mental health, part of which funded the unit.

Ronald McDonald Care Mobile BRINGS CARE TO THE UNDERSERVED

Ensuring patients have access to the right kind of care is one way that we fulfill ProMedica's Mission. To fill a gap in care, Ebeid Children's Hospital collaborated with Ronald McDonald House Charities of Northwest Ohio to launch the Ronald McDonald Care Mobile.

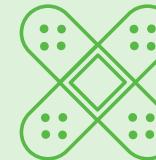
It began when the hospital noticed a high number of children seeking care at the emergency department when emergency care wasn't necessarily needed. This was partially due to children not having a relationship with or missing appointments with a primary care provider. Socio-economic barriers – lack of resources, economic hardships, unreliable transportation – affected access to care as well.

Staffed with a board-certified pediatric nurse practitioner and two experienced medical assistants, the mobile care unit offers physical exams, vaccinations, preventive screenings, laboratory testings and minor sick visits. At the end of each visit, patients are connected to a primary care provider so they can establish a long-lasting partnership and avoid visits to the urgent care or emergency department.

The Care Mobile staff has been honored to provide care to the underserved in Toledo, such as the unhoused and those entering or changing foster care sites. Developmental and mental screenings are also provided to identify at-risk children and provide referrals for those who are found to need further management.

Care Mobile - By the Numbers

- Clinics - 113
- Patients seen - 199
- Vaccines given - 216
- Eye exams - 126
- Lead/Hemoglobin tests completed - 6
- Fluoride treatments completed - 23



System Improvement SKIN CARE AND INJURY REDUCTION

Acute Care Wound Care Services started down a path of standardizing our Skin and Wound Injury Prevention interventions and practices.

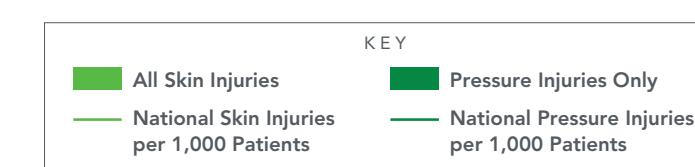
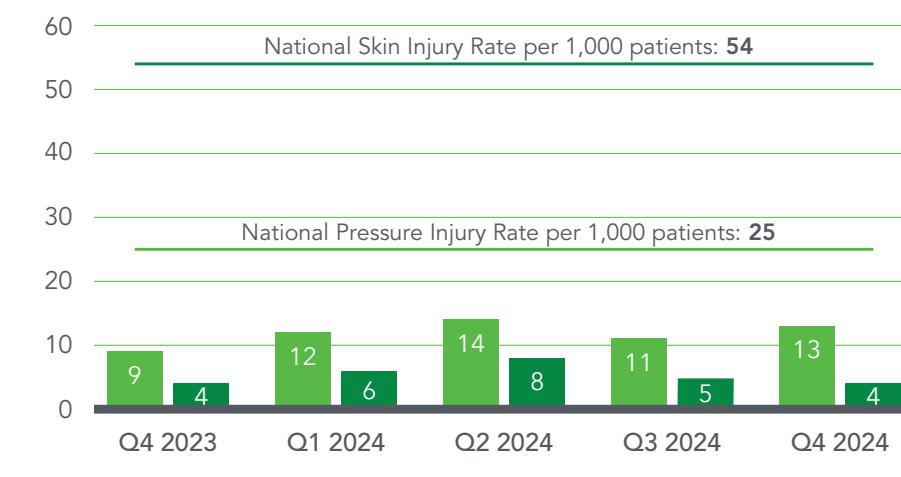
Utilizing evidence-based recommendations from NPIAP (National Pressure Injury Advisory Panel) and WOCN Society (Wound, Ostomy, and Continence Nurses Society) we refine our processes, define ownership, and promote a nursing culture of skin injury prevention, healing, and teamwork. This initiative has been two years in development and implementation. We are pleased to share that our efforts have improved patient skin health outcomes. We continue to review guidelines and practices to provide skin care improvement opportunities to our patients.



ProMedica Adult Inpatient Units

Charted Hospital Acquired Skin and Pressure

(Skin injuries include skin tears, burns, trauma and pressure.)



	2023	2024	Variance
TOTAL Hospital-acquired Injuries	82	42	51% fewer
REPORTABLE Hospital-acquired Pressure Injuries	4	3	25% fewer
OPPORTUNITIES (SI, SII, DTI)	78	39	50% fewer

In 2024, these recommendations and guidelines were implemented across all ProMedica Adult Nursing Units. With this focus on skin care and injury prevention, we continue to see a decline in all skin injuries as well as hospital-acquired pressure injuries.



Our LEARNING

We are committed to providing opportunities for lifelong learning, both personal and professional, to our employees and residents so they can provide superior patient care and service.

Improving Patient Education with ACCESS AND CONSISTENCY

The nurse-led Patient Education Council uses evidence-based practice sources and guidelines to develop, approve and deploy patient education.

In 2024, standardized and up-to-date patient education reached **88,834 patients** and families.

The team worked with various service lines, including:

- Cardiology.
- Women's Services.
- Orthopaedic surgery Total Joint Program.
- Radiology.
- Surgical services.
- Ebeid Children's Hospital inpatient departments.
- ProMedica Hickman Cancer Center.
- Cardiac and pulmonary rehab.

The team will continue improving consistency and access with shared resources for employees and online, self-service content for consumers and patients.

ProMedica School Nurse Program PROVIDES CARE TO LOCAL STUDENTS

Through the ProMedica School Nurse Program, ProMedica partners with Toledo-area school districts to provide health care services to students. School districts contracted with the program include Anthony Wayne Local Schools, Springfield Local Schools, Sylvania City Schools and Washington Local Schools.

A total of **22 nurses**, including **6 primary school nurses** and **16 building school nurses**, provide care at these schools. Primary school nurses work specifically with assigned students with multiple medical needs, while building school nurses provide care for all students to manage minor injuries, illnesses, medications and medical screenings.

Highlights from the 2023 – 2024 school year include:

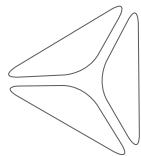
- Partnered with the Ronald McDonald Mobile Care Unit to provide immunizations, well visits and sports physicals.
- **34 NaloxBoxes** installed in the Sylvania and Springfield Local School Districts by ProMedica Ground Zero.
- **4,117 students** received hearing and vision screenings from Sylvania school nurses, with a **7% referral rate** to specialists.
- An average of **20 students** seen per day by building school nurses.

ProMedica school nurses use evidence-based immunization strategies, such as partnering with the Lucas County Health Department to offer vaccine clinics, parent/guardian reminders about vaccine schedules, state immunization information systems and vaccine education for students, staff and families.

According to the SchoolCare EHR system used in the Sylvania and Springfield Local School Districts, the ProMedica School Nurses have helped reduce the incidence of vaccine preventable diseases (VPDs) by more than **90%**!



ProMedica Cancer Institute EDUCATING HEALTH CARE PROFESSIONALS



The continual education of oncology health care professionals is key to ensuring that patients have access to evidence-based, high quality care. That's why ProMedica Cancer Institute was proud to host three major events dedicated to this purpose.

In March 2024, ProMedica Cancer Institute hosted its 2nd Annual Oncology Nursing Conference in Perrysburg, Ohio. More than **100 registered nurses** and advanced practice providers attended to learn and discuss how to help patients manage cancer symptoms.

ProMedica Cancer Institute also hosted the Oncology Nursing Society Certification Review Course from the Toledo Area Chapter of the Oncology Nursing Society. More than **100 oncology registered nurses** attended from locations across the nation.

In September 2024, **140 oncology nurses** across the ProMedica system completed the Annual Oncology Nursing Skills Days. This event focuses on ensuring evidence-based practice and patient safety.



Cancer Survivorship Launches Exercise Program

In conjunction with ProMedica ForeverFit, ProMedica Cancer Institute launched a new exercise program for cancer survivors called Move to Heal at the ProMedica Cancer Center at Levis Commons. This maintenance exercise program series is a continuation of the Cancer Wellness: Foundations in Fitness Program.



Multidisciplinary Councils

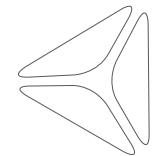
ProMedica Cancer Institute Practice, Professional Development, and Patient Education Councils continue to work to promote evidence-based, standardized practice across the system. In 2024, the following new councils were implemented: Nursing/Pharmacy Chemotherapy and Infusion Council, Oncology Clinical Operations Council and Radiation Oncology Council.



Dignicap Scalp Hypothermia Program

Chemotherapy-induced alopecia is often a stressful event for cancer patients. To reduce this side effect, a nurse-led scalp hypothermia program was implemented, using Dignicap. To date, **16 patients** have been treated at the ProMedica Cancer Center at Levis Commons and the ProMedica Hickman Cancer Center in Sylvania.

From Apprentice TO RESIDENT



ProMedica's Nursing Apprentice and Residency Programs empower the next generation of professionals.

Recognizing the growing need for skilled nurses in our community, ProMedica launched the Nursing Apprentice Program, a pioneering initiative designed to nurture and develop nursing students before they transition into our established Nurse Residency Program upon licensure.

Combining hands-on training, personalized mentorship, and structured education, these programs bridge the gap between academic learning and real-world clinical practice. By focusing on both technical and professional growth, the programs establish a solid foundation for clinical excellence, fostering the development of highly competent and confident nurses dedicated to delivering outstanding patient care.

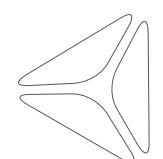
In 2024, ProMedica provided over **542 nurses, 260 residents** and **282 apprentices** — the opportunity to advance their careers through these transformative programs. Participants benefit from a wide range of learning experiences, such as:

- Simulations that replicate complex clinical scenarios.
- Hands-on skill training to refine technical competencies.
- 1:1 preceptorship with experienced nurses.
- Additional innovative educational opportunities beyond direct patient care.

Through initiatives like the Nursing Apprentice and Residency Programs, ProMedica continues to shape the future of health care by empowering the next generation of skilled and compassionate nursing professionals.

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My preceptors were an essential part of me learning process. They all were so eager to help me progress through the program and learn. I really liked being able to be able to go with different preceptors as I found that I learned something different from everyone I was with.

— Brendon



Twice Daily HUDDLE



Knowing that teamwork and collaboration are central to fulfilling our Mission, twice daily huddles were implemented in 2024.

Shift huddles are nursing driven and focused on what nursing can do to impact hospital-acquired infection such as a CLABSI, CAUTI, and C-diff.

The focus for the specialty areas, such as surgery, behavioral health, and the emergency department, include items specific to keeping their patients and staff safe.



ProMedica Memorial Hospital's **ZOLL AUTOPULSE**

Memorial Hospital added a Zoll AutoPulse within the emergency center at the request of the nursing staff to help facilitate chest compressions during code situations.

Zoll AutoPulse is designed to provide high-quality automated CPR to victims of sudden cardiac arrest, significantly enhancing the department's ability to respond effectively in critical situations.



The introduction of the Zoll AutoPulse device will help ensure that patients receive consistent and effective chest compressions, which are crucial for improving survival rates during cardiac arrest events. This advancement in emergency care technology reflects a commitment to enhancing patient outcomes and supporting emergency medical services in their life-saving efforts. The Zoll AutoPulse is an invaluable tool for rural emergency departments, providing reliable CPR support and improving patient care during cardiac emergencies. Its integration into these settings can significantly enhance the effectiveness of emergency medical services, particularly in areas with limited staffing resources.



NaloxBox, **AN EFFECTIVE APPROACH TO SAVING LIVES**

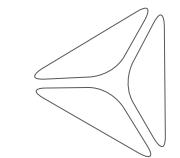
ProMedica is committed to enhancing public safety and combating the opioid crisis through innovative and proactive strategies. This commitment is exemplified by the work of ProMedica's Emergency Naloxone Distribution project.



In July 2024, working with the PEND Grant, ProMedica successfully installed **233** new NaloxBoxes across various community locations, increasing our total to **409**. The NaloxBoxes are life-saving emergency stations designed to provide public access to naloxone, a medication that rapidly reverses opioid overdoses. The installations make the medication accessible where it is most urgently needed, spanning high-risk areas such as hotels, schools, factories and treatment centers.

The program's effectiveness is evident in the lives it has saved – **42 recorded saves** and **3 overdose reversals** directly linked to NaloxBox use.

Peer PRESENTATIONS



Every year, nurses from ProMedica highlight the system's clinical excellence by sharing their knowledge at conferences across the country.



2024 Ohio Hospital Association Maternal Health Summit

Poster two at the OHA's Maternal Health Summit was the ProMedica Breastfeeding and Lactation Medicine Clinic (Megan Schlacter-Walter, MSN, APRN, FNP-C, IBCLC pictured).



2024 Ohio Hospital Association Maternal Health Summit

OHA Poster three presented by ProMedica was the Effect of an Antepartum Wellness Program on Maternal Mental Health During Prolonged Hospitalization, Kelsey Suffel, RNC, Dr. Jena Saucier and Derrisha Betts, RNC (pictured).



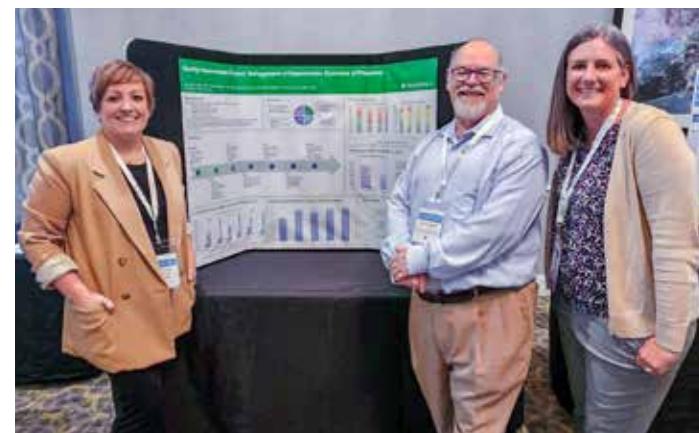
2024 User Group Meeting (UGM)

EPIC's annual User Group Meeting (UGM) facilitates networking and the sharing of practical informatics knowledge for physicians, nurses, pharmacists and other EPIC users in order to improve patient outcomes, patient safety and patient care. ProMedica was invited to present on Chronic Care Management at the 2024 UGM.



Ohio Hospital Association Annual Meeting and Education Summit

April Snelling presented the benefits of Centering Parenting and Centering Pregnancy. These programs, which are proven to result in better health outcomes, empower patients and increase pediatrician face time.



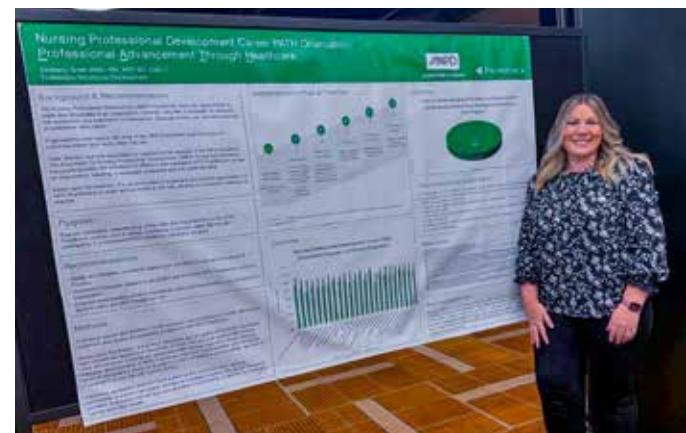
2024 Ohio Hospital Association Maternal Health Summit

2024 Ohio Hospital Association (OHA) Maternal Health Summit featured three poster presentations as well as a panel presentation featuring the Centering Prenatal Care Program at ProMedica. Poster one was the Quality Improvement Project: Management of Hypertensive Disorders of Pregnancy, Dr David Harper, Amy Bitto, MSN, RNC and Kelsie Oyer, NP (pictured).



Michigan College of Emergency Physicians

Observation Unit Medical Director, Dr. Ashima Vohra and Observation Unit Clinical Manager Kate Hall, BSN, RN, CDP presented at the 12th Annual Observation Medicine - Science and Solutions Conference held virtually through the Michigan College of Emergency Physicians. The team presented about our Toledo Hospital ED Observation Unit, nursing roles, and optimizing nursing documentation.



National Association for Nursing Professional Development Convention in Chicago, Illinois

Kim Smith, MSN, RN, NPD-BC, EBP-C, presented a poster "Nursing Professional Development Career PATH Orientation: Professional Advancement Through Healthcare." This project featured the outcomes of incorporating a Nursing Professional Development orientation pathway for bedside nurses transitioning into the education role. Overall, the program was proven to be a success and will be continued throughout ProMedica.



2024 Michigan Value Collaborative

Susanna Fortney, BSN, RN, SCQR (Hickman) and Laura Cousino MSN, RN, SCQR (Monroe), CR-RISQS Department, represented ProMedica at the Michigan Surgical Quality Collaborative (MSQC), Tri-Annual Conference in Grand Rapids, Michigan. The collaboration promoted ProMedica's work to optimize patients before surgical procedures, focusing on Smoking Cessation (Hickman) and Perioperative Blood Glucose Management (Monroe).

A Look Ahead: WHAT TO EXPECT IN 2025

As we conclude this Nursing Annual Report, the ProMedica Nurse Leadership Team and I would like to extend our heartfelt gratitude to our nursing team for their dedication, compassion and unwavering commitment to excellence.

The past year has brought both challenges and triumphs, and it is through our collective efforts that we have made significant strides in enhancing patient care and promoting a positive practice environment. While we will continue our laser focus on quality, safety and access, as always there is more to be done and new heights to climb. The Nurse Leadership Team and I are excited to share news about some of the programs you will see evolve in 2025.

A virtual nursing pilot program was launched at Monroe Regional Hospital in April 2024. Building on its success, the program's services were expanded to Bay Park Hospital shortly after the launch. The purpose of the program is to provide assistance to the bedside nurse by completing tasks that do not require a physical presence. The virtual nurse team provides support to the bedside nurse 12 hours a day, seven days a week. In its first six months, this program has given bedside nurses back **1,200 hours** that they can spend in direct contact with patients. The virtual nurse team has also provided over **200 hours** of patient education. In 2025, we are poised to expand the virtual nurse program to additional facilities, as well as increase the services offered.

Over the last half of 2024, a multidisciplinary team designed a system-wide clinical shared decision-making structure. This is a collaborative model that brings leaders and staff together to discuss key practice issues and reach joint decisions. The trust, clarity, fairness, accountability and recognition created by shared decision-making will foster a positive practice environment for nurses, as well as enhanced quality, safety and overall experience for patients. As the shared decision-making model launches in January 2025, I encourage engagement from all departments, service lines and facilities. You offer a unique perspective that is important to the success of the team, and we want your thoughts and insights to be part of the conversation.

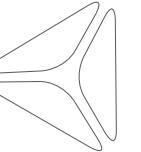
In 2025, we will remain committed to continuous improvement, innovation and professional development. Together we will tackle emerging challenges and embrace new opportunities to elevate our practice and serve our communities better. I am excited for all the possibilities a new year will bring.

Thank you for your support and partnership as we continue this journey and remain committed to our patients, communities and each other.

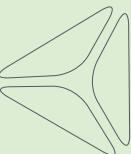


Ondrea Williams

Chief Nursing Officer, Provider and Clinical Services



Remarkable PROFESSIONALISM



Clinical excellence and compassionate care, that's what our nurses deliver every day. Whether a Daisy Award winner or Nursing Week awardee, the positive impact they have on the patients in their care is remarkable.





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