

BON SECOURS MERCY HEALTH



BSMH Nursing Annual Report

2024

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Welcome

There is much to be proud of and grateful for within Nursing at Bon Secours Mercy Health. This report tells a powerful story — our nurses' story — of compassion in action, clinical excellence and a deep commitment to those we serve.

Within these pages, you'll find inspiring highlights from across our markets. You'll see how nurses are shaping the future of care through transformational leadership, shared decision-making, research and innovation and exceptional outcomes. You'll read about programs like the Nurse Leader Academy and GROW Strong RN Residency that support nurses at every stage of their career journey. And you'll see how a commitment to recognition — through DAISY Awards, the Called to Shine recognition program and more — celebrates the profound impact nurses make every day.

This report reflects the heart of nursing at BSMH: grounded in faith, fueled by purpose and driven by excellence. It is a tribute to the nurses who embody our Mission each and every day.

Bon Secours Mercy Health at a glance

Bon Secours Mercy Health is leading the way in strategically and nimbly transforming health care delivery and services. Long renowned for providing compassionate, high-value health care through its hospitals and clinical sites in the U.S. and Ireland, the ministry is actively extending health care access, enhancing outcomes and driving value through emerging technologies, investments and partnerships across four areas of focus:

Core Clinical Operations

Providing compassionate, value-based care and services to patients, consumers and communities through hospitals, physician practices and clinical care sites internationally.

Diversified Growth

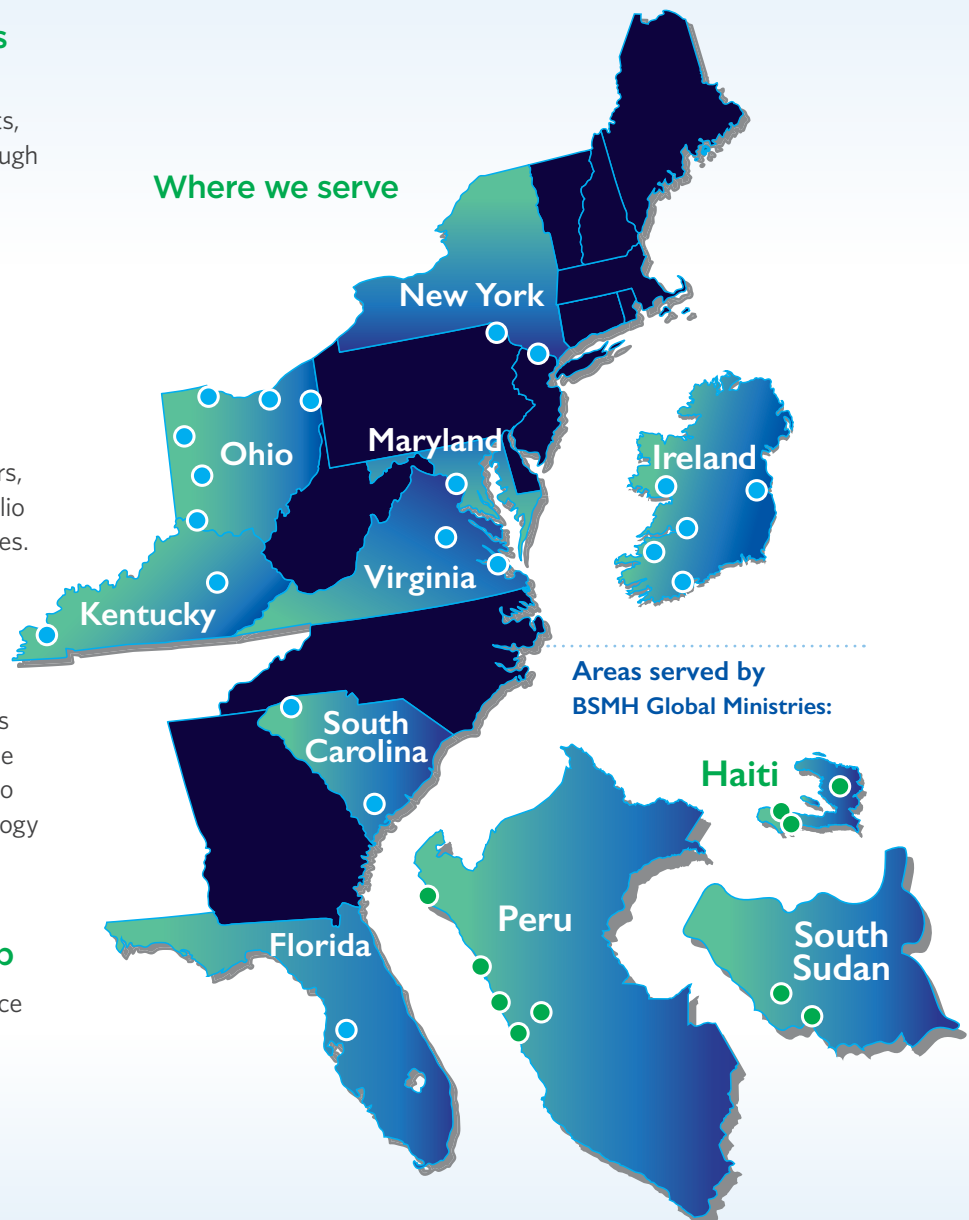
Leveraging economies of scale to enhance health care access, efficiencies and quality through investments, partnerships, mergers, acquisitions, and a growing portfolio of business-to-business subsidiaries.

Digital Innovation

Driving change for health care consumers, providers and systems by bringing digital innovation to the market at scale, through a portfolio bolstered by leading-edge technology and big data.

Service and Stewardship

Advocating and working to enhance quality of life and health for all people, especially those who are poor and underserved, and to safeguard the earth and its resources.





Our Mission, Vision and Values

Our Mission

Our Mission is to extend the compassionate ministry of Jesus by improving the health and well-being of our communities and bring good help to those in need, especially people who are poor, dying and underserved.

Our Vision

Inspired by God's hope for the world, we will be a ministry where associates want to work, clinicians want to practice, people seek wellness and communities thrive.

Our Values

Human Dignity

We commit to upholding the sacredness of life and being respectful and inclusive of everyone.

Integrity

We commit to acting ethically and modeling right relationships in all of our individual and organizational encounters.

Compassion

We commit to accompanying those we serve with mercy and tenderness, recognizing that "being with" is as important as "doing for."

Stewardship

We commit to promoting the responsible use of all human and financial resources, including Earth itself.

Service

We commit to providing the highest quality in every dimension of our ministry.

Nursing Statement of Practice, Mission, Vision

Bon Secours Mercy Health is committed to delivering compassionate care, clinical excellence and dedicated service to the communities we serve. Guided by our core values we care for the whole person, recognizing the connection between mind, body and spirit. These values are deeply woven into nursing practice across our organization, where nurses are empowered to grow professionally while prioritizing person-centered, spiritually-sensitive care that honors the dignity and voice of every patient

Nursing Statement of Practice: We are an autonomous community of nursing professionals across the continuum of settings and role boundaries who are committed to maintaining/restoring health and wellbeing while caring

for the sick, poor, and vulnerable. As professional nurses, we contribute a distinct and valued body of knowledge, informed by our faith tradition, caring theory, and science. We lead, innovate, and achieve excellence in nursing practice through professional development.

Nursing Mission: Deliver compassionate, competent, holistic nursing care grounded in evidence and our Mission to extend the compassionate ministry of Jesus.

Nursing Vision: BSMH nurse are recognized as thought leaders in the transformation of nursing practice and a destination for professional nursing talent.

Nursing Professional Practice Model

Our Nursing Professional Practice Model is grounded in five core concepts:

Faith

We honor our faith tradition as we live out our nursing mission and vision of a compassionate, healing ministry.

Caring

We embrace caring theory and science to promote nurse well-being and healthy relationships with each other and those we care for.



Innovation

We continually seek to discover new knowledge, solutions and technology to advance care delivery and nursing science.

Professional Development

We ensure learning experiences and career pathways that promote professionalism, autonomy, full scope of practice, and diverse skills for contemporary roles.

Excellence

We strive for excellence to deepen the impact of nursing through collaborative, evidence-based practice that achieves the highest quality outcomes.


Destination Nursing 2025

Destination Nursing 2025 is the overarching nursing strategic plan guiding the work of nursing services across the ministry. The overarching goals of the plan are to:

- Advance nursing practice excellence
- Strengthen the workforce
- Transform care delivery

The plan is realized through excellence in nurse sensitive outcomes and the achievement of BSMH's key performance indicators. This annual report highlights the work that has occurred across throughout 2024 to achieve this vision.

BON SECOURS MERCY HEALTH NURSING DESTINATION 2025 – GOALS & OUTCOMES




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NURSING VISION
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ADVANCE PROFESSIONAL NURSING EXCELLENCE
A culture of excellence that demonstrates results in the delivery of high tech, high touch nursing care grounded in evidence and enabling full scope of practice.

STRENGTHEN THE WORKFORCE
A professional nurse work environment marked by flexibility, growth, and well-being that attracts and retains diverse talent committed to our nursing mission.

TRANSFORM NURSING CARE DELIVERY
Professional RN/APRNs are recognized and rewarded for leadership, innovation, and interprofessional collaboration to achieve the quadruple aim.

OUTCOMES
Nurse Sensitive Acute and Ambulatory

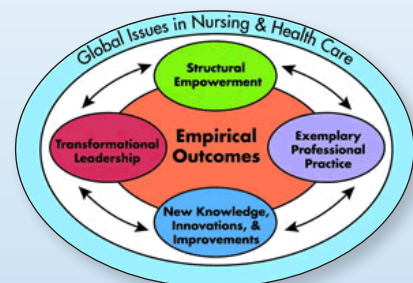
<p>Safety & Quality</p> <p>Ambulatory Acute</p> <ul style="list-style-type: none"> • NDNQI - Falls with Injury Rate/HAPI, CLABSI/CAUTI Rates • Mortality reduction 	<p>Experience of Care</p> <p>Ambulatory Acute</p> <ul style="list-style-type: none"> • Nurse Communication Composite – Press Ganey
<p>RN Work Environment</p> <p>Ambulatory Acute</p> <ul style="list-style-type: none"> • NDNQI RN Satisfaction – Practice Environment Scale • RN Turnover/Vacancy Rates 	<p>Financial/Operational Performance</p> <p>Ambulatory Acute</p> <ul style="list-style-type: none"> • Labor cost



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Our Annual Report

The BSMH Annual Report is structured so that it highlights the work of nursing services at the collective ministry level and then across our markets. It is designed to align with the evidence-based American Nurses Credentialing Center (ANCC) Magnet Model. The Magnet Model has five separate domains, each one highlighting an essential aspect of professional nursing practice — Transformational Leadership, Structural Empowerment, Exemplary Professional Practice, New Knowledge, Innovations and Improvement and Empirical Outcomes. This report highlights aspects of BSMH nursing practice within those domains.



Transformational Leadership

Nurses at all levels across BSMH practice transformational leadership through inspiring teams to achieve extraordinary outcomes and accomplish great works.

In 2024, Bon Secours Mercy Health continued to advance nursing excellence and leadership at all levels through innovative development programs and a deep commitment to compassionate, human-centered care. BSMH remains steadfast in our mission to create a culture which empowers nursing leaders at all levels and elevates the care experience for patients and associates alike.

Supporting Leadership Growth Through Educational Programming

In 2024, several programs were launched which were designed to support nurse leader growth throughout their career pathway within BSMH. These programs, and others, are all part of the BSMH Nursing Professional Development Career Pathway:

Charge RN Academy

- Created in 2024 to support clinical nurses in becoming charge nurses
- Supports the development of leadership and management skills in the charge role
- Designed to be a hybrid model with four 30-minute virtual on-demand learnings followed by an in-person skills session
- Topics include daily operations, problem-solving, delegation, collaboration, teamwork and conflict management

Human Centered Leadership in Healthcare™

- Introduced in 2024 in partnership with uLeadership™.
- Aligns with BSMH mission, vision, values, the nursing vision, Professional Practice Model and nursing theory
- Further focus on embedding a compassionate, human-centered leadership model throughout the ministry throughout 2025

Patient Experience Summit

- Multiple summits were held across the markets with a focus on the overall patient experience.
- Provide leaders an opportunity to learn best practices, network and share lessons learned, and celebrate achievements gained.

- Highlight of the event were virtual sessions featuring nationally renowned speaker Marcus Engel.

Nurse Leader Academy

- Launched in 2024 to support new nurse leaders in the first year of the role
- Aligned with American Organization of Nurse Leaders (AONL) standards and features a human centered leadership approach
- Designed to be a hybrid model with monthly on-demand learnings followed by virtual nurse leader led Community of Practices (CoP)
- CoPs encourage discussion and application to practice as well as peer support and mentoring
- First cohort successfully supported 70 new nurse leaders with overwhelming positive feedback.



Overall 4.7/5 star rating

Great content!

Enjoyed the course!

Excellent!

Every manager should take this course!

Executive Leader Rounding

Executive leaders including BSMH Chief Nurse Executive conducted rounding in the markets throughout 2024. The purpose of these rounds were to:

- Understand the needs of the market
- Provide consultative support to drive for outcomes
- Strengthen the connections between nurse leaders and those supporting at the point of care.



Nurse Leader Summits Celebrate Teamwork Across BSMH

Nurses are the heart of our ministry, and this year's Nurse Leader Summits in each market brought together nursing leaders for a day of learning, connection and inspiration. Attendees heard from executive leaders on topics relevant to their roles, participated in workshops and break-out sessions and reflected on their shared accomplishments while setting goals for the future.

Each summit concluded with an awards ceremony honoring outstanding nurse leaders who exemplify excellence, innovation and a deep commitment to our Mission.

Together, these summits reinforced what we know to be true — our nurse leaders are driving the future of health care, and we're stronger because of them.



Nurse Leaders in Lima and Youngstown Connected through Summit Series

The Bon Secours Mercy Health Nurse Leader Summit Series brings together nursing leaders from across the ministry to learn, connect and grow in their leadership journey.

The series focused on enhancing the experience of care, improving patient outcomes and advancing safety. Leaders engaged in meaningful sessions designed to build skills, foster collaboration and strengthen alignment with system priorities. Guest speakers and local and system executives shared insights that inspire and empower nurse leaders to drive change where it matters most.

The series also included moments of recognition — celebrating the excellence, innovation and resilience of our nursing teams. Feedback from participants highlights the value of the interactive format, the practical tools shared and the sense of connection created across teams and regions.

By investing in nurse leadership development through the summit series, BSMH continues to support a culture of excellence, ensuring our leaders are equipped to deliver compassionate, high-quality care in every setting we serve.



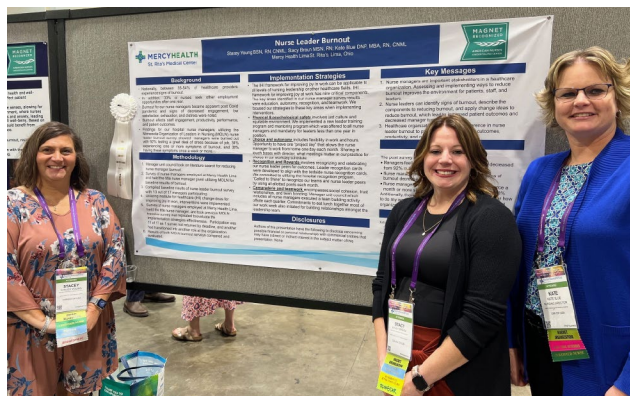
Magnet® Recognition

In 2024, four BSMH sites of care were celebrated for being designated and re-designated with Magnet® Program recognition:

- Mercy Health — St. Elizabeth Youngstown Hospital, initial designation
- Mercy Health — St. Rita's Medical Center, second designation
- Mercy Health — Fairfield Hospital, third designation
- Bon Secours Memorial Regional Medical Center, fourth designation

A total of eleven acute care sites across BSMH have achieved Magnet® designation and several others are currently on the journey for either Magnet® or Pathways to Excellence®.

- Bon Secours Mary Immaculate Hospital — 2017, 2022
- Bon Secours Memorial Regional Medical Center — 2009, 2014, 2019, 2024
- Bon Secours St. Mary's Hospital — 2008, 2013, 2018, 2023
- Mercy Health — St. Joseph Warren Hospital - 2002, 2006, 2011, 2016, 2023
- Mercy Health — St. Rita's Medical Center - 2019, 2024
- Mercy Health — Fairfield Hospital - 2014, 2018, 2023
- Mercy Health — West Hospital - 2020
- The Jewish Hospital — Mercy Health - 2020
- Mercy Health — St. Elizabeth Youngstown - 2024
- Mercy Health — St. Elizabeth Boardman - 2011, 2016, 2022



Structural Empowerment

Nurses across BSMH have a strong voice in their professional practice which is supported through a focus on ongoing professional development and inter-professional collaboration, all with an eye to improving the communities we serve - both within and outside the organizational walls.

In 2024, Bon Secours Mercy Health strengthened its commitment to professional nursing excellence through a robust shared decision-making structure and a strong focus on nurse onboarding, education and growth. From Unit Practice Councils to system-wide councils, nurses across all levels actively contributed to shaping practice, improving outcomes and advancing strategic workforce initiatives.

Key programs such as the GROW Strong RN Residency and enhanced onboarding processes supported more than 3,500 new nursing associates, while investments in education and certification through platforms like Guild reaffirmed our dedication to lifelong learning. Together, these efforts ensure nurses are empowered, engaged and equipped to provide high-quality, compassionate care.

Shared Decision-Making Structure

Bon Secours Mercy Health has a strong and engaged shared decision-making model which spans from Unit Practice Councils through to system councils. The councils are integrated with a bi-directional flow of information and decision-making occurring at all levels.

Nurse Practice Council

- The Nurse Practice Council is a dynamic shared decision-making body which serves to maintain and implement standard of clinical nursing practice and patient care consistent with evidence-based practice.
- Recommendations for practice change are brought to the council from other system workstreams as well as from the clinical point of care for consideration.
- 2024 focus areas: top-of-license practice, implementing evidence-based protocols, enhancing documentation workflows, and supporting nursing research.

Workforce Council

- The Workforce Council seeks to strengthen the workforce in support of the nursing strategic plan by developing, aligning and promoting workforce programs and initiatives that enable the nursing workforce of today and tomorrow across the nursing career pathways.

- 2024 focus: supporting new-to-practice nurses, identifying flexible scheduling opportunities, pipeline expansion and retention.

Outcomes Council

- The Outcomes Council provides system level support, guidance, and oversight of nurse sensitive clinical indicators and patient outcomes across BSMH.
- Seeks to create strategies that will help drive for excellent results related to safety and quality, experience of care, nursing work environment and operational performance.
- Oversees nurse-sensitive clinical indicators and patient outcomes.
- 2024 focus: National Database of Quality Indicators, pressure injury and fall reduction, patient and associate experience.

Unit Practice Councils

- Concerted focus on establishing and supporting UPC throughout 2024
- UPC provided education on goal setting and achieving outcomes through the 4 Disciplines of Execution® model
- UPC Support Team created to provide tools, resources and in-person support

Onboarding and Transition to Practice

Orientation and Onboarding

- Welcomed over 3,500 new nursing associates, including 1,770 RNs in 2024.
- Onboarding is a hybrid model of virtual and in-person classes

- Orientation is supported through the evidence-based Tiered Skills Acquisition Model (TSAM), nurse professional development rounding, just-in-time education and scheduled learning
- Enhancements coming in early 2025 to support integration of electronic health record documentation into the TSAM to support practice-related documentation learning efforts

GROW Strong RN Residency Program

- Supports new-to-practice nurses in their transition to professional nursing roles.
- Hybrid model which includes virtual core topics (such as delegation, teamwork, and ethics) and specialty specific in-person skills sessions (disease specific and nursing interventions).
- 840 nurses completed the program in 2024.
- Completion rate: 73% across BSMH.

Professional Development and Education

Degree and Certification Support

- BSMH nurses are supported in achieving their goals related to degree and professional certification attainment.

- In 2024, through the Guild platform, a total of \$47 million was spent across the ministry to help associate achieve their goals.

Ongoing Learning

- BSMH Nursing Continuing Professional Development provider unit supported nurses' learning in 2024
 - 2,063 activities were completed by over 36,000 nurse attendees
 - 95,558 contact hours awarded
- Education to support the implementation of Alaris Interoperability was completed in 2024. This patient safety technology is now implemented in all BSMH markets
- A new platform for educational resources titled Ed2go is being built for nurses to access for just in time education and will launch in 2025
- Nursing Professional Development teams provided monthly education tailored to market needs through rounding education
- Education to increase knowledge related to postpartum hemorrhage and maternal hypertension was provided to nurses in the labor and delivery, mother infant, and critical care units as well as Emergency Department nurses.



Awards and Recognition

Recognition is more than just giving an award — it's a reflection of the profound impact our nurses have on patients, colleagues and the entire Bon Secours Mercy Health community. Every day, nurses exceed expectations, offering compassionate care, innovative solutions and unwavering dedication to our Mission. Taking the time to celebrate these moments of excellence is essential — it strengthens our culture, reinforces our Values and reminds us all why we do what we do.

In 2024, we proudly recognized countless nurses through multiple awards throughout the ministry. Whether through recognition of extraordinary bedside care, nursing leadership or collaborative teamwork, these awards showcase the heart of our nurses and their ability to heal, comfort and inspire.

- **DAISY Award** - The DAISY Award is intended to honor nurses who exhibit extraordinary, compassionate care. We are proud to participate in this worldwide award honoring nursing excellence.
 - Approximately 200 DAISY Award recipients in 2024
- **Quality & Safety Academy's Digital Badge Recipients** - Highlighting associates who have gained expertise and achievements in quality, safety and continuous improvement, digital badges are an innovative way for associates to highlight their expertise and achievements. Associates can display them on resumes, LinkedIn profiles and personal portfolios, demonstrating their commitment to excellence in health care.
 - Since program started in October 2024, participation by RNs include:
 - 9 in Advanced Patient Safety Program (45 total grads with some being nurses, but not identifying as such with RN suffix)
 - 11 in Pathways to Quality & Safety (31 total grads, same note as above)
 - 18 for the Lean Champion recognition for Lean Foundations and Applications

Called to Shine

Our nurses touch every part of the organization as our largest associate population. From their care at the bedside, rounding, participation in site committees and being in cafeterias, break rooms, hallways and elevators — they are BSMH at its finest.

So that they and all associates can be recognized in the moment with digital high fives and even some points that can be used in a special store, our recognition program, Called to Shine, is flooded with spotlights on our nurses.

- Called to shine includes recognitions and in 2024 included the Core Culture and Leadership Awards. Core Culture Award honorees are celebrated for embodying the ministry's Core Culture behaviors of Agility, Empowered and Unity. They're recognized for providing extraordinary care to our patients and communities and leading by example in their efforts. The Leadership Award celebrates leaders who Deepen Our Impact, Strive for Excellence, Drive for Results and are compassionately Committed to the Mission, while also working to bring the best from their teams for our patients and communities.

- No action is too big or too small to recognize through Called to Shine. Thanking another associate for leading a meeting, clarifying a patient's needs, helping the team get ahead of schedule or volunteering to cover a shift are all behaviors worth celebrating.
- In 2024, more than 300,000 total recognitions were received by Nursing associates.
- Of those 300,000+, more than 112,000 were social recognitions, which directly align to Core Culture and Leadership behaviors.

Meet some of our 2024 award recipients



Meredith Neal, RN, receives 3rd Quarter, 2024 Mercy Health Core Culture Award

Meredith Neal, RN, was recognized for providing an excellent level of care through her compassion and genuine concern for a patient. The nomination said: "Meredith assisted a person who was at the lowest part of their life and made them feel not only like a person but a "deserving" human being, deserving of care, compassion, and just genuine dignity." "In one interaction with one patient, on one day you turned her life around." Meredith is an exemplary associate who exhibits all core values in her daily acts of service. She comes to work with a grateful heart and shows compassion to all she works with staff and patients included. Congratulations Meredith!

St. Joseph Warren Hospital ICU Clinical Nurse Jackie Patrick honored with Daisy Award

Jackie was nominated for her excellent patient care, kindness, and compassion. The nomination she received speaks to her exceptional care: "My father was in the ICU. It was a very scary and stressful situation. She made everything easier to handle and made my dad's stay comfortable as possible. She explained every procedure and tests to my dad and my mom and got things done effectively and quickly. My parents have been married 59 years and were not used to being apart. Jacqueline made it easier for my mom and I to rest at night knowing she was there taking care of and watching over him. My dad called her Boss #1 and my mom Boss #2. He said as long as I'm here in the hospital she's the boss. She deserves this award and more. I'm a nurse myself and it made me proud to be a nurse and part of Mercy Health. Thanks again for making this horrible situation not so horrible. You will forever have my respect and gratitude."



Bon Secours Richmond Community Hospital Nurse Grace Cave honored with Daisy Award

Grace Cave, was honored in 2024 for her outstanding dedication and thoughtfulness, having made a significant difference in the lives of our patients at Bon Secours Richmond Community Hospital. Grace was nominated by two patients for providing compassionate care during a time of need.



Dona Lucas, Cincinnati Market President's Award Winner

Dona Lucas began her career in 1966 in the Adult Medical ICU at The Jewish Hospital — Mercy Health. In 1976, she became a nursing supervisor and later played a key role in disaster preparedness, establishing the D-Con room for the Emergency Department. A dedicated mentor and leader for 58 years, Dona has guided generations of nurses with her expertise and compassion. Outside of work, she enjoys gardening, riding Harley Davidson motorcycles, and spending time with her grandchildren and great-grandchildren. The President's Award recognizes associates who go above and beyond, selected from honorees of DAISY, Sunshine, Good Catch and Called to Shine awards.

Exemplary Professional Practice

Our nurses embody exemplary professional practice, guided by a unified Professional Practice Model (PPM) that frames everything we do. Rooted in caring, innovation, excellence, faith and professional development, our model reflects the heart of nursing — advancing care delivery, supporting continuous learning and achieving the highest quality outcomes for our patients and communities.

Through the BSMH Nursing Professional Practice Model, nurses practice autonomously at the top of scope in collaboration with the inter-professional team, providing expert clinical care and ensuring the drive for outstanding patient outcomes.

Magnet4Europe

- Collaborative global initiative designed to improve the mental health and well-being of healthcare professionals by implementing the principles of the American Nurses Credentialing Center's (ANCC) Magnet Recognition Program® in European hospitals.
- Fosters nursing excellence, professional development, and high-quality patient care through mentorship and knowledge exchange.
- Two sites within BSMH have been actively involved as mentor hospitals.
- Instrumental in guiding European healthcare institutions to adopt evidence-based practices, strengthening nursing leadership, and fostering a culture of excellence.
- These hospitals continue to make a global impact by advancing high standards of patient care and nursing practice.

Basic, Advanced, and Pediatric Life Support

- Associates voiced feedback related to the internal requirement for both BLS and ACLS/PALS
- American Heart Association does not require BLS if someone has ACLS/PALS
- Policy was changed to reflect this standard of practice resulting in an over \$300,000 ministry savings in education expenses

Celebrating Global Recognition: Barbra Turner and Rebecca Wollet Named Fellows in Ireland

Bon Secours Mercy Health nursing leaders Barbra Turner, DNP, RN, and Rebecca Wollet, DNP, RN, NE-BC, on being conferred the Fellowship of the Faculty of Nursing and Midwifery Royal College of Surgeons Ireland (FFNMRC SI). Honored for their leadership and contributions to nursing excellence, the ceremony took place in Dublin in December.

Barbra and Rebecca were recognized in part for their work with the Magnet4Europe project and their collaboration with Our Lady of Lourdes (OLOL) Hospital in Drogheda, Ireland. They've supported OLOL's nursing teams as they prepare to pursue Pathways to Excellence designation in 2025.



Colon Surgical Site Infection Prevention

- Multidisciplinary team was established to review and establish best practices and standards of care to prevent surgical site infections (SSI) related to colon surgery
- Evidence-based interventions were implemented in all levels of care – preoperative, intraoperative, and postoperative for nursing and providers
- Some key interventions included optimizing surgical techniques, patient education, bowel prep, and skin antisepsis
- Realized goals included improving care team collaboration and improved patient outcomes

Documentation Squad

The Documentation Squad (Doc Squad) was established in January 2024 with the goal of reducing the documentation burden on bedside nurses while ensuring records remain high-quality, compliant with safety and regulatory guidelines, and reflective of evidence-based practice. The Doc Squad is subcommittee of the System Nurse Practice Council.

Key Actions Taken

- Data Collection: Conducted onsite observations and EHR reviews
- Identified major pain points and improvement opportunities
- Streamlined Admission Documentation: Simplified required fields and workflows
- Developed System-Wide Macros: Designed to improve charting efficiency for frequent tasks
- Usable across: Narrators, Flowsheets, Navigators, LDA avatar, Rover

Results

- 1,451,681 clicks saved through flowsheet macros for January 2025 alone
- Active charting time significantly reduced
- Increased time for hands-on patient care





Perioperative nurses featured in new Johnson & Johnson video

You can't help but feel inspired by our perioperative nursing associates at Bon Secours St. Mary's Hospital in our Richmond Market who are featured in a new Johnson & Johnson video. From their comments to their smiles, they'll give you all the feels and maybe even inspire you to learn more about this career path.

"Nursing is a gift that you get to do every day, and procedural nursing, to me, that's one of the greatest gifts," says Jean-Tyler Scalone, MSN, RN, manager of nursing practice and clinical education.

"It's like so out of the box it's even hard to describe," says Nokomis Neisz, BSN, RN, a scrub and circulating nurse. "It's very fulfilling."

"That's the most exciting part," says Charles Blair, RN, a scrub and circulating nurse. "Just making somebody's life better."

For Estelle (Tess) Stansell, BSN, RN, a scrub and circulating nurse, it was an immediate fit. "They told me what a perioperative nurse does, and I was like, that's for me," says Tess.



Blue Ribbon Clinical Experience Surpasses Goal

In 2024, Bon Secours Mercy Health exceeded its goal of establishing 100 Blue Ribbon Clinical Experience units, reaching 104 by the end of Q3. Launched in 2020 with just 12 pilot units, the program continues to grow thanks to its positive impact on nursing students, bedside nurses and clinical teams.

The Blue Ribbon program enhances the learning environment for nursing students while fostering a supportive culture for staff. "RN staff nurses on Blue Ribbon units feel they can effectively support students in a welcoming and encouraging environment," said Kathy Buckley, Academic Partnerships Lead.

The initiative also supports recruitment efforts, with over 7,000 students gaining clinical experience at BSMH facilities each semester.

"The success of our Blue Ribbon Clinical Experiences rests with our nurses at the bedside and our nursing leaders," said Melissa Bennett, director of Nursing Professional Practice and Education. "The warm, engaging culture they display every day is the key."

Blue Ribbon is building BSMH's professional nursing culture of excellence and fulfilling our vision as a destination for nursing talent.

New Knowledge, Innovation and Improvements

At BSMH, we're always looking ahead, evolving to stay at the forefront of health care and meet the needs of our patients, communities, clinicians and associates.

Our nurses are highly engaged in ensuring evidence-based practices, identifying and introducing new innovations, and implementing technology all aimed at achieving high quality outcomes.



911Cellular

- The rollout of the 911 Cellular solution in our Emergency Departments (ED) and Behavioral Health (BH) units is a critical step in advancing workplace safety.
- Features duress buttons for immediate assistance in high-risk situations.
- Successfully piloted in multiple sites in 2024 with a full rollout planned for 2025.



Project Voyager

BBSMH continues to stay at the forefront of care, including entering a 10-year partnership with Philips to standardize and upgrade patient monitoring platforms across the organization.

- Goals: Reduce cardiac monitoring-related safety events, improve alarm management, enhance real-time data access.
- Upgrades include advanced decision support tools and seamless EHR integration.
- Achievements in 2024 included the launch of new physiological monitoring and integrated EHR and communication methods across 12 sites of care.
- (KPIs) for 2024
- Both metrics saw marked reductions in occurrences
- BSMH met the KPI for both CLABSI and CAUTI through collaborative interventions



Nurses Lead Research on Connection and Confidence

Nursing Professional Development specialists Rachel Wood and Joy Huston represented Bon Secours Mercy Health at the Sigma Creating Healthy Work Environments conference, presenting findings from a cross-ministry study involving nurses from the U.S. and Ireland.

The research explored how virtual journal clubs support evidence-based practice and build a sense of professional community.

Research and Evidence-Based Practice

2024 saw a continued focus on providing support for evidence-based nursing practice and nursing research across the organization. These activities included:

- **EBP Fellowship:** Six-session course on the EBP process lasting over 12 weeks. Three cohorts provided in 2024 with full attendance.
- **EBP with Me Office Hours:** Open support sessions for nurses working on EBP initiatives.

- **EBP Mentor Community of Practice:** Established in 2024 to provide mentorship for nurses engaged in EBP across the ministry.
- **Research & EBP Oversight Councils:** Established in 2024 to provide system-wide guidance and support for EBP and research, reporting up to Nurse Practice Council.
- **BSMH EBP & Research Conference:** Second annual event in September 2024, over 300 attendees, featuring national experts and BSMH nurse presentations.

Celebrating Nursing Innovation Through Research and Evidence-Based Practice

The second annual BSMH Nursing EBP & Research Conference showcased our nurses and interprofessional teams' remarkable work. Featuring presentations and a virtual poster hall, the event celebrated innovation and collaboration. Presentations, judged in traditional and recorded categories, covered topics such as CLABSI reduction, glucose management, surgical discharge planning and workplace safety. "We are proud of all who shared their work," said Jennifer Ellison, EBP/ Research Translation to Practice lead. These efforts, part of BSMH's commitment to data-driven care, contributed to measurable success in 2024: RN turnover dropped from 21.3% to 18.1%, and both CLABSI and CAUTI rates decreased.

In the Traditional poster category, winners included:



First place: "Marching to the Same Drum: Harmonizing CLABSI Care," by Christi Adams, MS, RN, CCRN, CCNS, and Eli Urbano, MSN, RN, AGCNS-BC, CMSRN.



Second place: "A Quality Improvement Project: Total Joint Replacement Same Day Discharge Program," by Connie Weber, BSN, RN, and Tracy Wojciechowski, BSN, RN.

For posters with recorded presentations, winners included:



First place: "Implementation of an Inpatient Glucose Management Program in a Large US Health System," by Kristen Caluag, MSN, RN-BC, John Clore, MD, MS, and Michael Temple, RN.



Second place: "The Implementation of a De-escalation Program to Reduce Violence Against Health Care Workers," by Osiris Grainger, DNP, ARNP, FNP-BC, and Donna Spainhour (retired), MSN, RN, GCNS-BC.

Transforming Patient Monitoring Across 49 Hospitals (Project Voyager)

In 2024, Bon Secours Mercy Health launched a transformative 10-year partnership with Royal Philips to standardize patient monitoring technology across all 49 hospitals. This systemwide initiative will unify previously disparate monitoring systems, reduce complexity for caregivers, and integrate seamlessly with Epic electronic medical records.

The upgrade eliminates manual data entry, enabling real-time transmission of vital signs and waveforms directly into the EMR and to clinicians' mobile devices — reducing tech burden and clinician burnout. Smart escalation processes will ensure timely responses to urgent patient needs, even when nurses are occupied.

The first three years will focus on installation of hardware and software; the remaining years will support ongoing maintenance. This initiative marks a major step toward modernizing clinical workflows, improving safety, and enhancing care delivery across the ministry.

Empirical Outcomes

In 2024, Bon Secours Mercy Health (BSMH) demonstrated significant improvements in key nursing metrics, reflecting a strong commitment to empirical outcomes. The amazing work of BSMH nurses can be empirically seen through the nurse sensitive clinical outcomes evidenced throughout 2024.

RN Turnover and Vacancy

- Concerted focus was placed on reducing RN turnover throughout 2024.
- Success was realized with reducing overall RN turnover from 21.3% in 2023 to 18.1% at the end of 2024. In addition, success was seen in reducing the RN vacancy rate which was 7.1% at the close of 2023 and 4.5% at the close of 2024.

Nurse Sensitive Clinical Indicators

- Central Line Blood Stream Infections (CLABSI) and Catheter Associated Urinary Tract Infections (CAUTI) were both featured as Key Performance Indicators (KPIs) for 2024.
- Both metrics saw marked reductions in occurrences.
- BSMH met the KPI for both CLABSI and CAUTI through collaborative interventions.

RN Agency Reduction

- A concerted effort was made across the ministry to reduce the costs associated with the use of agency nursing in 2024. The ministry met its goal to reduce the number of agency nurses to less than 500 by the end of 2024. In 2023, there were a total of 620 active agency RNs on assignment. At the close of 2024, that number had decreased to 423.

Patient Experience

- Patient experience continued to be a prime KPI focus in 2024.
- Two of the key metrics related to overall net promoter score and communication with nurses domains.
- BSMH met the KPIs for both categories for 2024.

PCU Team Achieves 1,000+ CLABSI-Free Days

Bon Secours Memorial Regional Medical Center's Progressive Care Unit (PCU) in Richmond reached a major milestone — over 1,030 days without a central line-associated bloodstream infection (CLABSI). This achievement reflects a strong commitment to patient safety, teamwork and clinical excellence.

The unit's success is even more remarkable given its historically high central line utilization rate. Through focused efforts, that rate has improved significantly — dropping from 1.99 in 2022 to 0.815, outperforming the standard goal of 1.0.

A collaborative partnership with the Infection Prevention team, weekly rounds and strict adherence to bundle compliance have all contributed to this success. These practices not only enhance safety and quality but also help lower health care costs, with each avoided CLABSI saving an estimated \$48,000.



Market Updates

Across Bon Secours Mercy Health, our nurses demonstrate the highest standards of professional practice, advancing our strategic priorities while remaining deeply committed to delivering compassionate, high-quality care. This section showcases achievements from each market — tangible examples of how nurses bring their best every day to elevate patient outcomes, drive innovation and live out our Mission in every setting we serve.

Cincinnati

“Cincinnati nurses bring their best and share their heart at each of our sites of care in the market. They strive to provide an exceptional patient experience with every interaction recognizing that all of us make up God’s family on earth. We are the hands of Christ ministering to those in need most especially the poor, dying and underserved.”

- Melissa Bennett, DNP, APRN, GCNS-BC, NEA-BC, EBP-C, Interim Market Chief Nursing Officer, Cincinnati



Estimated Number of Nurses Serving the Market: 7,800

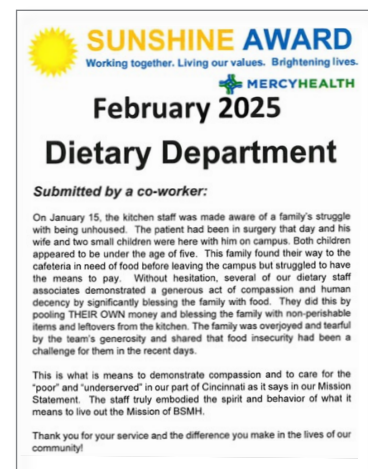
Number of Sites of Care

The Cincinnati Mercy Health market is dedicated to providing exceptional health care to our community. Six full service acute care hospitals and four free-standing emergency departments surround the greater Cincinnati area providing care in a neighborhood near you.

Recognition & Awards

- Premier’s 100 Top Hospitals 2025: Community Hospitals Recognizes Mercy Clermont
- Mercy Health — West Hospital and The Jewish Hospital — Mercy Health received a Leapfrog Hospital Safety Grade of “A” for spring 2025
- Healthgrades Patient Safety Excellence Awards Recognizes Mercy Health — Clermont Hospital, Mercy Health — West Hospital and The Jewish Hospital — Mercy Health

- Specialty Excellence Awards for 2025: 100 Top Hospitals for Critical Care (Healthgrades) Mercy Health — Anderson Hospital, Mercy Health — Fairfield Hospital, Mercy Health — West Hospital, The Jewish Hospital — Mercy Health
- Newsweek America’s Best in State Hospitals for 2025: The Jewish Hospital — Mercy Health
- Sunshine Award presented to the Mercy West Dietary Department in February 2025



Cincinnati

Professional Practice in Action

Structural Empowerment:

- 224 New to Practice nurses started in 2024
- One of only 200 PTAP accreditations (Practice Transition Accredited Program) in the United States, and one of only two in Cincinnati
- Shared governance is a hallmark of our professional nursing practice in Cincinnati and participation is encouraged beginning at orientation. Practice Councils at the unit level, hospital level and market level ensure the voice of the professional nurse drives nursing practice at the bedside and beyond.

Exemplary Professional Practice:

- Mercy Health — Fairfield Hospital, The Jewish Hospital — Mercy Health and Mercy Health — West Hospital are all Magnet® recognized hospitals
- The journey is underway at Mercy Health — Anderson Hospital and Mercy Health — Clermont Hospital

Innovation & Impact

- Market experienced 50% reduction in Central Line Associated Bloodstream Infections (CLABSIs) between 2024 and 2025
- Market experienced reduction of Cather Associated Urinary Tract Infections (CAUTIs) by 75% from 2024 through Q1 2025
- Consistent reduction in Colon Surgical Site Infections over 2023, 2024
- Hospital acquired CDiff infections have been reduced by 75% from 2024 to Q1 2025



Greenville

“Every day, our Greenville nurses serve as vital connectors, seamlessly collaborating with patients and families, physicians, clinical, support and spiritual teams to address patient needs. Their dedication and teamwork are a profound source of inspiration.”

- Kathleen Black, MSN, RN, NE-BC, Chief Nursing Executive, Greenville Market



Estimated Number of Nurses Serving the Market: 890

Number of Sites of Care

- Bon Secours St. Francis — Downtown is a 245-bed hospital and known for providing faith based exceptional care of patients physical and spiritual needs
- Bon Secours St. Francis — Eastside is a 101-bed hospital that includes women’s services, labor and delivery and Neonatal Intensive Care Unit (NICU). It also includes both an Emergency Department (ED) and an OB ED
- Free-standing ED in Simpsonville
- Cancer Center
- 86 practices

Recognition & Awards

Nursing Excellence Awards 2024		
Name	Department/Title	Award
Veronica Hudson	ES ICU	Friends of Nursing Allied Health
Dr. Payne	Intensivist	Friends of Nursing Provider
Michelle Ledford	7th floor	Nursing Excellence Clinical
Brandy Christ	ED	Nursing Excellence Advanced Practice
Julie Dubis	DT ICU	Cliff & Jane Roy Engagement Award
Katherine Sporre	DT ICU	Nursing Excellence Leadership

Greenville

Daisy Awards 2024		
Name	Department	Date
Johnathan Farrow	DT Preop OPC	February
Katlyn Brown	5th floor Oncology	March
Hannah Barwick	5th floor Med/Surg	April
Bethany Monroe	ES Periop	May
Jessica McCormick	CV Prep & Recovery	June
Taylor Quinn	ICU	July
Krista Mosely	NICU	August
Bety Morejon	CVICU	September
Carrie Bennett	ICU DT	October
Kimberley Boyer	ES ED	November

- Greenville has 591 nominations for the DAISY award in 2024. More than 80% from patients
- **Emergency Department State Awards:**
 - SCENA - Emerging Professional of the Year, Kristin Cosby, RN
 - SCENA - Nurse Leader of the Year, Greta Gue', RN
- Clover Award - Dr. Finn and Jyoti Patel, RN

Bee Awards 2024		
Name	Department	Date
Amanda Hamblen	DT ICU	February
Michael Gale	Security	March
Pam Underwood	6th floor	April
Alexis Miller	8th floor	May
Tyi Carolin	ES Ortho	June
Tiffinay Hagood	5th floor Oncology	July
Joy Curry	5th floor Oncology	August
Jennifer Steckler-Tripp	Mammography	October



Professional Practice in Action

- The Market Nurse Practice Council revised the Clinical Advancement Program (clinical ladder)
- Poster Project inaugural display from the different units during Nurses Week 2024
- Eight Blue Ribbon Clinical Locations (ES-2, DT-6)
- 275 nursing student clinical rotations
- 132 student practicum placements
- 65 new Unlicensed Assistive Personnel Preceptors
- 79 new Nurse Preceptors completed training
- 204 nurses, 132 PCT, CNA's through orientation - 93 of which were New-to-Practice
- Clinical Instructor education, skill checkoff and appreciation inaugural event held in 2024

Structural Empowerment

- All nursing departments implemented Unit Practice Councils
- Market Nurse Practice Council strengthened to be made up of chair/cochair of Unit Practice Councils

Greenville

Exemplary Professional Practice

- **Bon Secours St. Francis – Eastside:**
 - Implemented the Rapid Response Role 24/7
 - ICU CLABSI free since Feb 2023
 - ICU CAUTI free since 2021
 - Med/Surg CAUTI free since 2019
 - Med/Surg CLABSI free since 2021
 - Ortho no CLABSI or CAUTI ever recorded
- **Bon Secours St. Francis – Downtown:**
 - Dialysis 1000 days without a CLABSI
 - 6th Floor 12 months without a CLABSI
 - 7th Floor 15 months without a CLABSI
 - ICU 12 months without a CLABSI
 - 8th floor – CAUTI free two years
 - Tele – CLABSI and CAUTI free for five years
 - CVSD – CLABSI and CAUTI free for three years
 - CVICU – CLABSI and CAUTI free one year

Falls Rate Performance

- **Greenville Market: 2.62**
 - Reduction from 2023: 3.06
- **Bon Secours St. Francis – Downtown: 2.98**
 - Reduction from 2023: 3.04
- **Bon Secours St. Francis – Eastside: 1.50**
 - Reduction from 2023: 3.15
- **Falls with Injury - Rate 0.62**

2024 CAUTI

- Safety huddle report out on foley usage
- External catheters rolled out on every inpatient unit
- Nurse driven foley removal protocol

2024 CLABSI

- Vascular Access Nurse dressing change protocol
- Take it OFF Tuesday DSG Changes, then added take it off Fridays
- Check off and Two RN dressing changes pilot

2024 Patient Experience

- Met all market targets for Patient Experience

Key Performance Indicator	Target	2024 Score
Market NPS Inpatient	75.7	76
Market Inpatient: Nursing Communication	81.6	82.15
Market Inpatient: Doctor Communication	81.57	82.23
Market NPS ED	58	62

Innovation & Impact

- Nurse Leader Rounding, Bedside Shift Report, Team Huddles, Performance Board Huddles, White Board Initiative for Nursing communication
- Met all quality, patient experience and workforce KPI's for Nursing in Greenville Market
- ED – RME process on Bon Secours St. Francis — Downtown and Bon Secours St. Francis – Eastside campuses with sustained LWT percentage below national average of 2%. Market LWT's for 2024 was 0.97
- Sexual Assault Nurse Examiner (SANE) training to implement 24/7 SANE coverage
- MIU/NICU initiating a skin-to-skin program that encourages first visit being skin-to-skin and breastfeeding
- L&D initiated Interdisciplinary Huddles for the women's team
- Cardiac PCU/Tele initiated a new handoff tool for both RNs and PCTs



At a Glance

Overall RN Turnover: 18.6

- Inpatient /ED Nursing dt/es units -17.3 from (from 21.0 in 2023)
- Voluntary 14.8 (from 18.8 in 2023)

Almost a two-year waiting list for nurses in our 20-bed ICU for day shift.

Hampton Roads

“ In Hampton Roads, we celebrate and support our excellent nurses! Our mission critical focus is to provide safe and compassionate care.”

– Robin Baldauf, MBA, MSN, RN, FACHE, Chief Nursing Officer, Hampton Roads



Estimated Number of Nurses Serving the Market: 963

Number of Sites of Care

The Bon Secours Hampton Roads Market includes four hospitals: Bon Secours Maryview Medical Center in Portsmouth, Bon Secours Mary Immaculate Hospital in Newport News, Bon Secours Southampton Medical Center in Franklin, and Bon Secours Harborview Medical Center in Suffolk. Additionally, a Community Health Hub, Care-A-Van, 47 medical practice locations, and 16 In Motion therapy centers, serve the Hampton Roads and Western Tidewater communities.

Recognition & Awards

- Held the 2nd Annual Nursing Awards Gala and a Certified Nurses Celebration breakfast in 2024
- Core Culture & Leadership Award winners: Jamey Kagey, Cristin Santiago, Maria del Rosario Canelas Berrocal
- Ministry Core Culture and Leadership Award: Jamey Kagey
- Mary Immaculate 2024 DAISY Award honorees: Jamey Kagey, Noah Hunter, Melissa Schlosser, Christi Higgins, Frances Christobal, Caitlin Dean, Karen Anderson, Shellonda Williams, Omowunmi Grace Falade, Noe Espinoza, Victoria Johnson

- Maryview Medical Center 2024 DAISY Award honorees: Ashley Peterson, Eva Fogarty, Katelyn Mode, Kennia Melendez-Majano, Kimbery Twine, Dorothy Mauro, Lori George, Christine Mwangasu, Tanisha Bailey, Danielle Douglas, Chasitie Hicks, Kately Biando
- Southampton Medical Center 2024 DAISY Award Honorees: Erica Hartless, Chrissy Kitchen, Amanda Slayton

Professional Practice in Action

Structural Empowerment:

- Held Shared Decision-Making workshops at each hospital, established new Unit-Based Councils, strengthened Bon Secours Mary Immaculate Hospital-Wide Councils, and launched the Hospital-Wide Shared Leadership Council at Bon Secours Maryview Medical Center and Bon Secours Southampton Medical Center, along with the first Market-Wide Shared Leadership Council.
- Nurses participated in the Spring Evidence Based Practice (EBP) Fellowship, led several EBP projects and presented two posters at the BSMH 2nd Annual EBP and Research Conference.
- Monthly Nursing and Interdisciplinary Lunch and Learn sessions were held, along with market-wide Nurse Leader and Strategy Summits.

Hampton Roads

- Nursing Professional Development created a centralized simulation training space and increased in-person course offerings including preceptor classes, charge nurse workshops and arrhythmia review courses.

Exemplary Professional Practice:

- The Bon Secours Mary Immaculate Hospital Magnet® Interim Monitoring Report was completed, with 30% of the 2026 Magnet® redesignation document finished.
- Bon Secours Mary Immaculate Hospital also launched a Professional Development Fair and a monthly Magnet® Update newsletter.

Standout unit achievement:

- Patient falls decreased across all facilities. Bon Secours Southampton Medican Center achieved over 1,000 days without a HAPI, CLABSI or MRSA-BSI.

Innovation & Impact

- Launched new graduate RN cohorts with a Week Two in-person orientation featuring hands-on simulations and education to better prepare nurses.
- The Grow Strong RN Core, CPT programs and other new nurse courses were also delivered in-person with monthly check-in lunches.

At a Glance

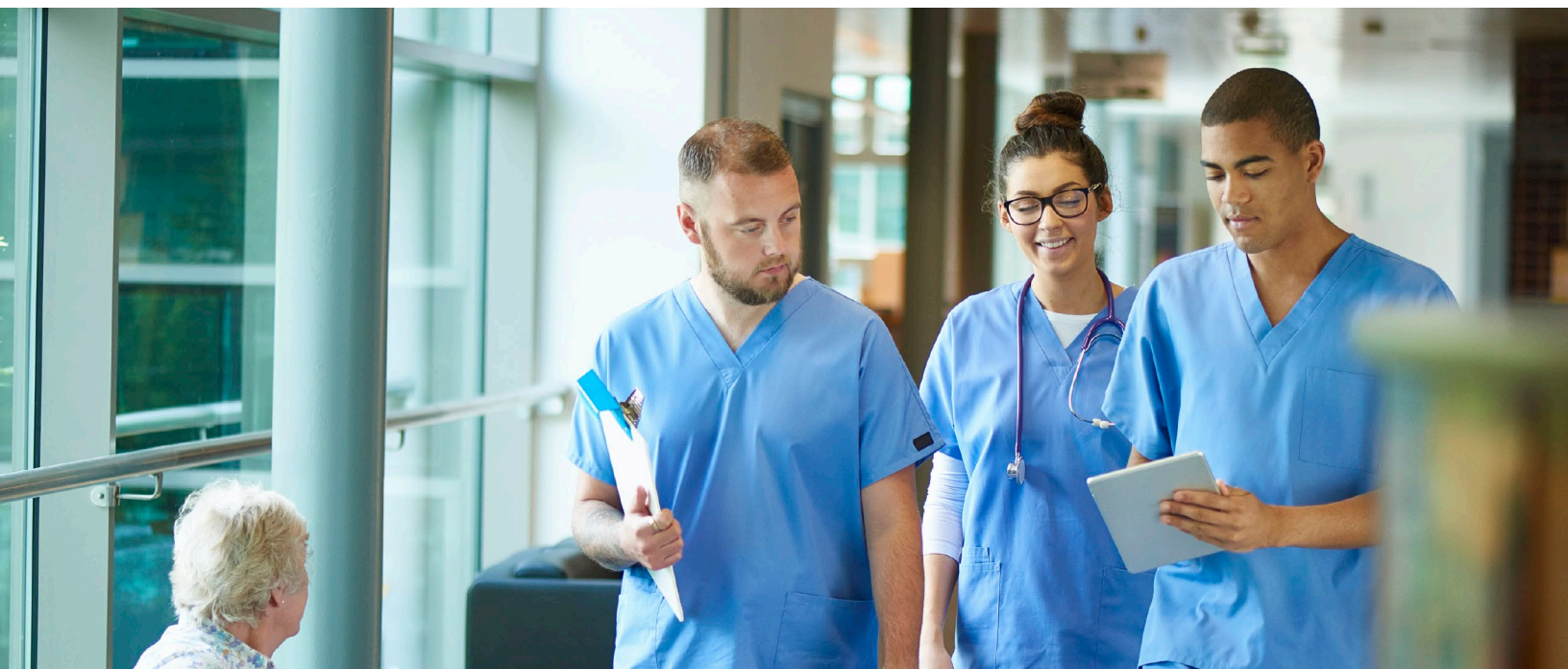
Reduced agency spending from **\$1.56M to \$0.48M**

Reduced vacancy rate from **8.3% to below 6%**

Decreased falls by **27%**

Doubled the number of Student Nurse Clinical Groups in our hospitals

Met Patient Experience KPIs for Inpatient Net Promoter Score, ED Net Promoter Score, and Inpatient Nursing Communication



Kentucky

“What makes the Kentucky Market special is how every nurse brings their best to provide the most excellent care possible to patients in our rural community.”

– Travis Drake, DNP, RN, NEA-BC, Chief Nursing Officer, Kentucky Market



Estimated Number of Nurses Serving the Market: 645

Number of Sites of Care

Mercy Health — Kentucky is dedicated to delivering high-quality, compassionate care to the residents of Western Kentucky and Irvine County. Our two hospitals, Mercy Health — Lourdes Hospital and Mercy Health — Marcum and Wallace Hospital in Irvine, provide a comprehensive range of services designed to meet the diverse needs of our community.

Recognition & Awards

- Maria Blue was honored with a DAISY award for her amazing leadership as a house supervisor.
- Jessi Dugan was honored with the Called to Shine Leadership Award and named a Dutchess of Paducah for her outstanding leadership of the OB Department at Mercy Health — Lourdes Hospital.
- Jessica Baker was awarded the Clover Award for the exceptional clinical excellence in caring for a patient with Sepsis.
- Chrissy Schneider was recognized with a DAISY award for not only taking amazing care of a patient but also the patient's family.
- Faith Mandry was awarded a DAISY award for a patient recognizing her amazing critical thinking and clinical skills.

Professional Practice in Action

- 28 nurses in GROW Strong RN Residency program.
- Mercy Health — Lourdes Hospital awarded Stroke Center Certificate from Joint Commission.
- 4th Floor (Oncology) over one year without a CLABSI.
- 5th Floor (Ortho/Surgical) over 1,000 days without a CLABSI.
- Mercy Health — Marcum Wallace two years CAUTI free
- Mercy Health — Marcum Wallace 2024 Chartis Center for rural health recognized for patient experience and outcomes.
- Mercy Health — Marcum Wallace awarded Acute Heart Attack Ready Certification from the Joint Commission.

Innovation & Impact

- Opening state of the art OB department and ICU. Nurses assisted in building mockup rooms to give architects final design changes.

Lima

“As leaders in nursing, our compass must always be evidence-based practice, grounded in compassion. When we build trust within our teams and hold each other accountable to the highest standards, we create a culture where nurses can rise to their fullest potential. At the heart of it all is love — love for our patients and for the incredible nurses who care for them. This is how we transform care from good to extraordinary.”

– Linsey Paul, MSN, RN, Chief Nursing Officer, Lima Market



Estimated Number of Nurses Serving the Market: 1,105

Number of Sites of Care

One hospital, Mercy Health — St. Rita’s Medical Center, one free-standing Emergency Department, three urgent care centers, a behavioral health unit, a Level II nursery, a state-of-the-art rehabilitation unit and an Extracorporeal Membrane Oxygenation center support a network of 20 primary care and 29 specialty providers.

Recognition & Awards

- **DAISY Award recipients or spotlight stories**
 - May 2024 to May 2025 – total nominations 200 (combined DAISY and BEE)
 - 8 DAISYs, 3 BEEs, 2 DAISY Leaders, 2 TEAM DAISY
- **President’s Award or Market-specific honors**
 - Nurse Excellence Awards – total 16

Professional Practice in Action

The strength of Shared Governance in Lima is something special. Our Nursing Coordinating Council meets every month, and it’s consistently an engaged, idea-rich and transparent space where real conversations happen and decisions move forward. It’s a reflection of the passion, professionalism and purpose that define our nursing team.

What makes this even stronger is how each committee contributes its voice:

- **Awards & Recognition Committee** – celebrating our people and shining a light on excellence
- **Professional Development Committee** – advancing growth, learning and leadership
- **EBP & Research Committee** – grounding our care in evidence and innovation
- **Nurse Quality/Peer Review Committee** – driving accountability and high standards
- **Nursing Informatics Committee** – using data and tech to enhance care
- **Unit Practice Councils** – giving bedside nurses a direct voice in practice

Lima

Each group meets separately and brings their insights back to the council, creating a dynamic, interconnected system that empowers nurses at every level. This is Shared Governance done right and it's making a lasting impact on our culture, our care and our patients.

2024 highlights:

- **New to Practice (NTP) RNs** – 63 onboarded
- **Grow Strong** – 8 classes in 2024 (37 staff), 6 classes planned for 2025
- **RN Residency** – 57 nurses completed CPT across CC, MS, OB, OR, and ED
- **High School Program** – building the future from Care Companion to RN NTP
- **Exemplary Professional Practice:** Magnet Recognition
 - Initial Designation – April 2019
 - Re-Designation – April 2024

Standout unit achievements:

- **Monthly Falls Awards** – a fun and meaningful way to recognize the incredible work our staff does to keep patients safe.
 - **No Falls Award:** Every unit that goes a full month without a fall receives a traveling trophy – a symbol of dedication, vigilance and teamwork.
 - **Most Improved Unit:** The unit showing the greatest improvement earns a special recognition banner. This banner stays with the winning team for the month – a point of pride, a symbol of growth, and, of course, serious bragging rights!

- The HAI Committee proudly awards units that remain **CAUTI- and CLABSI-free** with recognition banners that hang proudly on the units. A symbol of excellence in patient safety and infection prevention.

Innovation & Impact

- **4A Neuro Stepdown team skyrocketing patient experience scores.** By embracing Humanistics technology and tactics anchored in daily dialogue and process validation, employee engagement is translating to patient experience with scores skyrocketing from the 23rd to the 99th percentile.
- **6K Renal Tele team launches Plan-of-Care Visits.** Bringing nurses and providers together at the bedside has transformed patient experience, catapulting 6K Renal Tele team from the 34th to the 93rd percentile in nursing-communication scores and holding Length of Stay (LOS) at 1.01.
- **2024 research project:** Impacts on Discharge Disposition After Initiation of PATHS/PATH-25 Tool (8K)

At a Glance

Overall Nursing Turnover: **10.4%**

Dec 2024: **64.3% BSN and higher (BSN 57.6% MSN 6.3%, DNP 3.9%) 25.0% National Certifications**



Lorain

“Nursing in this market is extraordinary because of the passion, talent, and teamwork our nurses bring every day. They are the backbone of patient care, driving quality, safety, and connection across every setting. What sets them apart is not just what they do but how they do it: with heart, purpose, and an unshakable dedication to excellence.”

- Stacie Call MSN, RN, NE-BC, Chief Nursing Officer, Lorain and Youngstown Markets



Estimated Number of Nurses Serving the Market: 450

Number of Sites of Care

Mercy Health — Lorain is dedicated to delivering high-quality, compassionate care to the residents of Lorain County. It includes two hospitals, Mercy Health — Lorain Hospital and Mercy Health — Allen Hospital in Oberlin, alongside specialized facilities like the Mercy Health — O'Brien Cancer Center and Mercy Health — Outpatient Rehabilitation and Therapy, provide a comprehensive range of services designed to meet the diverse needs of our community.

Recognition & Awards

- DAISY Award recipients: Tina Allgood, Nurse Manager, Jasmine Cooper, RN, Kathleen Miller, RN, Sheri Kinney, RN and Pete Martinez, RN.
- Called to Shine Core Culture award winners: Karen Hambly RN, Semies Xia, RN, Amber Barton, RN, and Gabriella Keith, RN.
- Called to Shine Leader Award recipients: Sarah Mackin RN, Jessica Kuhn, RN, Amy Coleman, RN, Lisa Osborne, RN.
- Milagros Castillo, Vice President of Nursing, Mercy Health — Lorain and Allen Hospital, recognized in Beckers article.

Professional Practice in Action

Structural Empowerment

- Forming UPC on each unit to drive for outcomes and engagement in all nurses.

Standout unit achievements

- CAUTI - 153 days free from Dec. 2023 to June 2024.
- CLABSI - 713 days free from June 2022 to May 2024.

Innovation & Impact

Engaged in the Student Extern program to bring in nursing students in their junior year to become a part of our nursing pipeline.



At a Glance

On behalf of the Ohio State Senate, Senator Matt Huffman, president of the Ohio Senate and State Senator Nathan Manning, who represents the 13th Senatorial District, presented Allen Hospital with a special recognition for "outstanding attainment" after the hospital earned the 2024 Performance Leadership Award for excellence in Quality, Outcomes and Patient Perspectives from The Chartis Center for Rural Health.

Richmond

“Nursing is at the heart of what we do. Whether taking care of our patients, our communities or each other, our nurses are committed to bringing good help to all those in need. Our nursing professionals come to work every day and pour their hearts out and nothing makes me prouder than to serve as their nursing leader.”

- Cassie Lewis, DNP, ACNP-BC, Chief Nursing Officer, Richmond Market



Estimated Number of Nurses Serving the Market: 5,000

Number of Sites of Care

Bon Secours Richmond consists of seven acute care hospitals including: Rappahannock General Hospital, Richmond Community Hospital, St. Francis Medical Center, St. Mary's Hospital (a 4x ANCC Magnet Designated facility), Southern Virginia Medical Center, Southside Medical Center and Memorial Regional Medical Center (a 4x ANCC Magnet Designated facility). The market services over 360,000 ED visits and 65,000 admissions annually with four freestanding emergency departments, over 130 medical group practices, numerous imaging centers, outpatient infusion centers, sleep centers, urgent care sites and a Care-A-Van.

Two Nursing Schools

- Bon Secours Memorial College of Nursing and Southside College of Health Science
- Over 200 graduates with 77% of nursing students accepting employment within a Bon Secours facility upon completion

Recognition & Awards

- **Richmond Market Clinical Associate of the Year:** Betsy Mitchell, BSN, RN, CEN, Emergency Department

Clinical Care Leader, St. Mary's Hospital - For exemplifying the core culture behaviors and providing extraordinary care to our patients and communities

- **Virginia Nurses Association/Magnet Consortium Excellence in Nursing Outcomes Award:** Christi Adams, MS, RN, CCRN, CCNS, Clinical Nurse Specialist, St. Mary's Hospital
- **Called to Shine Leadership Award:** Robin Johnson, MHA, MSN, Chief Nursing Officer, Memorial Regional Medical Center
- **Core Culture Award:** Abby Pennington, MSN, RN, CMSRN, Program Manager, Nursing Excellence & Outcomes, Memorial Regional Medical Center

Professional Practice in Action

Transformational Leadership:

- Held 2nd annual market Strive to Thrive Summit focused on connecting our associate experience with the patient experience. The keynote speaker was Dr. Tehal Gandhi, MPH, CPPS, Chief Safety and Transformational Officer from Press Ganey. Shared best practices, patient stories, and exceptional outcomes within the market.

Richmond

- Instituted a Market Nursing Practice Council and Market Staffing Council including clinical nurses from all sites with the intent of gathering the voice of our bedside clinicians in decision-making.

Structural Empowerment:

- A growing clinical ladder: Implemented the GAIN program at Southside Regional and Southern Virginia Hospital. Approximately 1,300 (1,291 total) clinical RNs in the Professional Nurse Advancement Program (PNAP) from four sites.
- Grew and matured shared governance structures at all hospitals by holding Unit Practice Council Workshops and involving clinical nurses in structure redesign work.
- 2024 summer extern program included 60 nursing students across all sites. 50% of nurse externs were hired as new to practice RNs within the market.
- St. Mary's Hospital achieved an 83% BSN rate.
- Over 30% of certified nursing professionals across the market.
- Onboarded over 750 new RN and LPNs.

Exemplary Professional Practice:

- Memorial Regional Medical Center received its 4th Magnet® Designation.
- In-person Evidence Based Practice Workshops and the 4th annual St. Mary's EBP Poster Day with over 30 posters and 10 oral presentations.

Standout achievements

- 70% Market CLABSI reduction
- Violence Response Team work: The Violence Response Team suite at Southside Medical Center was officially opened to ensure that patients could receive VRT services in their own community. Throughout 2024, the team received 154 referrals and enrolled 34 patients into the hospital-based violence intervention program. This program gives enrollees a variety of violence intervention support, including Social Determinants or Drivers of Health screenings and referrals, telephone calls, accompaniment to medical appointments and home visits.
- The Memorial Regional Medical Center Neuro Step-Down Unit (NSTU) celebrated four consecutive years without a Hospital-Acquired Pressure Injury (HAPI) incident.
- The St. Mary's Hospital Cardiovascular Intensive Care Unit (CVICU) achieved their second AACN Beacon

Gold Award for Excellence. The Beacon Award honors units that demonstrate exceptional patient outcomes, a positive work environment and continuous improvements in nursing workforce development.

Innovation & Impact

- Robust Safety Coach program implemented across all sites.
- TJC Comprehensive Stroke designation at St. Mary's Hospital and all other sites Primary Stroke center designated.
- Southside Level III Trauma Center designation
- St. Mary's Operating Room nurses advocated during the 2024 VNA Lobby Day for the elimination of hazardous smoke from surgical procedures to protect health care workers and patients. On March 28, 2024, Governor Glenn Youngkin signed the smoke evacuation bills, SB537 and HB 763, into law, making Virginia the 17th state to go surgical smoke-free.

At a Glance

New Associate Clinical Orientation

- 772 RNs/LPNs and 432 Tech/Nursing support roles
- 1204 participants; 448 hours of training

Traveler Orientation

- 523 travelers attended; 208 hours of training

LPN Training Class

- 31 participants; 24 hours of training (six classes)

Charge Nurse Class

- 107 participants; 24 hours of training (six classes)

International Nurse Immersion Skills Day

- 39 participants; 52 hours of training (13 classes)

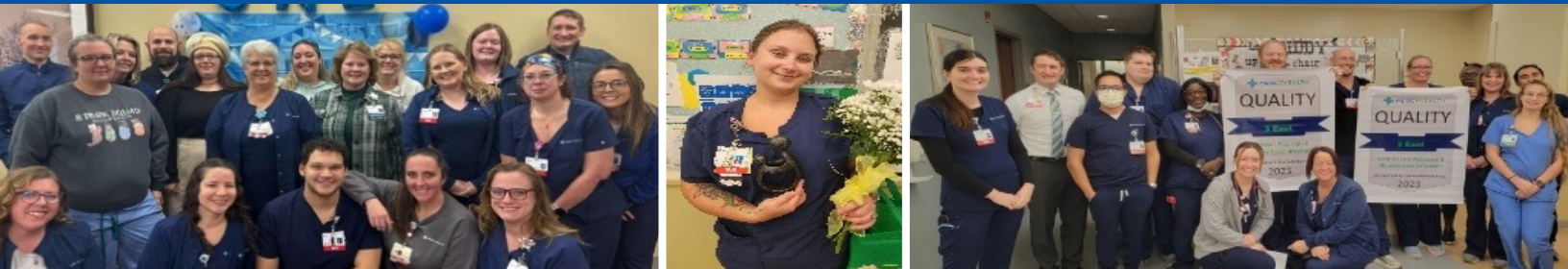
GROWStrong Completions

- Q1: 77.19% (Started in Q1 2023, finished Q1 2024)
- Q2: 80.60% (Started in Q2 2023, finished Q2 2024)
- Q3: 70.59% (Started in Q3 2023, finished Q3 2024)
- Q4: 79.66% (Started in Q4 2023, finished Q4 2024, not finalized)

Springfield

“What makes the Springfield Market special is our transparency, collaboration and determination to make a difference in the lives of our patients, associates and the communities we serve. We are deeply rooted in our mission and bring our authentic selves to work each day.”

- Rhonda Beane, MSN, RN, Chief Nursing Officer, Springfield Market



Estimated Number of Nurses Serving the Market: 650

Number of Sites of Care

Bon Secours Mercy Health’s Springfield Market is dedicated to delivering high-quality, compassionate care to the residents of Clark and Champaign Counties. The market consists of two hospitals, Mercy Health — Springfield Regional Medical Center, and Mercy Health — Urbana, a critical access hospital, two cancer centers, two wound care centers, a free-standing Emergency Room and an outpatient surgery center.

Recognition & Awards

- **DAISY Awards:** 12 awarded annually.
- **Good Catch Zero Hero Awards:** 60 awarded
- **Non-profit of the Year *Dayton Business Journal*:** Mercy Health — Springfield Regional Medical Center
- **5 Star:** Mercy Health — Urbana Hospital, 4 years

Professional Practice in Action

- GROW Strong RN Residency: 25 nurses enrolled
- Shared Governance implementation
 - 11 Unit Councils engaged
 - Coordinating council one-year anniversary celebration

Standout unit achievements:

- **CLABSI free:**
 - Three years: 1N, 2E
 - Two years: 4E, Cardiovascular Intensive Care Unit
 - One year: 3E

CAUTI free:

- Six years: Cardiovascular Intensive Care Unit
- Five years: 4E
- Two years: 3N
- One year: 1N

Innovation & Impact

In July 2024, the Unit Council on 2E developed an algorithm for decision making about the use of safety companion or virtual safety companion. The team was able to achieve a reduction in the use of 1:1 safety companion by 111 hours on average. The team continues to work on this initiative and made further adjustments and has been able to reduce the use of 1:1 safety companion by 417 hours with no increase in patient falls or safety events. This has kept the nursing assistants on the unit and the financial goals on target.



At a Glance

38% CAUTI / 36% CLABSI

23% falls reductions

40% nurse retention improvement over five years

Two year HAI free, Mercy Health — Urbana

Team Nursing Model implemented

Over 100 associates enrolled in education benefits

480 hires into priority roles

Toledo

“Our nurses are at the heart of exceptional patient care. Every day, they bring compassion, expertise and dedication to ensure our patients receive the highest level of care. I couldn’t be more proud of the incredible work they do.”

- Deb Bryant, DNP, RN, CENP, Chief Nursing Officer, Toledo Market



Estimated Number of Nurses Serving the Market: 3,700

Number of Sites of Care

Mercy Health — Toledo provides comprehensive primary and critical care services to residents and Life Flight critical air transport services. Mercy Health has seven hospitals across the Toledo area, including the Defiance, Perrysburg, Tiffin and Willard communities totaling eight care sites.

Recognition & Awards

- The Toledo Market recognizes DAISY and Sunshine winners. The number varies by site. In 2024, a total of 20 DAISY winners and 14 Sunshine winners were recognized.

Professional Practice in Action

- **Structural Empowerment:** Every facility has a Unit Practice Council in place.
- **Exemplary Professional Practice:** Mercy Health — St. Charles Hospital will have a Magnet evaluation by the NPD team in 2025. Other sites will follow as goals are reached.
- **Standout unit achievements:** Mercy Health — St. Anne Hospital had a DAISY Team award for the ICU.

Innovation & Impact

- Mercy Health — St. Charles Hospital prepped to early adopt Ambient Documentation on the Med-Surg Unit.



At a Glance

RN turnover in the Toledo market continues at 13.6%.

Agency usage remains steady at 27.5 FTEs. Most of the agency are in the Respiratory Therapy Department and Operating Room.

Patient Experience is meeting targets across the market.

Areas of improvement for the Toledo Market include falls and falls with injury as well as ED Patient Experience.

Mercy Health — Defiance Hospital served as a pilot location for the installation of Project Voyager and has expressed satisfaction with the interactions.

Mercy Health — Defiance Hospital has maintained a CAUTI and CLABSI-free status for over 3,300 days.

Mercy Health — St. Anne Hospital was awarded the first Team DAISY Award to their ICU team in recognition of exceptional care, prompted by a patient's positive feedback.

Mercy Health — St. Anne Hospital has all units CLABSI-free for over a year and CAUTI-free in both the Med-Surg and Progressive Care units for the same duration.

Mercy Health — St. Charles Hospital formed a multidisciplinary team to lead the Patient Care Experience meetings. Their efforts have led to impressive results, with Nurse Communication, Physician Communication and NPS consistently exceeding targets.

Mercy Health — Perrysburg Hospital pioneered the hiring of LPNs for the Med-Surg and PCU departments, hiring nine LPNs to date, with more than half currently enrolled in RN programs. One LPN will graduate with her RN in May and has already secured a position.

Mercy Health — Perrysburg Hospital has remained CAUTI—free for five years.

Mercy Health — St. Vincent Medical Center has Extracorporeal Membrane Oxygenation (ECMO) in active use, with the 11th patient recently cannulated. A transplant program is currently being established at St. Vincent, with most positions nearly filled.

Mercy Health — Tiffin Hospital, in 2024, had an expansion of their Obstetrics (OB) department, increasing capacity to 10 Labor, Delivery, Recovery and Postpartum (LDRP) rooms and three Postpartum (PP) rooms.

Mercy Health — Willard Hospital, as a critical access facility, experienced notable growth in swing bed utilization over the past year, serving 100 patients.

Youngstown

“ In today’s evolving health care market, our priority remains clear: delivering high-quality, patient-centered care while adapting to the demands of value-based models. We must lead with innovation, strengthen interdisciplinary collaboration and stay grounded in the needs of our communities. ”

- Stacie Call, MSN, RN, NE-BC, Chief Nursing Officer, Lorain and Youngstown Markets



Estimated Number of Nurses Serving the Market: 2,000

Number of Sites of Care

Mercy Health — Youngstown is an integrated health system in the Mahoning Valley, which encompasses the Youngstown/Warren metropolitan area - Mahoning, Trumbull and Columbiana counties in Ohio. Mercy Health — Youngstown provides a full spectrum of health care services - acute inpatient and trauma, outpatient and ambulatory, rehabilitation, behavioral, emergency and urgent care, primary care physicians in patient-centered medical homes, specialist physician care, home health, home medical equipment, long-term care and hospice care. St. Elizabeth Youngstown Hospital, a tertiary care facility, is a Level I Trauma Center that serves as a trauma site for multiple counties in the surrounding primary service area. It draws patients from the tri-county area, including parts of Trumbull, Mahoning, and Columbiana counties, making a significant regional impact. St. Elizabeth Boardman Hospital (SEBH), a community facility, primarily serves residents of southern Mahoning and northern Columbiana counties. SEBH also offers Level III maternity services to surrounding counties. St. Joseph Warren Hospital (SJWH), another community facility, primarily serves residents of Trumbull County. SJWH offers

Level II maternity services and is a Level III Trauma Center. In addition, there is a free-standing emergency room in Austintown and Warren Minor as well as an outpatient surgery at Howland Surgery Center.

Recognition & Awards

- **St. Elizabeth Boardman DAISY Winners**
 - DAISY Nurse - Laura Cyrus (ED)
 - DAISY Nurse - Tabatha Dobay (Labor and Delivery)
 - DAISY Nurse - Natasha Lujen (4West)
 - DAISY Nurse - Lauren Woolf (Labor and Delivery)
 - DAISY Leader - Brian Wharry
 - DAISY Team - 4 West
- **St. Elizabeth Boardman Hospital Nightingale Winners**
 - Kimberly Mason - ICU
 - Christine Flickinger - ED
 - Maggie Badgett - 4W
 - Stephanie Dilts - 6W
 - Karen McGavin - PAT

Youngstown

- **St. Joseph Warren Hospital DAISY Winners**

- DAISY Team – Maternity
- DAISY Leader – Melissa Sipes
- DAISY Nurse – Jackie Patrick
- DAISY Nurse – Bailey Kriebel
- DAISY Nurse – Annamarie Roscoe
- DAISY Nurse – Danielle Giljahn

- **St. Joseph Warren Hospital Nightingale Winners**

- Shannon Hians
- Paula Ackerson
- Felicia Peterson
- Katarina Marjanovic
- Elsa Lopez

- **St. Elizabeth Youngstown Hospital DAISY**

- DAISY Team – PCCU
- DAISY Leader – Cody Hill
- DAISY Leader – Colleen Shaughnessy
- DAISY Nurse – Elaine Tolbert
- DAISY Nurse – McKenzie Luknis
- DAISY Nurse – Linda Bakalar
- DAISY Nurse – Megan Propes

- **St. Elizabeth Youngstown Hospital**

- Nightingale Winners
 - Amanda Vega
 - Ron Guerrieri
 - Sally Danilov
 - Aretha Jennings-Duncan
 - Carolyn Lanzo
- Called to Shine Leadership Award
 - Mary Beth Crozier
- Called to Shine Core Culture Award
 - Andrea Struna
 - Yazen Esmail
 - Rachel Gallo

Professional Practice in Action

- Market 24% reduction CLABSI
- Market 9% reduction in foley usage (SUR)
- SEYH met CAUTI and CLABSI KPI (43% reduction CAUTI)
- SJ 50% reduction CLABSI
- SEB 28% reduction CLABSI
- SEB 50% reduction MRSA bacteremia

Structural Empowerment:

- Successful Rapid Assessment Zone (RAZ) implementation in all EDs to improve throughput.
- Magnet designation for SEY. 25 nurses supported by the Youngstown Foundation attended the Magnet conference.
- All three Youngstown hospitals are Magnet designated.
- Strong shared governance structure: all three hospitals and outpatient areas are represented on all of our nursing councils and collaborate in decision-making.

Innovation & Impact

- Engaged in the Student Extern program to bring nursing students in their junior year to become a part of the nursing pipeline. More than 100 student externs.
- Over 140 nurses are in our weekend-only program, allowing flexible staffing.

At a Glance

St Joseph's celebrated their 100th anniversary



CENTENNIAL ANNIVERSARY
Celebrating a Legacy of Caring

BON SECOURS MERCY HEALTH

