

Investing in Partnerships: Building the Future

ANNUAL REPORT 2021 | 22



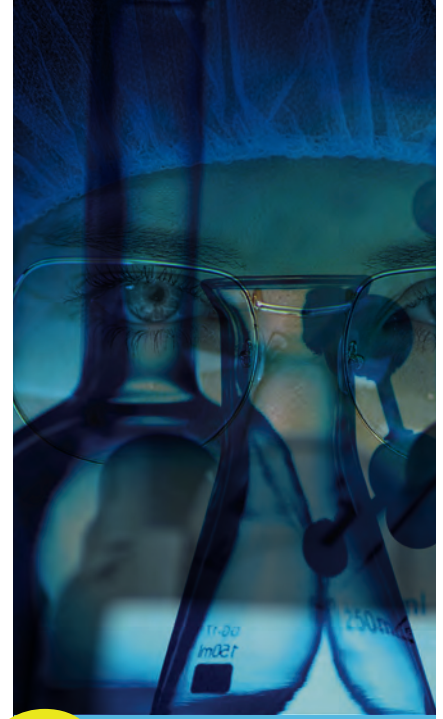
Jefferson
Thomas Jefferson University

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A Word from the Dean



DEMONSTRATING OUR COURAGE, STRENGTH AND RESILIENCY:

Looking Ahead with Drive and Inspiration

Our first Annual Report, in Academic Year 2020 – 2021, came amidst the disruption and fear of a global pandemic. Stories in that report, *Improving Lives: A Year of Challenge and Innovation*, were largely colored by the huge burdens our students, staff and faculty faced with COVID-19.

This year finds us in a better place — our lives are changed but closer to normal. Although we're not here quite yet, we can begin to look more confidently toward the challenges ahead. We are, as the headline on our cover this year proclaims, *Investing in Partnerships: Building the Future*.

At Jefferson College of Nursing, partnerships have always been the driving factor behind our engagement with our community and beyond. The COVID-19 pandemic reinforced the importance of working together to improve both the preparation of nurses and the leadership of nurses at all levels of practice and throughout their careers, to serve patients and help create a healthier future for all.

Our partnerships take many forms: some exist within the college; others are forged between Jefferson College of Nursing and other teams from the Jefferson Enterprise; still more are collaborations between the Jefferson family and our partners in the public and private sectors across the Philadelphia region and around the world.

This report details many of the ways the students and faculty of Jefferson College of Nursing are collaborating with colleagues to make America and the world healthier and to better prepare nurses for what lies ahead in their careers. I know you will find it informative, and I hope you will take time to learn more about this work.

A handwritten signature in blue ink, appearing to read 'Marie Ann Marino'.

Marie Ann Marino, EdD, RN, FAAN
Dean, Jefferson College of Nursing

Let's pause to remember the contributions and sacrifices of nurses — and nursing students — worldwide since early 2020. Lives were impacted; conditions were difficult and hours were long; brave nurses spent lonely hours away from home, protecting their loved ones and dealing with mental stress as both patients and colleagues succumbed to the virus and its complications.

We expected to celebrate 2020 as the World Health Organization's Year of the Nurse and the Midwife. The pandemic converted it to a year of challenge and action by nurses across the globe, carrying over through 2023.

But that really is the story of nursing in any year. Plans and expectations abound, but unforeseen challenges and opportunities emerge. Throughout the pandemic, nurses answered the call of duty — and went beyond. We salute all of them for their selfless contributions and leadership in transforming health care for the better!

Driving Results & Inspiring Outcomes

section

1



Inspiring through Results and Outcomes

As Jefferson College of Nursing prepares tomorrow's nurses for their careers while also advancing the science of nursing itself, it's important to keep our clinical colleagues in the healthcare field and other key audiences apprised of what we're doing – and why it matters.

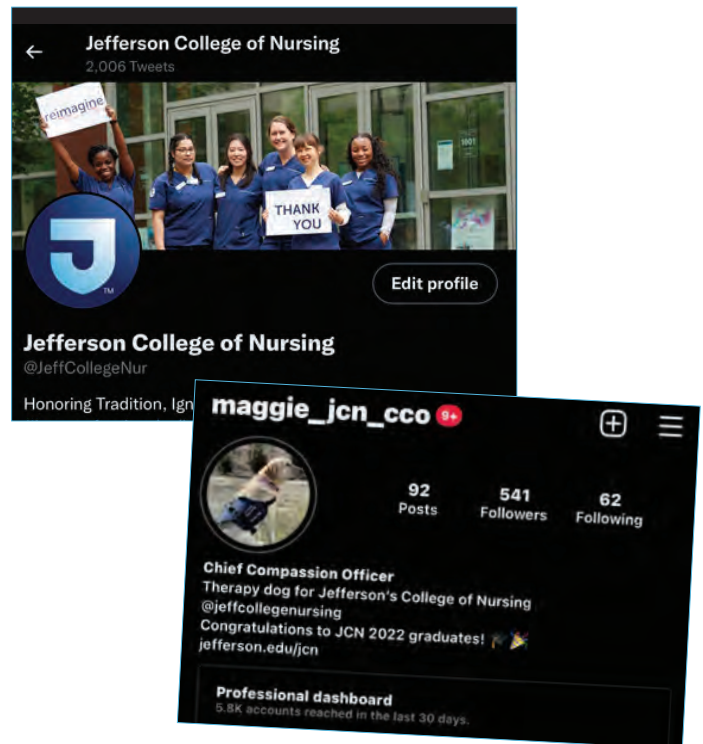
Seminars and other in-person events are, of course, important, and we have begun to return to our normal schedule of such activities. In the meantime, our "virtual" outreach has become even more vital, allowing us to connect with people outside of our campuses – even around the world.

This 2021-2022 Annual Report – our second such publication – is just one way we're reaching out.

Our e-newsletter, a weekly communication launched in 2021, is a quick-read update on the many happenings across the college's educational innovations, faculty additions and honors, research contributions, student achievements, alumni successes and other inspiring news.

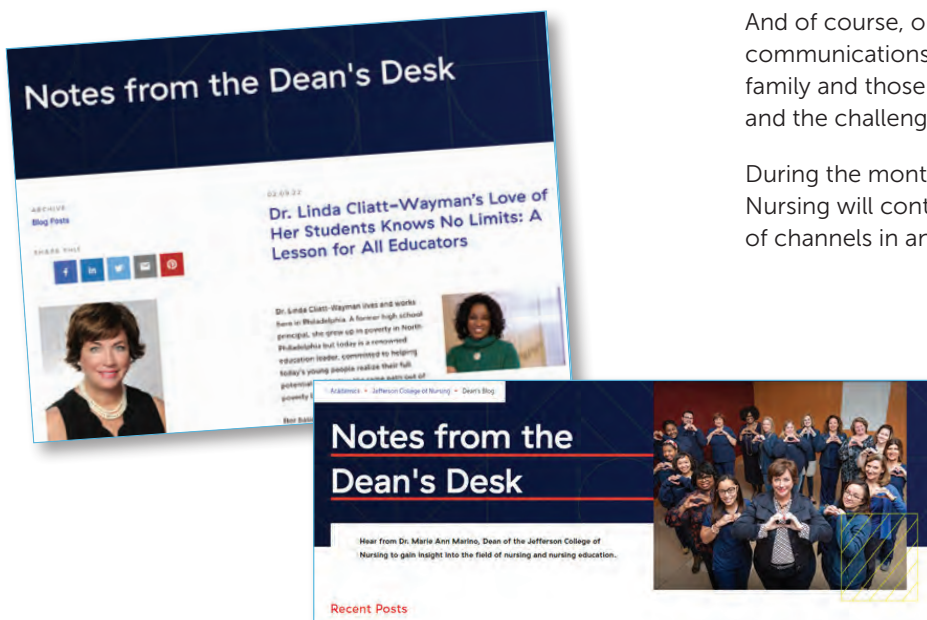
Dean Marie Marino's monthly blog, *Notes from the Dean's Desk*, has been steadily expanding its audience since launching two years ago. Over the past year, among other things, she has kept readers abreast of the college's role in fighting the COVID-19 pandemic, and reminded us of the importance of speaking up and taking positive action to address the broader issues facing our community, state and nation.

Dean Marino also stays active on social media, using Twitter to highlight what's happening at the college and to comment on the day's developments in nursing and related fields. Follow us on Twitter @JeffCollegeNur, @DeanJeffNursing and on Instagram @Jeffcollegenursing and @maggie_jcn_cco.



And of course, our website is the hub of our external communications activities, keeping both the Jefferson family and those far beyond apprised of our achievements and the challenges we work to address every day.

During the months and years ahead, Jefferson College of Nursing will continue to tell its story via an ever-wider array of channels in an increasingly "connected" world.



College's First Annual Report Cited for Excellence



The moving cover photo of student Caitlin Tyrell on the *Jefferson College of Nursing Annual Report 2020-2021* — along with the additional compelling stories and creative presentation inside — caught the attention of the Aster Awards Program.

Following the publication of the *Annual Report 2020-2021*, the Aster Awards honored our report with a Gold Certificate in the Healthcare Education category!

Recognizing excellence in healthcare marketing, the Aster Awards is the nation's most elite competition dedicated to acknowledging the most talented healthcare marketing professionals for outstanding excellence in advertising, marketing and communications.

Thanks to all who contributed their stories to the 2020-2021 report, and congratulations to our creative team for their outstanding work on our inaugural Annual Report!



Nevertheless, It Was A Memorable 130th Anniversary

Like almost everything else in life, Jefferson College of Nursing’s 130th anniversary in 2021 was overshadowed by the global health crisis that kept us physically apart at a time when we normally would gather to celebrate. Plans for big celebrations bringing faculty, students and others together on campus had to be reconsidered. Our internal and external communications were dominated by the demands of the moment.

But that did not keep the College of Nursing family from reflecting with pride on our status as one of America’s oldest nursing schools and an established innovator in both nursing education and practice. Since 1891, our college has changed the lives of both nursing students and the people they have served during their careers.

When its doors opened in 1891, the Jefferson Hospital Training School for Nurses had 13 students enrolled in a relatively simple array of courses. Today, our student body is more than 1,700 students, who can choose from 20 programs at the bachelor’s, master’s and doctoral levels. Today, almost 12,000 nursing alumni are at work throughout the U.S. Predictably, the vast majority serve in Pennsylvania and New Jersey, but more than 400 Jefferson nurses can be found in Florida, and more than 250 in California.

With the onset of COVID-19, the college’s faculty and students faced perhaps their greatest-ever collective challenge. Learning and research had to continue under unprecedented circumstances, and our graduating class was suddenly thrust into a work environment that tested their skills and dedication to the limits.

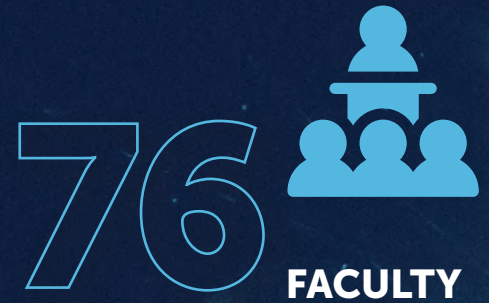
Where do we aspire to be on our 140th anniversary? On our 150th? What new programs do we want to establish? In particular, in what areas of nursing leadership does the College of Nursing want to be prominent over the next 10-20 years? These are all questions that our leadership, faculty and students are looking to address as we move beyond our 131st year.



BY THE NUMBERS

2021-2022

ENROLLMENT



1,701 TOTAL

2022 GRADUATES

775

including:

233
MSN

14
PGC

48
DNP

480
BSN



U.S. NEWS & WORLD REPORT RANKINGS

The College of Nursing at Thomas Jefferson University was recognized by *U.S. News and World Report* in the 2022 ranking process for both undergraduate and graduate nursing programs.



IN 2022, THOMAS JEFFERSON UNIVERSITY RANKED

UNDERGRADUATE BSN

58

out of **694**

Best Bachelor of Nursing
(BSN) Programs

MSN

11

out of **179**

Best Online Best Online
Master's in Nursing Programs



TOP 10%

of nursing schools
NATIONALLY — reflect the
dedication of faculty, staff
and students to excellence in
nursing education.

9

out of **179**

Best Online Master of Science
(MSN) Programs



10,000 and Counting: Nurse Leaders Shaping the Future of Health Care

Jefferson College of Nursing is a key partner in the national Nurses on Boards Coalition (NOBC). NOBC was established as a major goal in the first Robert Wood Johnson Foundation Future of Nursing Report in 2010. In January 2021, NOBC achieved the top objective established by its founders in 2016: having nurses serve on 10,000 boards of corporations and organizations in the healthcare field.



That milestone is significant because nurses provide a unique perspective in the healthcare arena. The COVID-19 pandemic increased the visibility of nursing leadership and proved how important it is to have nurses at the table when key decisions are made about healthcare strategies and tactics. Serving on boards creates opportunities for nurses to collaborate with other leaders to promote change and advance health.

With the college's commitment to advancing nursing leadership, NOBC is a natural fit. Here are a few examples of appointments during the past year that demonstrate how nurses based within Thomas Jefferson University are making their mark in this critical area:

- **Assistant Professor Valerie Clary-Muronda** was appointed to the New Jersey State Board of Nursing by Governor Phil Murphy.
- **Assistant Professor Jacqueline Mainwaring** was appointed to the Delaware Board of Nursing by Governor John Carney.
- **Assistant Professor Jane Tobias** was re-elected as an Executive board member of the National Association of the Pediatric Nurse Practitioners.
- **Associate Professor and Associate Dean Jennifer Bellot** was elected Vice-President of the Pennsylvania State Nurses Association Board of Directors.
- **Patricia (Trish) Wellenbach** is the Board Chair of Thomas Jefferson University's governing of Trustees. Trish is the first nurse and first woman to lead the Board in Jefferson's 196-year history.

No doubt, more nurses from within and outside Jefferson will join their ranks in the coming years. Now that NOBC has reached its initial goal, what's next? NOBC will leverage its momentum and make an impact; using its large database, NOBC will provide new strategic and diverse board experiences for nurse leaders — and Jefferson nurses will be right there.





Jefferson College of Nursing Team Continues to Expand

The college's faculty and professional staff continued to expand and deepen during 2021 - 2022. Our objective is to bring the best people here — and keep them — while providing the environment and tools that promote innovative teaching and cutting-edge research.

We asked four notable additions about their immediate plans at the college:

Barbara (Bobbie) Posmontier, who came aboard in April 2021 as Program Director for our PhD in Nursing. *"I am excited to lead development of the new PhD in Nursing program, which will exemplify nursing's future by fostering creativity and innovation. Students will learn to build, manage and participate in high-functioning, interdisciplinary teams; faculty mentorship will help each student develop a unique program of study; and there will be a foundation of social justice and health equity to improve health outcomes for all."*

Carol Okupniak, who changed her role in a new position for the team in fall 2021 as Director of Jefferson College of Nursing's Center for Advanced Education, Simulation and Innovation (CAESI). *"I have a professional and research interest in using virtual and augmented reality in nursing education. I am completing a research project*

to determine if virtual and augmented reality is an appropriate method to learn new concepts in nursing. In addition to my work to improving the efficiency, quality and opportunities in simulation, I am working with the team from our East Falls campus to bring the Igloo and Cube (shared virtual and augmented reality platform) to the Dixon and Center City campuses. The introduction of the Igloo and Cube will bring extraordinary opportunities to our students using the most advanced technology in mixed reality. Learners will not only be astonished and amazed while participating in these simulations, but they will also do so while learning new concepts in nursing."

Julie Dameus, who joined the team in fall 2021 as an Assistant Professor. *"I would like to continue with the scholarship track. I am interested in working toward the Associate Professor level in the next few years. I also would like to create a special program to help our nursing students be more familiar with IVs and pumps."*

Kim Packer, who joined the team from Jefferson Health in fall 2021 in another new position necessitated by the college's growth and expanding data initiatives, Director of Academic Outcomes and Evaluation. *"My goal is to provide meaningful data to all stakeholders to promote effective program evaluation and growth."*

Melissa Pena, who joined the team in spring 2021 as our Dixon Campus Undergraduate Administrative Assistant. *"My immediate plans are to learn my role, and how it fits into the "grand scheme" of things with the College of Nursing. Learning how to perform my role to the best of my ability will allow me to better serve as needed."*

We are excited to welcome all of our new hires and promotions! *(Disclaimer: Our new additions are growing every day so we know this list will have grown even more when the Annual Report is published.)*

Sarah Ackerman, Part-time Graduate Faculty, Family Individual Across the LifeSpan

Sara Arn, Part-time Graduate Faculty, Adult-Gerontology Acute Care Primary Care

Devon Elton, Education Coordinator, Academic Practice Integration

Julie Dameus, Undergraduate Medical-Surgical Faculty – Center City

Lee Anne Estimo, Education Coordinator II (position change)

Rynira Elam, Administrative Assistant – Center City

Nickesha Francis, Graduate Faculty, Family Individual Across the LifeSpan

Nicole Kilic, Part-time Graduate Faculty, Nurse Anesthesia Program

Jennifer Lacy, Undergraduate Assistant Professor – Center City

Megan Mook, Undergraduate Assistant Professor – Center City

Carol Okupniak, Director of Simulation (position change)

Melissa Pena, Undergraduate Administrative Assistant-Dixon

Laura Sarver, Clinical Education Coordinator

Kimberly Schoy, Program Coordinator of Strategy and Innovation (position change)

Jennifer Shiroff, Program Director, Women's Health; Gender-Related Nurse Practitioner (position change)

Jacquelin Sunkler, Undergraduate Instructor, Center City

Kennedy Whalen, Education Coordinator, Graduate Programs (position change)



What memorable exchange did you have as a young nurse that inspired you to lead?

My first job, as a new graduate, was at Yale University Medical Center. Six months after I was hired, I was offered the head nurse leadership position for the Cardio-Vascular Surgical Service. My assigned new nurse mentor was aghast! "My dear," she said "you must not take this position. They are asking you to walk when you have not yet been given a chance to crawl." However, I was determined. I did take that job, and I never regretted my decision.

What are you trying to get better at?

Now that I am an emeritus dean, I can reflect on my leadership in retrospect. Thus, I wish I had spent more time on relationships and helping the faculty to feel valued. As a "can-do person", I was always successful at making things happen. Yet, I have learned it is so important to listen and understand.

Achievements 2021–2022

Appointed/Elected

- Dean Marie Marino, Chair-Nominating Committee, American Academy of Nursing; President-Elect, Eastern Nursing research Society
- Assistant Professor Valerie Clary-Muronda, New Jersey State Board of Nursing
- Assistant Professor Julie Dameus, Chapter President, Omicron Gamma Chapter, Sigma Theta Tau, International Honors Society of Nursing
- Assistant Professor Ingrid Hilghman, Policy Committee, Alliance for Nursing Informatics; Chapter President, Greater Delaware Valley Chapter, American Nursing Informatics Association
- Assistant Professor Jacqueline Mainwaring, Delaware Board of Nursing by Governor John Carney
- Assistant Professor Michele Savin, Committee Chair, Education Standards and Curriculum Guidelines for Neonatal Nurse Practitioner Programs 4th Edition, National Association for Neonatal Nurse Practitioners
- Assistant Professor Jane Tobias, Executive Board Member of the National Association of the Pediatric Nurse Practitioners
- Associate Professor and Associate Dean Jennifer Bellot, Vice President, Board of Directors, Pennsylvania State Nurses Association
- Associate Professor and Associate Dean for Academic Affairs Mary Hanson-Zalot, Co-Chair of the Education Committee of the International Society of Nurses in Genetics
- Associate Professor Carey Heck, Board of Trustees, American Board of Neuroscience Nurses
- Associate Professor Janice Miller, Co-Chair of Health Policy Education Special Interest Group, National Organization of Nurse Practitioner Faculties
- Associate Professor Carrie Stricker, Associate Director of the Digital Health Scholarly Inquiry Track, Thomas Jefferson University, Sidney Kimmel Medical College
- Assistant Professor Caitlyn Moore, 2022 Emerging Leader Award, Hospice and Palliative Nurses Association
- Assistant Professor Michele Savin, Neonatal Nurse Practitioner of the Year Award, National Association for Neonatal Nurses
- Assistant Professor Jamie Smith, 2022 Faculty James B. Erdmann Award for Excellence in Interprofessional Health Education
- Associate Professor Jeanette Kates, 2022 Hospice and Palliative Nurses Association Vanguard Award; 2021 Thomas Jefferson University Faculty James B. Erdmann Award for Excellence in Interprofessional Education
- Professor Angela Gerolamo, 2022 Thomas Jefferson University Faculty Award for Mentoring
- Professor Julia Ward, 2021 Thomas Jefferson University Faculty Award for Mentoring

External Funding

(Note: Team members outside of Jefferson College of Nursing are not included)

- Assistant Professor Caitlyn Moore and Associate Professor Carey Heck, The Parkinson's Foundation
- Assistant Professor Clara Granda-Cameron, National Institute of Health Diversity Supplement Initiative, National Cancer Institute's Center to Reduce Cancer Health Disparities
- Assistant Professor Jane Tobias, Jefferson Smart and Healthy Cities Fellowship Seed Grant, Thomas Jefferson Institute for Smart and Healthy Cities
- Associate Professor Steve DiDonato, Jefferson Smart and Healthy Cities Fellowship Seed Grant, Thomas Jefferson Institute for Smart and Healthy Cities; Caplan Foundation for Early Childhood
- Associate Professor Jeannette Kates, 2021 Center for Faculty Development and Nexus Learning Grant, Thomas Jefferson University; Clinical Care Innovation Grant, Independence Blue Cross
- Associate Professor Monika Pogorzelska-Maziarz, National Institute of Health/ National Institute of Nursing Research Infection Prevention in Home Health Care (InHOME) Grant
- Associate Professor Carrie Stricker, 2021 Hillman Emergent Innovation: Serious Illness and End of Life Program, The Rita Hillman and Alex Foundation
- Professor Pat Kelly, National Institute of Health Diversity Supplement Initiative, National Cancer Institute's Center to Reduce Cancer Health Disparities
- Professor Joanne Robinson, Professor Pat Kelly, Professor Sudha Raddi, Pfizer

Fellows/ Leadership

- Assistant Professor Clara Granda-Cameron, Participant, Intersectional Qualitative Research Method Institute, University of Maryland
- Associate Professor Kathy Gray, Fellow, American Association of Nurse Practitioners
- Associate Professor Monika Pogorzelska-Maziarz, Fellow, Society for Healthcare Epidemiology of America
- Associate Professor Lisa Whitfield-Harris, Fellow, Health Equity and Anti-Racism Leadership Institute, Alliance of Nurses for Healthy Environments; Elevating Leaders in Academic Nursing, American Association of Colleges of Nursing

Posters/ Presentations

- Instructor Jacquelin Sunkler, 2022 American Association for Neuroscience Nurses
- Assistant Professor Anita Fennessey, 2021 Thomas Jefferson University Faculty Days
- Assistant Professor Gina Galosi, 2021 Thomas Jefferson University Faculty Days
- Assistant Professor Yvonne Hammill, 2021 Jefferson Integrative Grand Rounds
- Assistant Professor David Jack, 2021 Thomas Jefferson University Faculty Days
- Assistant Professor Anne Mitchell, 2021 Thomas Jefferson University Faculty Days
- Assistant Professor Valerie Clary-Muronda, 2021 Thomas Jefferson University Faculty Days
- Assistant Professor Jamie Smith, 2022 AcademyHealth Annual Research Meeting
- Assistant Professor Jane Tobias, 2022 Jefferson Integrative Grand Rounds
- Associate Professor Mary Bouchaud, 2021 Thomas Jefferson University Faculty Days
- Associate Professor Kathy Gray, 2021 4th Annual International Conference on Nursing Science and Practice
- Associate Professor Carol Okupniak, 2021 Thomas Jefferson University Faculty Days
- Associate Professor Ksenia Zukowsky, Assistant Professor Michele Savin, Associate Professor Mary Hanson-Zalot, Assistant Professor Sharon Rainer, 2022 National League of Nursing Education Summit
- Associate Professor Mary Hanson-Zalot, Associate Professor Ksenia Zukowsky, Associate Professor Sharon Rainer, 2021 Workgroup Presentation: Action Learning



Press/Publications

- Instructor Jamie Smith, 2021 *International Journal of Environmental Research and Public Health*
- Assistant Professor Valerie Clary-Muronda, 2021 *American Association of Colleges of Nursing News Watch*
- Assistant Professor Maureen Fitzgerald, Assistant Professor David Jack, with contributing authors Assistant Professor Laura Roettger, Assistant Professor Gina Galosi, Instructor Barbara Butynski, Associate Professor Steve DiDonato, Assistant Professor Maryanne Halligan, 2022 *Pediatric Nurse Certification Review*, Springer Publishing
- Assistant Professor Clara Granda-Cameron, Associate Professor Jeannette Kates, Associate Professor Lisa Whitfield-Harris, 2022 *The Oncology Nursing Forum*
- Assistant Professor Aparna Kumar, 2021 *Philadelphia Inquirer*; 2021 *Societies Journal, Special Issue: Racial Equity in Public Health Policy and Reproductive Health, Rights and Justice*
- Assistant Professor Sharon Rainer, 2021 Chapter Core Curriculum, *Emergency Nurse Practitioner* (American Academy of Emergency Nurse Practitioners). Springer Publishing Company
- Assistant Professor Jennie Ryan, 2021 The NEXUS Powered by Jefferson
- Associate Professor Kathy Gray, 2021 *Applied Nursing Research*
- Associate Professor Jeannette Kates, 2021 *Nursing Outlook*
- Associate Professor Monika Pogorzelska-Maziarz, 2022 *American Journal of Infection Control*; 2022 *Journal of Nursing Management*
- Associate Professor Monika Pogorzelska-Maziarz, Professor Mary Lou Manning, 2022 *American Journal of Infection Control*
- Associate Professor Carrie Stricker, 2022 *Journal of the Advanced Practitioner in Oncology*
- Professor Angela Gerolamo, 2021 The NEXUS Powered by Jefferson
- Professor Angela Gerolamo, Monika Pogorzelska-Maziarz, Kristin Rising, 2021 *Geriatric Nursing*; 2021 *Home Health Care Practice and Management*
- Professor Mary Lou Manning, Assistant Professor David Jack, Associate Professor Carol Okupniak, Assistant Professor Lori Wheeler, and Associate Professor Monika Pogorzelska-Maziarz, 2022 *Nurse Education Today*
- Professor Deanna Gray-Miceli, 2022 *Nursing Clinics of North America*; 2021 *Geriatric Nursing*; 2021 *Nursing Outlook*
- Professor Bobbie Posmontier, 2022 *Psychiatric Services*, American Psychiatric Association

Rankings

- Graduate Faculty Team, Online MSN Program ranked #11 by *U.S. News and World Report*
- Associate Professor Ksenia Zukowsky, Assistant Professor Lynda

Peoples, Assistant Professor Sharon Rainer, Assistant Professor Jennifer Shiroff, Family Nurse Practitioner Program ranked #1 by Nurse.Org



Kate FitzPatrick

Executive Vice President, Connelly Foundation Chief Nurse Executive Officer, Jefferson Health and Associate Dean for Nursing Health Systems Partnerships and Innovation and Professor, Jefferson College of Nursing

What is your biggest dream in life?

To be a source of joy, inspiration and hope for others. We shouldn't underestimate the power we have individually to impact the lives of others in profound and meaningful ways. This power grows when we work collectively. My daily work centers on a simple principle—to do my best to make the world a better place by living a fully present life exemplified by service, compassion, integrity, grace and dignity.

What memorable exchange did you have as a young nurse that inspired you to lead?

I was working in an emergency department precepting a new nurse orientee. We had just taken a short break and were reviewing her progress and the patients she had cared for up to this point. There was someone else in the break room that I was vaguely aware of, but didn't know or engage with. A few days later, that same person approached me and shared that she had observed my interaction with that nurse orientee. She saw something in how I engaged with her and thought I had the skills and presence that would be great for a clinical faculty role in an emergency care program she was leading. I ended up taking a full-time role with the program that led me eventually to a post leading a statewide trauma coalition that went on to develop and pass trauma system legislation for Delaware. Never in my wildest dreams would I have imagined this was a path I'd be on as a nurse.



Jefferson College of Nursing and Jefferson Health Initiatives Aim to Counter Workforce Crisis, Keep Our Future Care Innovators “Here at Home”

The nationwide crisis in the nursing workforce is the result of strong forces pulling in opposite directions. At a time when many nurses are reaching retirement age — or simply leaving the profession primarily due to work-life imbalance and staffing shortages — nursing colleges simply can’t produce enough new nurses to fill all those slots.

Our partner system, Jefferson Health, had more than 500 registered nurse vacancies during the fall of 2021, which was above the national average. Jefferson Health’s nurse-turnover rate reached 17%, up from about 10% the previous year. Intense practice-setting challenges, the acuity of patients and level of suffering created by the COVID-19 pandemic were factors, but there were many others. Chief Nursing Executive Kate FitzPatrick and Dean of Jefferson College of Nursing Marie Ann Marino initiated a **Nursing Workforce Summit** in October 2021. Together, Jefferson College of Nursing and Jefferson Health will bolster Jefferson Health’s ability to attract and retain nurses, and ensure that the college not only maintains but reinvigorates its role as the health system’s primary source of nurses to meet expanding needs.

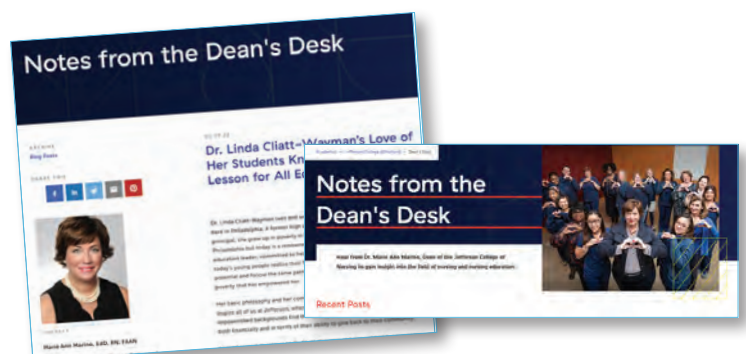
The specifics of our approach are in the works, and this will continue to be a broad and aggressive attack on the problem. To retain the nurses we already have, nursing salaries were increased in May 2021, and throughout the pandemic, we have offered bonus and incentive programs to staff. We are looking at expansion of our nurse externship program and at providing onsite medical assistants, nursing assistants and patient care technicians. In addition, we launched the Jefferson College of Nursing-Jefferson Health capstone program as a pipeline strategy to provide College of Nursing senior nursing students three-week immersion experiences across Jefferson Health sites with the goal of pre-hiring for full-time roles at Jefferson.

For students, we are committed to more effectively showing them the wide range of opportunities within the profession and, specifically, why staying within the Jefferson family after graduation is the perfect first career move. They need to see that areas of nursing previously unavailable to new graduates — emergency, critical care, and perioperative nursing — are now available. opportunities across the continuum of care.

We also will launch new efforts to encourage those who earn their bachelor’s degrees at Jefferson College of Nursing to proceed with graduate school here.

Within Jefferson Health, we will strive to encourage others who today play supporting roles to physicians and nurses — including certified nursing assistants (CNAs), patient care technicians (PCTs), and medical assistants (MAs) — to continue their education by earning a nursing degree and staying on in their new positions.

America’s nursing workforce challenges won’t be resolved overnight. But at Jefferson, we are committed to assuring that the nation’s aging population and increasingly sophisticated healthcare needs will be met by a growing force of well-prepared, committed nursing professionals.



College's First DAISY Awards Highlight Student Compassionate Care and Inspirational Faculty

Four of our standout students and two incredible faculty members were honored in 2021-2022 for Jefferson College of Nursing's first recognition of their outstanding performance under our new partnership with **The DAISY Foundation**.



Created more than two decades ago, the **DAISY Award** honors the super-human work nurses do for patients and families every day. Special recognition is designated at the graduate and undergraduate levels.

Undergraduate

The undergraduate fall 2021 recipient of the DAISY Award for Extraordinary Nursing Students was **Eugene Polanco**, a member of the FACT-1 program at our Center City campus. Eugene was nominated by his clinical adjunct instructor, Cecelia O'Neill, in deep appreciation of his commitment to extraordinary clinical skill and compassionate patient care that will make a meaningful difference in the lives of many people as his career progresses.



Eugene Polanco, BSN, '22 | Fall 2021 DAISY Award recipient



Anamarie Bruni, BSN, '23 | Spring 2022 DAISY Award recipient

The spring 2022 recipient of the DAISY Award for Extraordinary Nursing Students was **Anamarie Bruni**, a FACT-2 student at our Dixon campus. Anamarie was nominated by her clinical adjunct instructor, Kimberly McDonald, to recognize her consistent demonstration of extraordinary, compassionate care during her clinical rotation in the OB/Labor and Delivery clinical setting at Jefferson Abington Hospital. In addition, Anamarie was offered an internship in the NICU due to her outstanding performance during her clinical experience.

Graduate



Jenna Zaldonis, BSN, RN, CRNA, '22 | Fall 2021 DAISY Award recipient

Among our graduate students, the fall 2021 DAISY Award went to Jenna Zaldonis, a DNP-Nurse Anesthesia student in the Class of 2022 cohort. Jenna's DNP Program Director, Dr. Janice Miller, cited Jenna's ability to look at health and social problems in their settings and larger contexts and articulately discuss stakeholders, solutions and repercussions.

The spring 2022 DAISY Award went to our graduate student, Holly Marks, a member of the Class of 2022 MSN – Adult Gerontology Acute Care Nurse Practitioner Program. Holly was nominated by two people – AGAC faculty member Dr. Caitlyn Moore and clinical preceptor Suzanne O’Leary. Holly was nominated because she is clinically strong and competent, and truly values the impact of the human connection and relationships. The faculty member nominations went on to say that critical care is a very challenging field, and Holly is a bright light within it.



Holly Marks, MSN, '22 | Spring 2022 DAISY Award recipient

Faculty

Unlike the student DAISY awards, the college presents faculty awards once a year, in the spring semester, to recognize one undergraduate faculty member and one graduate faculty member. The first faculty DAISY awards were presented to **Anita Fennessey**, DrNP, RN, CNE, Assistant Professor, Undergraduate Programs, and **Jennie Ryan**, PhD, CPNP-AC, Assistant Professor, Graduate Programs.



Anita Fennessey, DrNP, RN, CNE | Spring 2022 DAISY Award recipient

Anita was nominated by more than 20 undergraduate students for this award! Some of the highlights from the nomination stories provided are as follows:

Dr. Fennessey is an amazing, reliable, loyal and dedicated professor. She goes above and beyond for each and every one of her students.

Every time she taught, Dr. Fennessey made pre-lecture videos for us to view, was always available for review/office hours, took time out during class to make sure we all felt comfortable with key material, and always went the extra mile with her own set of "Anita to know" notes.

Jennie was nominated by multiple students as well, which showcases the dedication that our faculty have to our students. Some of her nominations included the following:

I appreciated Dr. Ryan's close attention to the online and in-person learning experience. Her drop-in videos were helpful at addressing week-to-week questions/concerns that we had as a class. One particular moment that stuck out in my



Jennie Ryan, PhD, CPNP-AC | Spring 2022 DAISY Award recipient

mind during my semester taking assessment with her was during our in-person lab day. Dr. Ryan spent extra time with me on a lab day after all the students had left to help me with using the ophthalmoscope for my eye assessment. I was having trouble catching the red reflex based on the description we learned from lecture and reading the text. The one-on-one demonstration was very helpful and made me more confident with my assessment skills.

Dr. Ryan runs the physical assessment course that graduate students take prior to entering clinicals. She does an outstanding job to ensure that all of the students get the most out of the course; the course consists of students in many different specialty tracks, and I have deeply appreciated her commitment to running an excellent course and developing new content every semester. She is professional, responsive, challenges us and demonstrates humble expertise. Her courses are remarkably organized, thoughtful and applicable to practice.

Congratulations to our first student and faculty DAISY Award recipients for their hard work and the examples they set for present and future nurses!



Paul D. Bowers



Heather Fry

Academic Strategy Team Focuses on Enhanced Learning Experience

Given the ever-increasing need to educate learners across a spectrum of modalities — whether in traditional seated classrooms, online or some hybrid combination of the two — Jefferson College of Nursing’s Academic Strategy team has dedicated itself to identifying teaching practices that best enhance the student experience independent of when and where learning takes place. Predictably, learning technologies often play a significant role in facilitating the flexibility required to meet such demands.

In an effort to develop faculty awareness and proficiency with these tools, the Academic Strategy team launched a knowledge base in the spring of 2020 (see the Learning Support Portal: <https://jcn-lst.freshdesk.com>). This has served as an access point to online guides and tutorials that support the use of relevant teaching technologies.

Twice monthly, the Academic Strategy team hosts synchronous drop-in Educational Technology & Teaching Support (ET&TS) sessions. These sessions afford instructors an opportunity to practice and plan the integration of targeted technology-enabled pedagogical strategies into their teaching. Before attending any given ET&TS session, faculty are asked to view a topical video tutorial so that the bulk of the live session can be dedicated to implementing the strategy and/or troubleshooting any pain points that might arise in that process.

The Learning Support Portal facilitates the team’s ongoing collaboration with faculty members who are looking for the most effective ways to leverage learning technology

and who seek troubleshooting help with existing deployments such as Canvas, the college’s learning management system.

“The portal includes a ticketing system that allows us to more agilely support faculty teaching needs,” says Paul Bowers, Director of Academic Strategy. “Data from the portal’s analytics also helps us to more systematically identify problematic areas with existing practices, underpins our recommendations and guides our selection of topics for support sessions.”



The Learning Support Portal

“While we don’t have a direct channel for feedback from students, faculty members do an excellent job of relaying student issues to us,” Bowers adds. “Program directors also reach out to us when students’ end-of-semester evaluations indicate opportunities to better optimize our use of learning technologies.”



Kay Kinsey

Jefferson College of Nursing Campaign
Advisory Council Member

What memorable exchange did you have as a young nurse that inspired you to lead?

I discovered at age 17 (first-year nursing student) in a medical school library, a book that further contributes to the way I think and frame practice as a public health nurse/administrator/educator etc. entitled Eleven Blue Men, and Other Narratives of Medical Detection; it is a compilation of articles written by Breton Roueche and published in The New Yorker in the 40s. A classic read that altered my career aspirations and mindset about nursing practice environments. I learned that WE need to always ask questions; search and identify common themes/threats; collect data; determine next action steps including interventions, — then act! And, along the way, deal with naysayers, disbelievers and, if necessary, take detours to reach the goal of protecting the health of the public/people we serve. Throughout my career, I have observed that every person leads, and every leader is also a follower and joins in step with colleagues. We are in this work together. Any leader is the sum of the collective and, as such, each one of us is a leader.

For fun, I wanted to share some of what I have learned in a variety of positions over the years.

- 1. Lead with a gossamer thread.*
- 2. Staff and clients are your partners in this work. As such, treat everyone with respect, honesty and open communication style- which means listening, showing up and sharing when you do not know but you will find out and inform.*
- 3. Appreciate that everyone has different/unique experiences and education. Value each for who they identify as and for what they do. A job description DOES NOT substitute for the person's value.*
- 4. Frontline workers should have the highest incomes.*
- 5. Leaders can make crappy decisions based on self-interest to garner more funds, position selves in higher places etc. and others need to be the guardians of programs and services.*
- 6. Be a disrupter, when it is appropriate.*
- 7. Think beyond what you know and appreciate that blending perspectives makes the work stronger and more lasting.*
- 8. Care deeply although that can be Achilles' heel*
- 9. Unless an emergency matter, avoid making administrative decisions on Fridays or Mondays. You need to gather more information (for sure).*

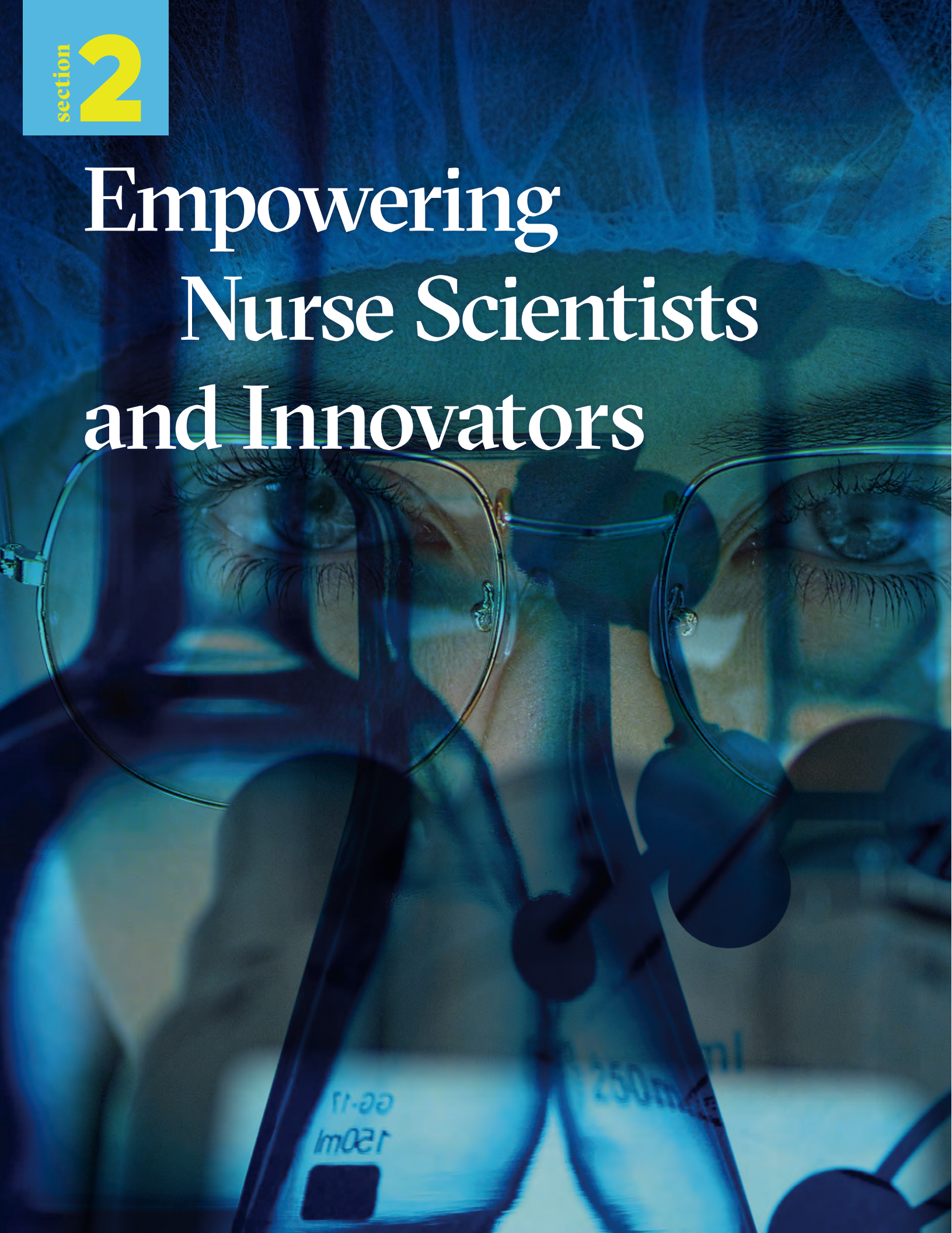
And leaders build on their past, learn from the present and know the future is tomorrow.

And know when it is time to go home and hug your loved ones!

section

2

Empowering Nurse Scientists and Innovators



Jefferson Nursing Research Drives Better Care and Outcomes



Since 2019, a \$500,000 gift from the Stratton Foundation has supported 22 pilot studies. The Office of Research and Innovation, under the leadership of Joanne Robinson, PhD, RN, CNE, FAAN, Jefferson College of Nursing Professor and Associate Dean – Research and Innovation, a nationally recognized expert in nursing education and internationally recognized nurse scientist in gerontological nursing and continence promotion, provides the support and infrastructure for faculty researchers, novice and experienced, to conduct studies and accelerate to more substantive funding opportunities.

According to Dr. Robinson, research enables faculty, staff, students and alumni to make evidence-based decisions

and guide next-generation solutions to today's healthcare challenges. A point of pride is the many collaborations between faculty and Jefferson Health nurses that identify research opportunities at the bedside.

In this report, we invite you to learn more about the contributions of Jefferson faculty to nursing science.

In addition, we provide research highlights and efforts that are underway at Jefferson's New Jersey hospitals under the guidance of Valerie Clary-Muronda, PhD, RNC-OB, Assistant Professor, and Dr. Robinson.

Hold Your Breath: Exploring Anxiety Levels in Breast Cancer Patients

On average, women have about a 13% chance of developing breast cancer over a lifetime. Anxiety is the most frequent mental-health issue reported by patients with cancer, and those with breast cancer are at particularly high risk for anxiety and depression. Cancer treatments may become traumatic due to the impact on self-image and sexual relations, and this may lead to symptoms such as denial, anger and intense fear towards their disease and treatment plan.



Center — Washington Township, is the lead investigator for this study in which radiation oncology nurses will explore the specific levels of anxiety for patients prior to starting radiation, depending on whether the left or right breast is involved.

The research team is using an evidence-based tool to measure anxiety levels prior to radiation simulation for women diagnosed with breast cancer. This tool — the STAI (State Trait Anxiety Inventory) — is commonly used to measure trait and state anxiety. It can be used in clinical settings to diagnose anxiety and distinguish it from depressive syndromes. Any evidence of differing anxiety levels between those with left vs. right breast cancer will help radiation oncology nurses better understand how to help patients manage their anxiety before and during treatment.

“This initial study will be a critical first step to exploring the experience of anxiety in this patient population and allow cancer nurses to develop educational and supportive tactics to address this symptom prior to the start of radiation treatment,” said Michele E. Gaguski, MSN, RN, AOCN, NE-BC, APN-C, New Jersey Cancer Program Administrator, Sidney Kimmel Cancer Center — Jefferson Health and co-investigator on the study.

Radiation therapy is a frequently used treatment for breast cancer which can trigger state anxiety, a reaction of mind and body to stressful, dangerous, or unfamiliar situations — the sense of uneasiness, distress or dread many of us feel before a significant event.

Radiation treatment differs slightly depending on which breast is affected. A patient with a tumor in the left breast is asked to take a deep breath and hold it for approximately 20-30 seconds as the radiation is administered, ensuring that the patient’s heart receives less radiation. Nurses have found, anecdotally, that some patients required to use this technique report anxiety about being able to hold their breath long enough for the technique to be effective. (Women with cancer in the right breast can breathe normally during radiation procedures.)

Kathleen Solari, BSN, RN, OCN, Radiation Oncology Nurse Manager at Jefferson Health’s Sidney Kimmel Cancer



Patricia “Trish” Wellenbach

Chair, Board of Trustees
Thomas Jefferson University

As a nurse leader what is your tennis ball? (What is the thing that you chase as intently as a dog chases a tennis ball?)

The thing I chase as intently as a dog chases a tennis ball is achieving the right balance of grit, grace, and gravitas in my work and personal life.

What are you trying to get better at?

I am always trying to get better at being intentional in my approach to all that life brings my way.

Seeking to Eliminate Racial–Ethnic Bias in Maternal Care

Increased death rates among U.S. women after giving birth is a public health crisis. U.S. maternal mortality rates increased by 4% annually between 2016 and 2018. New Jersey has the fourth-highest maternal mortality rate among all states, with 38.1 mothers dying per 100,000 births.

Studies indicate clear racial and ethnic healthcare disparities. According to the 2018 Health of Women and Children Report, New Jersey had the highest mortality rate among black mothers, with 102.3 deaths per 100,000 births. In January 2019, a package of 14 bills that included awareness, education, evaluation protocols and Medicaid coverage to help combat the alarming maternal mortality rate, was advanced by state lawmakers.

In 2021, New Jersey first lady Tammy Snyder Murphy announced an ambitious plan to reduce maternal mortality in the state by 50% over five years — with elimination of racial disparities in perinatal care as a key goal. Jefferson Health is working with the Southern New Jersey Perinatal Cooperative and the New Jersey Department of Health to train obstetrics nurses to watch for signs that their assessment of or care for patients is influenced by racial or ethnic bias.

In 2019, the Council on Patient Safety in Women’s Health Care — a consortium of leading experts in the field that disseminates patient-safety bundles to help reduce variation and facilitate standardization — developed the Alliance for Innovation on Maternal Health (AIM). A nationwide, data-driven maternal safety and quality improvement initiative, AIM promotes maternal safety and better patient outcomes. It developed a guide to help healthcare practitioners identify and eliminate implicit racial or ethnic bias in their work.



“Sometimes, unconscious thoughts and feelings foster a negative evaluation of a patient based on specific characteristics,” notes Mapp. “Although difficult to control, this implicit bias about race may influence how the nurse communicates with the patient and, in some cases, the level of care that patient receives.”

A key element in Mapp’s research focused on results from a Race-Implicit Association Test that each participating nurse completes before and after implicit bias training. The purpose of the study was to increase one’s awareness of implicit bias and the potential effects on adverse outcomes and to link it to the fact that this is being looked at across the country by experts in the field. Results of the study found that nurses overwhelmingly indicated they will endeavor to be more consciously aware of their biases while recognizing that we all have biases.

“We want to make sure that obstetrics nurses are fully prepared to ensure they are not allowing racial bias to creep into their work,” says Mapp.



Marilyn Mapp, Director of Nursing for Women’s and Children’s Services, Jefferson Health–New Jersey, has worked with Jefferson’s Enterprise Office of Diversity, Inclusion and Community Engagement as well as the local Jefferson Diversity and Inclusion Council in New Jersey to broaden knowledge about such bias and identify opportunities to eliminate its adverse impact on patient care.



Join our Team

Nurse Scientist Appointments for Jefferson Health

Jefferson Health looks forward to the impact of the new appointments of five Jefferson College of Nursing faculty members to dedicate approximately eight hours each week to serving as nurse scientists within Jefferson Health facilities, where they will advance nursing research and have a dual role in Jefferson Health and the college.

The nurse scientists will provide oversight, direction and support of research and scholarly inquiry through mentorship of nursing staff, critical review and refinement of research proposals for scientific merit and feasibility, and assistance with grant applications to support clinical inquiry and scholarship. They are also expected to serve as role models for nurses by championing the importance of lifelong learning to advance professional growth and development through certification and continuing education.

Each nurse scientist will continue to pursue their own program of research, both as a role model and to advance knowledge in their specialty.

The positions — two-year appointments — will report to the Associate Dean for Research and Innovation, Joanne P. Robinson, PhD, RN, CNE, FAAN, and Jefferson Health's Senior Vice President, Nursing Practice, Learning and Scholarship, Bea Leyden, DNP, MBA, RN, CPHQ, NEA-BC.

"The response to our call to fill these posts has been impressive," says Dr. Robinson. "Everyone is in place as of July. Our objective is to find good matches for all 18 hospitals in the Jefferson enterprise. This will be a great forum for research collaboration among all Jefferson facilities."

Each participating nurse scientist will be released from 20% of their usual teaching responsibilities so that they can devote time to the effort, Dr. Robinson notes.



Kay Kinsey

Jefferson College of Nursing Campaign
Advisory Council Member

**As a nurse leader what is your tennis ball?
(What is the thing that you chase as intently
as a dog chases a tennis ball?)**

Public health practice, education and evidence-based, community centered initiatives have been my life-long passions. These passions have shaped my career trajectory and investment in life-long learning. Nursing is a blend of art, science and a living, breathing, working enterprise (business). In today's world, it is evident that investments in nursing and related professions are critical to improving the well-being of communities. Our lives depend on such investments as well as building trusting, working community partnerships to make positive change happen. And, as we move forward each day, we must frame our mission and passion for public health work recalling Benjamin Franklin's adage, "An ounce of prevention is worth a pound of cure."

Next-Level Scholarly Writing

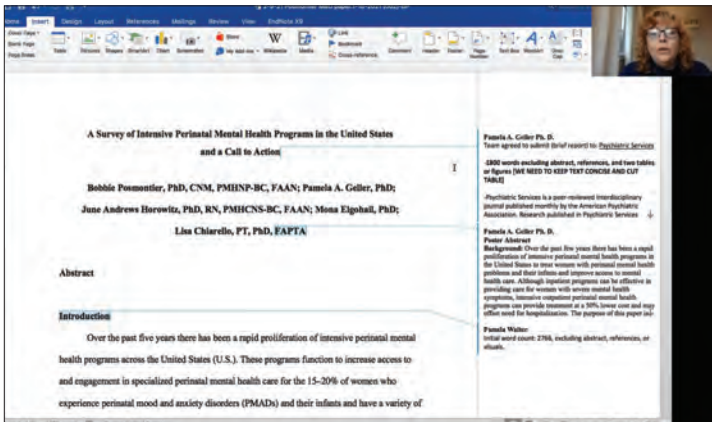
Amidst their very busy schedules, many Jefferson College of Nursing faculty members still find time each Tuesday to bolster their skills by attending college Research Coaching sessions and discuss research-related topics. Over the past year, on the second Tuesday of each month, those meetings have focused on Jefferson College of Nursing Scholars – a group supporting scholarly writing. Through

this initiative, participating faculty members can refine their ability to craft the best published accounts of their research findings.

Participation in Jefferson College of Nursing Scholars is voluntary and focuses on:

- Discussing publications and author guidelines
- Showcasing available writing resources
- Mining tips and wisdom from faculty authors
- Reviewing abstracts and other drafts from faculty
- Inspiring colleagues about scholarship possibilities or ways to explore ideas

In early May, the college held its second annual writing retreat, a gathering to encourage and support faculty writing efforts at any stage. At the retreat, participants set personal goals and use the time to push ahead on writing projects—whether that means meeting with on-hand librarians, collaborating with co-authors, reading source material, or actually writing. It is a pivotal day for picking up momentum on writing projects.



Richard Webster
Former President
Thomas Jefferson University Hospitals
Advisory Council Member

When you have tried and failed, how did you respond?

I rarely acknowledge "failure!" I strive to be that "eternal optimist," so if something doesn't work out as I thought or expected, I attempt to recognize what worked, didn't work, and if there were lessons to be learned. As a leader, I promote collaboration and innovation; I am more effective by engaging and supporting others to solve a problem or develop a new solution and/or strategy. I have been fortunate to work with incredibly talented and committed individuals. My goal is to always give individuals and teams the space and resources so that we are successful!

What is your biggest dream in life?

That is a tough question! In my role as a leader in health care, my dream is that our country will figure out how to provide health care to all those who need it, when they need it, where they need it. I am not sure that any country has it 100% right, but it is painfully clear through data that the U.S. has NOT figured it out! Every day, I am witness to the incredible care that we can provide through our cutting-edge research, technology and medical leadership. It is a personal and professional struggle to know, and experience, that care is not available to everybody when it is most needed for long-term health and wellness. My dream is that we will figure that out one day soon!



New PhD in Nursing Program Will Prepare Grads for Wide Range of Opportunities

A new PhD in Nursing program will be established at Jefferson College of Nursing in the fall of 2023 to prepare graduates to launch an independent program of research and work in academic, clinical, industrial and entrepreneurial research-intensive settings as nurse scientists and educators.

Embedded in a framework of social justice and health equity to spark innovative solutions to healthcare problems and improve health outcomes, the program will stress interdisciplinary collaboration with other Jefferson PhD programs.

Graduates of the program — established largely through the hard work and imaginative approaches of its Director, Professor Bobbie Posmontier, PhD, CNM, PMHNP-BC, FAAN — will be educated to generate new scientific knowledge and address clinical problems to improve the lives of individuals, families, communities and populations across the lifespan.

Under the 56-credit in-person and virtual program, PhD in Nursing students will have the opportunity to earn certificates in academic nursing as nurse educators and public health, or a dual PhD/MPH. Selected full-time students will receive funding for three years.

Recruitment targets for the program will include current nursing and non-nursing graduate students (DNP, MSN, MSW) and alumni, as well as nurses employed at the Jefferson Enterprise and graduate students and nurses at other Philadelphia-area institutions.

"I am so excited to invite applicants to our new PhD in Nursing program!" Dr. Posmontier says. "This program will

provide many unique opportunities for study since we have a very strong clinical presence with 18 hospitals across the Jefferson Enterprise, as well as many research laboratories where students will participate in team science activities with experienced researchers."



Marie Ann Marino

Dean and Professor,
Jefferson College of Nursing
Vice President,
Nursing Academic Partnerships
and Innovation, Jefferson Health

How might you encourage nurses to lead at every level and across all settings?

All leadership begins with self-leadership. I encourage nurses to model self-certainty. By demonstrating integrity, optimism, courage and purpose, you will be that colleague that others seek to work with and for. Leadership can be practiced in every moment.

When you have tried and failed, how have you responded?

Leaders fail all of the time -- I do. It indicates that you embrace risk, and with risk comes great reward. I never let fear of making a wrong decision keep me from making any decision. I espouse the belief that you make the best decisions you can right now with what you currently know. Bold, decisive leadership is what is needed right now; sometimes, you can't wait for absolute clarity.

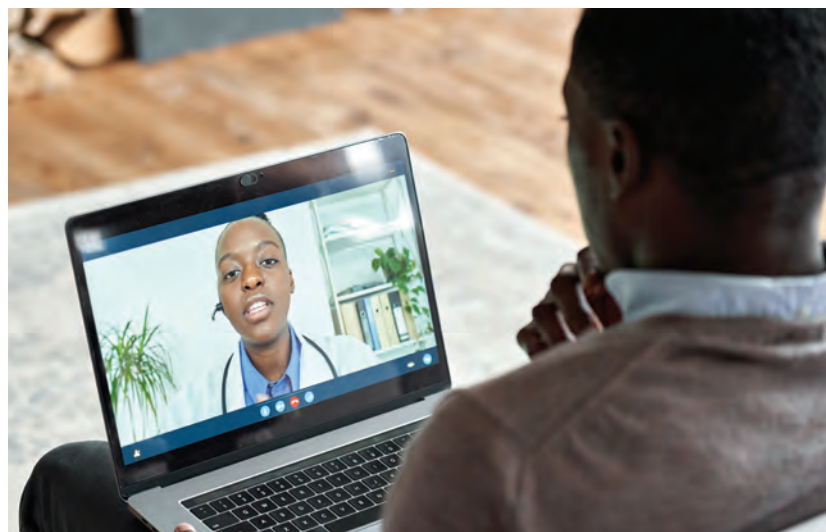
Research Team Receives Full Grant Funding to Test Novel Telehealth–Facilitated Palliative Care

Last fall, a joint team of Jefferson College of Nursing and Jefferson Health researchers led by Associate Professor Carrie Stricker, PhD, RN, ANP-BC, celebrated not only the award of a research grant by the Hillman Foundation but also the news that their requested financial support was being doubled – assuring them of full funding for their work!

That increase from \$50,000 to \$100,000 in the Serious Illness Emergent Innovation grant will expedite the team’s testing of an innovative model of integrated palliative care. The concept leverages telehealth to expand access for African Americans and other historically marginalized populations who live in major cities and suffer from chronic lung disease. The telehealth component will enable patients and their caregivers to simultaneously access both the palliative care (PC) team and their pulmonary team to develop a plan of supportive care that will thereafter be managed from within the pulmonary medical team, with ongoing support from PC professionals as needed.

Dr. Stricker’s teams – which includes co-principal investigator Brooke Worster, MD, cited by Dr. Stricker as “the

visionary” for this innovative model, and co-investigators Kristin Rising, MD, MSHP, and Jeannette Kates, PhD, CRNP, AGPCNP-BC, GNP-BCs – already had begun their work with a pilot grant from the Stratton Foundation.



Brian Sweeney

President of North Region
Jefferson Health

How might you encourage nurses to lead at every level and across all settings?

The skills you gain as a nurse are transferable and relevant to all sectors of health care, and even to other industries. Critical thinking, compassion and empathy, listening, prioritization, implementing evidence-based knowledge, and interdisciplinary teamwork are highlights of these core competencies that nurses develop during their careers. Nurses can apply these foundational competencies throughout their careers as they pursue professional development and advancement opportunities in clinical, administrative, operational, management and leadership roles. Leaders with a clinical background have a competitive advantage in the marketplace, given the complexity of the industry in which we operate.

When you have tried and failed, how did you respond?

Failure is normal and inevitable, and nobody can be successful 100% of the time! Acknowledging your failure as soon as possible, accepting accountably, self-reflecting and learning from your mistakes, and picking yourself up and moving forward are critical learnings I have had in my career.

Granda–Cameron Joins Sidney Kimmel Cancer Center Research Team

Clara Granda-Cameron, DrNP, MSN, AOCN, a Jefferson College of Nursing Assistant Professor, has become an early career investigator on a research team based at Sidney Kimmel Cancer Center. That team, also funded through

the NCI's Center to Reduce Cancer Health Disparities, will examine the effect of a mobile TXT-based intervention to improve adherence to adjuvant hormone therapy and symptom management for breast cancer survivors.

Addressing Health Issues of Veterans with Better Prepared Nurses

To support Jefferson College of Nursing's commitment to empower nurse scientists and support military nurses, the college pressed ahead with multi-faceted efforts to address the health issues of America's veterans – and to better prepare nurses for that task throughout 2021-2022.



Helene Moriarty, PhD,
RN, FAAN

In June 2021, the Visiting Scholar Series featured an inspiring presentation by Helene Moriarty, PhD, RN, FAAN, who holds the Diane & Robert Moritz, Jr. Endowed Chair in Nursing Research, and Professor of Nursing at Villanova University's M. Louise Fitzpatrick College of Nursing. Dr. Moriarty, a nurse scientist who has made robust contributions to nursing research over the past four

decades, outlined her ongoing work on family-centered interventions for military veterans with traumatic brain injuries. She spoke in depth about her current project, the Veterans' In-home Program, an at-home intervention involving veterans' families that promotes community re-integration, mitigates TBI symptoms and facilitates daily functioning.

Dr. Moriarty's presentation followed up on earlier Visiting Scholar Series of veteran-inspired events. At the Jefferson College of Nursing Evening with the Dean and Alumni Celebration in November 2020, Dean Marino presented The Jefferson College of Nursing Distinguished Alumni 2020 Award to retired U.S. Air Force Col. Margaret (Meg) Carey, ARNP, a 1985 cum laude BSN graduate who now serves as Patient Experience Manager for Advent Health in New Smyrna Beach, FL, where she coaches and mentors 750 staff members in patient experience, patient perception and service. Col. Carey's professional contributions to nursing have been nothing but extraordinary, and she has consistently demonstrated resiliency, teamwork and commitment to caring for others throughout her incredible career and accomplishments. In addition, Col. Carey has received many major and well-deserved awards and decorations throughout her career including:

- Pacific Air Forces' Chief Nurse of the Year (2009) and Clinic of the Year (2008, 2009)
- Air Force Space Command's Field Grade Nurse of the Year (2007) and Healthcare Integrator of the Year (2006)

Our second amazing Visiting Scholar event, Nurses in War: Learnings from Vietnam to Afghanistan and Back,



celebrated the Year of the Nurse and the Midwife by focusing on the collaborative work of twin sisters Mary Ellen Doherty, PhD, RN, CNM, FACNM, a Nursing Professor at Western Connecticut State University, and Elizabeth Scannell-Desch, PhD, RN, OCNS, FAAN, a retired U.S. Air Force Colonel who later served as Associate Dean for Undergraduate Studies and Professor, Rutgers School of Nursing. Dr. Doherty has presented research nationally and internationally and is currently studying posttraumatic growth in women who have experienced loss, close brushes with death, and emotional/physical abuse. She was also given the distinction of being named a Fellow in the American College of Nurse-Midwives in 2020. Dr. Scannell-Desch has over 25 data-based publications in national and international peer-reviewed journals and has been the recipient of nine research grants. She has presented her research all over the U.S. and in London, Vienna, Dublin, Denmark and Canada. Her program of

research has focused on women's health issues and military nursing. Together, Drs. Doherty and Scannell-Desch co-authored two impactful books, *Nurses in War: Voices from Iraq and Afghanistan* and *Nurses after War: The Reintegration Experience of Nurses Returning from the Iraq and Afghanistan Wars*.

While working to address veterans' needs, the college also works hard to attract more men and women to take up nursing careers after leaving the armed services. "We find veterans are a great fit for nursing because they are innovative, resilient, team-oriented and accustomed to stressful situations," notes Dean Marie Marino, herself a former U.S. Navy nurse reservist.

Each year, the college gives preference in awarding its \$2,400 Robert/June Eyerly Scholarship to a student who has served in the military or is the descendant of a veteran.



Linda Cliatt-Wayman

Jefferson College of Nursing Campaign
Advisory Council Member

What is your biggest dream in life?

My biggest dream in life is to use my leadership and voice to ease the suffering of Philadelphia's children by ensuring that all of them receive an exceptional education. Teaching all youth to be dreamers is imperative. It is only then that they can build the foundation to make their way out of poverty, allowing them to end the cycles of violence and live the quality of life that everyone should be afforded.

When you have tried and failed, how have you responded?

When I was a college freshman, I failed three out of four courses because I was not academically prepared for college. I quickly realized that I must focus on repairing my academic shortcomings by studying harder, seeking assistance when needed, and using my experience to secure the academic future for other youth in Philadelphia by becoming a TEACHER, thereby ensuring that my students would never have to experience that lack of academic preparedness that I did.



Shining a Spotlight on Transition Challenges Women Veterans Face

Thousands of women were among the U.S. military personnel deployed to Afghanistan following the September 11, 2001 terrorist attacks and, later, to Iraq as a part of Operation Iraqi Freedom. The Department of Veterans Affairs reports that while 10% of the overall veteran population is female, women make up more than 12% of those deployed in those early years of the century.

Associate Professor Kathleen Gray, DNP, CRNP, FNP-C, noted that while there is a plethora of research documenting the psychological challenges of male veterans from that period, there is a significant gap in the literature related to female veterans. During 2021, she launched a research project detailing the experiences of the women who had to adjust to civilian life afterward. Dr. Gray is focusing on the transition from military to civilian life from both a socio-economic perspective and in terms of mental-health concerns.

"My goal is to illuminate the challenges that women veterans face as they transition back into civilian life and provide a frame of reference to support and meet the needs of women veterans," says Dr. Gray, who expected to report her findings by the end of 2022.

"My goal is to illuminate the challenges that women veterans face as they transition back into civilian life and provide a frame of reference to support and meet the needs of women veterans."

Improving the Learning Experience

Meet Our New Driver of Student Success

Jefferson College of Nursing faculty and staff prioritize caring for students above all else. To that end, over the past year, a college team partnered with AI Collaborator, a global artificial intelligence (AI) company that prioritizes human well-being, to identify ways for the college to leverage AI to promote student success. The college and AI Collaborator worked together to develop an AI-supported student success program featuring an AI conversational chatbot named "TJae."



In the fall 2021 semester, the college conducted a chatbot pilot with undergraduate students. TJae texted back and forth with students throughout the semester, answering questions, sending short surveys and reminding students to engage in self-care. As TJae learns each student's interests and addresses their queries, the college is better equipped to efficiently respond to student needs instantaneously, such as managing their orientation checklist or scheduling their support meetings with faculty.

The college deployed TJae to all students in fall 2022. TJae augments human support systems and provides all students with access to information and resources that optimize their academic success. This project was made possible by a pilot grant funded by the Stratton Foundation.

The team led by Mary Hanson-Zalot, EdD, MSN, RN, AOCN, CNE, Associate Dean for Academic Affairs, includes Senior Director of Strategy and Innovation Gabrielle Santulli, MBA; Program Directors including Susan Egger, PhD, MSN, RN, Mariann Kerr, PhD, MSN, RN, PCCN, CNE, and Lisa Whitfield-Harris, PhD, MBA, MSN, NEA-BC, RN; Assistant Professor Cecilia Borden, EdD, MSN and Academic Affairs Coordinator Katherine Jalboot, MA.

Leveraging Action Learning to Support Advanced Professional Practice Transition

During the 2021 spring semester, a Jefferson College of Nursing team worked with faculty and graduate student colleagues at Columbia University's Teachers College to better understand nursing students' transition to advanced practice roles.



Representing the college in the effort, known as Action Learning, were Mary Hanson-Zalot, EdD, MSN, RN, AOCN, CNE, Associate Dean for Academic Affairs; Ksenia Zukowsky, PhD, APRN, NNP-BC, Chair, Graduate Programs; Sharon Rainer, PhD, APRN, FNP-BC, ANP-BC, ENP-C, Program Director, Family-Individual across the Lifespan Nurse Practitioner Program; and Michele Savin, DDNP, APRN, NNP-BC, CNE, Program Director, Neonatal Nurse Practitioner Program.



At the heart of the effort was this question posed to the 14 Columbia Teacher's College students: What are the components of transition in nursing practice and the potential impact of navigating transition in a global pandemic?

The Action Learning students went on to conduct their own research to address this question by engaging faculty, students and alumni of the college to illuminate the challenges of transition before reporting their findings to Dean Marie Marino. This collaboration provides a rich form of assessment, including valuable insights shared with faculty for consideration as they plan for future students and facilitate their success as graduates of the programs across a variety of advanced-practice pathways.



Technology Remains Critical Key to Learning Over Long Term

Technology at Jefferson is driving everything — from academics to patient engagement and everything in-between. After serving as the critical bridge that kept the learning process moving during an unprecedented global pandemic, our computers and mobile devices — and the software behind them— remain at the heart of our activities.

It is critical that nurses are prepared to excel in technology-focused environments. Jefferson College of Nursing students, faculty and staff did exactly that during the pandemic, as Zoom use grew during the 2020-2021 academic year and into 2021-2022, and e-mail use doubled. Reliance on other connectivity apps such as FaceTime also doubled, on average.

Through our JeffLEARN initiative, led by Hannah Smith, PhD, Assistant Dean for Academic Strategy and Operations, the college has resolved to lead the transformation in nursing education and nursing practice to a technology-rich environment. We're engaging with academic, clinical and industry partners, using technology to change the ways nurses lead and impact society, increasing connectedness, enhancing opportunities for creativity, collaboration and critical thinking, and encouraging higher-level thinking.

In November 2021, the college was honored with the designation as an Apple Distinguished School — the global technology company's program for recognizing centers of leadership and educational excellence through technology. Jefferson is the only nursing school in Philadelphia with this amazing honor.

That effort included introduction of several new Apple apps for our faculty to use, including:

- Nearpod — An active learning platform that brings a typical slide deck to life for interactive exchanges of information and feedback between student and teacher.
- Clips — An app for making and sharing videos with text, effects, graphics, etc.
- Voice Memo — A portable audio recorder app that makes it easier to capture and share personal notes, family moments, classroom lectures and more.

Safely Preparing Nurses for Workplace Violence with Virtual Reality Technology

Incidents of workplace violence are on the rise in America—including at hospitals, clinics and other healthcare settings where personnel often are not adequately prepared to bring the situation under control and prevent lasting harm to themselves, their patients, and others. A Jefferson College of Nursing team in partnership with nurse leadership at Jefferson Frankford Hospital and Center City Film and Video, an award-winning, Philadelphia-based video and virtual-reality production company, are working to address that shortcoming by developing a virtual reality-based workshop where scenarios are acted out to demonstrate the proper reaction to what learners might one day experience on the job.

Now under development, with plans to roll it out across the Enterprise for nursing students, nurses and nurse leaders, this virtual-reality pilot, “Experience Workplace Violence,” portrays not only a potential incident but also multiple outcomes that would depend on a participant’s course of action in addition to various points of view from a healthcare team.

The scenario depicts the escalation of an encounter between a nurse and her patient along with the nurse manager (in this case, a patient becomes angry, and then violent, after learning that visitors are not allowed due to COVID-19 protocols). Viewers see a negative version where escalation is allowed to continue, then an alternate version where proper de-escalation techniques are employed and the potential for further conflict is removed.

The presentation includes “interviews” with each of the three characters — patient, nurse and nurse managers — explaining their viewpoints on the negative scenario.

“Nurses are professionals who are trained to understand the psychological and physiological needs of their clients and family, yet there may be moments beyond expectations that he or she may face,” says Nimmy Das, Nurse Manager, Jefferson Frankford Hospital, “The intensity of trauma is the same for any recipient, but how we conceive it and overcome it requires preparedness. We nurses make a change in everyone’s lives, but the drive to make those changes requires preparation. This virtual reality video is a step in that direction of preparedness.”



Breaking Barriers: Community Impact & Collaborative Care



Jefferson College of Nursing Contributes 6,000 Hours of History in the Making

If you, a friend or loved one received your first COVID-19 vaccination at a Jefferson Health facility, there's a good chance that a Jefferson College of Nursing student, faculty or staff member was on the other end of that syringe or checked you in or out. During the early months of 2021, almost 400 members of our college family volunteered to join hundreds of other healthcare professionals for a speedy delivery of the critical injections to every part of the Philadelphia metropolitan area. Collectively, they contributed more than 6,000 hours to the effort, vaccinating essential employees all across the Jefferson Enterprise, as well as patients, members of the community, and Philadelphia families experiencing homelessness.

This was just another way Jefferson nurses were active in the battle against COVID-19. Members of our faculty and staff worked in hospitals and other treatment centers throughout the pandemic, as well as many summer 2020 graduates; who were plunged into crisis-level service as soon as they received their diplomas.

It was one of Jefferson's finest and most difficult hours, and we salute all who gave their time and energy to the cause!



Kathy Gallagher

EVP, Chief Operating Officer
Thomas Jefferson University

What are you trying to get better at?

I try to always recognize the value of working on a team — requesting input from all the team members — and making sure I am advantaged by learning something from everyone.

How might you encourage nurses to lead at every level and across all settings?

Nurses have always led with the best interest of patients and families. Encouraging and supporting all members on the care team to do so is the most important example of nursing leadership — that has the most impact at all levels.



Battling the Other Pandemic — Misinformation

The spread of COVID-19 brought the world a wave of illness and death unlike any in decades. There was also a parallel public-health crisis that created a rapid proliferation of misinformation about the virus, its management and the vaccines created to bring it under control.

Since March 2020, Jefferson College of Nursing’s Aparna Kumar, PhD, MPH, CRNP, Assistant Professor, has been among national leaders whose aim is to set the record straight and ensure people know the facts so that they can make informed decisions to protect themselves and others from the virus. Dr. Kumar is among the creators of Dear Pandemic, an international social media campaign led by an interdisciplinary, all-woman team of researchers and clinicians with expertise in nursing, mental health, demography, health policy/economics and epidemiology.

Collectively known as the non-profit Those Nerdy Girls, the group has pressed to get science-based, factual information in front of the public, respond to queries from the public, and dispel myths around the COVID-19 pandemic. Dear Pandemic has approximately 100,000 followers and communicates its messages via Dear Pandemic social media profiles on Facebook, Instagram and Twitter (@DearPandemic) with international and multilingual impact.

Querida Pandemia, a Spanish-language mirror site of Dear Pandemic, was developed with funding secured by Dr. Kumar with a grant from the U.S. Department of State-Citizen Diplomacy Action Fund/Partners of the Americas.

“One challenge reaching Spanish speakers is that they may face limited access to information resources. Many sources they turn to can be biased news outlets or rely on social networks, media or apps like WhatsApp,” says Dr. Kumar. “Trusted networks are key in communicating with populations we aim to reach, particularly Spanish speakers in the U.S.”

“We have engaged hundreds of thousands of users across the platforms and are answering their questions and dispelling outright misinformation they often encounter,” adds Dr. Kumar. “On Facebook alone, our reach has been close to 400,000 people, with daily posts reaching nearly 30,000 people. We have trained multiple interns, partnered with organizations like Impact4HC, engaged in hundreds of media interviews, and sought to develop high-quality information in the Spanish language. Because of our nursing framework, we were able to do this in a clear, concise and collaborative way, engaging with difficult-to-reach individuals, families and communities.”

Technology Partnership Supports Strained Healthcare Workers Dealing with Pandemic Stress

As the COVID-19 pandemic extended from weeks to months to more than a full year, strains on the healthcare workforce — both physical and mental — mounted steadily. Hospital leaders were faced with challenges of patient-surge management and scarcity of resources while addressing the emotional health and wellbeing of their staff. At top of mind was building a resilient workforce that would survive and sustain through a global pandemic.

Jefferson College of Nursing, in partnership with the University of North Carolina (UNC) at Chapel Hill Medical School, responded with Heroes Health for Jefferson Nurses — a free, mobile application that was developed to support U.S. healthcare workers in facing the unprecedented public-health crisis.

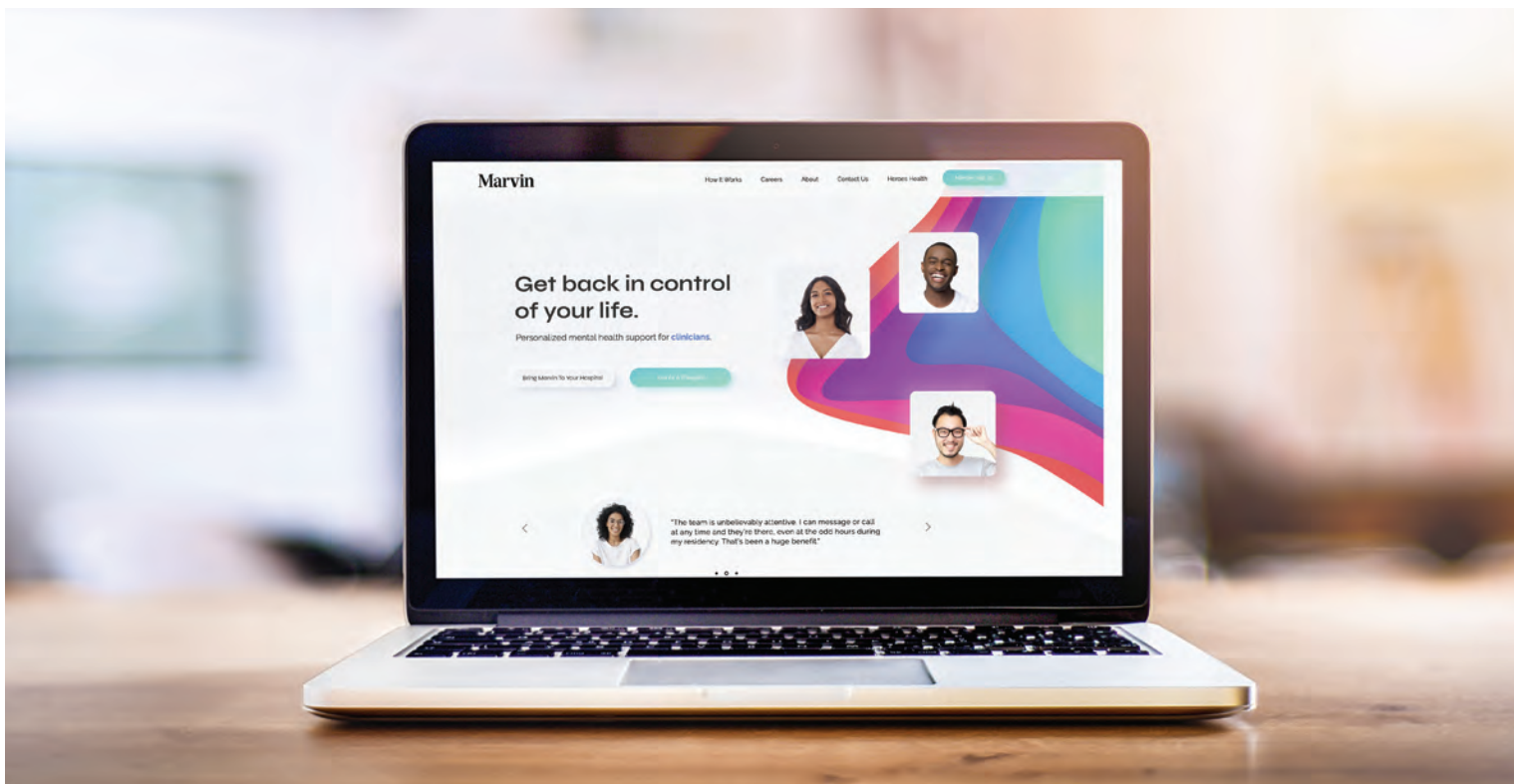
Created at UNC through funding by the Rockefeller Foundation, Google, and One Mind, Heroes Health provides each user with an ongoing mental-health assessment via a weekly five-minute smartphone-based survey about current symptoms, such as difficulties with anxiety, sadness, stress and sleep. Participants received a simple picture summary each week of the severity of symptoms reported and trends in their symptoms over time. Angela M. Gerolamo, PhD, CRNP, PMH-NP, BC, a Professor specializing in psychiatric

mental-health nursing, led Jefferson College of Nursing's participation in Heroes' Health and received daily reports from participants and contacted individuals with high-symptom burden for check-in, interventions and direct referral to services as necessary.

"I've really been wanting to speak to another nurse about COVID as well as about being a new nurse," said one Heroes Health participant. Another added, *"I've heard of this app through my coworkers and thought it would be nice to look at my mental health objectively. The last two months have been rough, and although I don't feel like it's impacted my work, my current lifestyle has been impacted."* These findings will help nurse leaders identify potential challenges during future health crises, and provide early support for mental health and well-being of nurses on the frontline and beyond.

In addition, all participants were able to access links to a compendium of free resources for healthcare workers available both from Jefferson and national organizations.

Heroes Health was rolled into Marvin, a concierge-level mental-health program for healthcare professionals, and is now available to all Jefferson employees.



Addressing Climate Change's Adverse Impact on Health

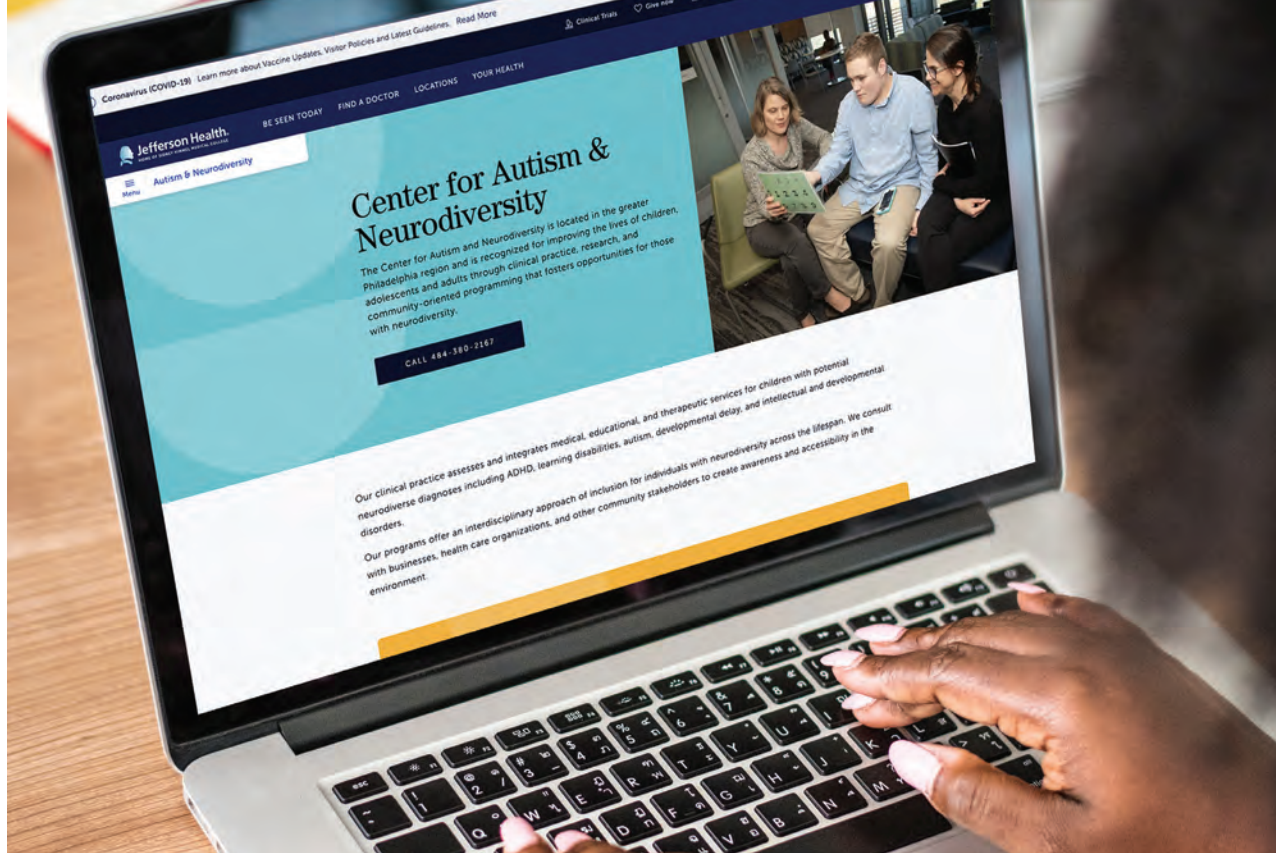
Unprecedented temperature changes, increasing storm intensities, prolonged droughts and other issues related to climate aren't just an inconvenience to humans; they also bring adverse impacts to health. Jefferson College of Nursing is helping to analyze those impacts and develop strategies to address them as a partner in Nurses Climate Challenge, a national campaign mobilizing nurses to educate 50,000 health professionals on the health impacts of climate change by 2022.



The impact of climate change on health is included throughout the Master of Science in Nursing curriculum. For example, graduate students in a course on health policy participate in the Climate, Health and Nursing Tool survey, an Alliance of Nurses for Healthy Environments initiative exploring levels of awareness, motivation and behaviors related to climate change and health. Students also analyze climate-change policy and federal-level actions aimed at addressing climate change. In another course, students critically analyze a case study describing an individual who experiences environmental poisoning, which in this case was a downstream effect of climate change. At the doctoral level, Doctor of Nursing Practice students examine the intersection of climate change and health from a One Health approach. For example, many disease-causing microorganisms are strongly influenced by long-term shifts in temperature, rainfall and humidity, affecting infectious disease patterns and further inducing antibiotic resistance. Students also conduct a community-health needs assessment within Philadelphia neighborhoods, focusing on environmental health issues that impact underserved areas and evaluate current interventions and policies aimed at reducing harm.

One step at a time, nurses are being educated about the impacts of climate change on human health. "When we know better, we do better," states Dean Marie Ann Marino, "The college is committed to doing our part in preparing nurse leaders who are committed to minimizing the effects climate change has on our patients' and communities' health."

Clara Granda-Cameron, DrNP, ANP-BC, AOCN, Assistant Professor, leads this effort, supported by the college's other Nurse Climate Champions — Lisa Whitfield-Harris, PhD, MBA, RN; Dorothea Frederick, DNP, FNP-C, CNOR, RNFA and Mary Lou Manning, PhD, CRNP, CIC, FAPIC, FSHEA, FNAP, FAAN. Together, they have helped more than 350 students broaden their awareness of health impacts from climate change and how to address them.



Collaboration to Deliver Equitable and Inclusive Care to Autism Spectrum Disorder Patients

Incorporating a nursing perspective has helped Jefferson's Center for Autism and Neurodiversity establish itself as a thought leader and creative force in addressing the needs of 1 in 54 U.S. children affected by autism spectrum disorder (ASD).

ASD is a group of developmental disorders that cause difficulties with social skills, repetitive behaviors, speech and nonverbal communication. More commonly seen in boys than in girls, it can affect learning, thinking and problem-solving. Some with autism require significant care and support, while others thrive independently. Unfortunately, health care is among the everyday activities that become challenging for many with ASD. As children advance in age, affected families have no source of support as their children age out of pediatric care.

In 2019, Center for Autism and Neurodiversity's founding director, Wendy Ross, MD, enlisted the help of Jane Tobias, DNP, CRNP, CPNP-PC, Jefferson College of Nursing Assistant Professor and Associate Director of Nursing Research at the Jefferson Center for Injury Research and Prevention. Dr. Tobias, a pediatric nurse practitioner, has strong expertise in transitional care of adolescents with special healthcare needs, including ASD and intellectual disability (IDD).

"Fortunately, Dr. Ross is a huge supporter and advocate for nurses, and recognized the importance of including

a person-centered nursing perspective in her Center for Autism and Neurodiversity's work," says Dr. Tobias.

Among their earliest collaborations was the creation of a standardized patient simulation to educate health professionals and others who work with individuals and families affected by ASD. Funded by Jefferson College of Nursing's Stratton Foundation, the scenarios were created based on focus groups with individuals with autism, their caretakers and those who work with them (nurses, staff, etc.).

Nurse practitioner students were able to conduct simulated health visits in a safe space that contributed to their educational experience in delivering inclusive and equitable care to this population.

The Jefferson Center for Autism and Neurodiversity — Jefferson College of Nursing collaboration also proved its worth during the COVID-19 vaccination campaign, considering that ASD and IDD patients often feel stress amidst the noise, crowds, and bright lights of a busy vaccination clinic. In 2021, a Philadelphia TV station cast a spotlight on the team's work as almost 200 autism patients and their caregivers were vaccinated at four special clinics set up for them at the Philadelphia Navy Yard. To accommodate their special needs, some patients were vaccinated in their cars. As Dr. Ross said then, "It's important, when we think about diversity, to include disability, and that everyone matters."



Joining Forces to Bridge the Growing Gap in Palliative Care Education

As patients struggle with serious, complex illnesses — a challenge compounded by the growing share of our population in their 80s and 90s — nurses and other healthcare professionals are working on numerous fronts to improve palliative care. Jefferson College of Nursing is at the heart of that effort.

Over the past year, two leaders of the effort have been Jeannette Kates, PhD, APRN, AGPCNP-BC, GNP-BC, Director, Adult-Gerontology Primary Care Nurse Practitioner Program, and Clara Granda-Cameron, DrNP, MSN, AOCN, Assistant Professor. The Jefferson team was chosen to be a part of a year-long National Cancer Institute-funded Interprofessional Education Exchange at University of Louisville. Together, they worked with colleagues from Jefferson's Departments of Rehabilitation Sciences, Social Work and Medicine to develop an interprofessional palliative care student-learning collaborative (a hybrid in-person/virtual exercise).

Once developed, a pilot grant funded by a gift to the college from the Stratton Foundation supported implementation of the curricula across Thomas Jefferson University and an outcome evaluation. Results of the pilot were presented at the Annual Assembly of Hospice and Palliative Care and the Jefferson Center for Interprofessional Education conference.

Recognizing a gap in palliative care education across programs at Jefferson, the team developed an interprofessional curriculum with online didactic content based on the National Consensus Project for Quality Palliative Care Clinical Practice Guidelines. To maximize interprofessional learning, even during the COVID-19 pandemic, students participated in biweekly virtual team-based learning and had the opportunity to participate in palliative care team rounds.

Dr. Kates, a thought leader in palliative care, is part of a team developing the Hospice and Palliative Nurses Association's (HPNA) 2022-2025 Research Agenda. In early 2022, HPNA published its full research agenda in the *Journal of Hospice and Palliative Nursing*. The writing group will rely on a state-of-the-science review of literature published over the past five years, along with their own expertise, to identify priority areas and research gaps in hospice and palliative care.

Re-Imagining Clinical Education Behind Prison Walls

Prisons are microcosms of society, providing an ideal opportunity for nursing students to see how lack of access to health care impacts lifestyle choices and behaviors. An innovative program launched two decades ago by Jefferson College of Nursing Associate Professor Mary T. Bouchaud, PhD, MSN, CNS, RN, CRRN, allows some BSN students in the community-health nursing course to experience clinical care from the non-traditional setting of the prison healthcare clinical environment.

Educating students inside a 4,000-inmate, all-male maximum-security prison can reinforce key learning goals and also help develop clinical and soft skills involving community and population-based care, cultural sensitivity and awareness, empathy, therapeutic communication and non-judgmental care. Students also see, first-hand, the impact of social determinants on health and the effects of patient education on health and wellness.

For most inmates, prison offers their first real access to health care. That care is all about the patient narrative — learning to better understand their life choices and to appreciate the need for healthcare providers to participate in health and social policies affecting those who are incarcerated. Improved health behaviors and mental health have a significant impact on preventing a return to prison after release (known as recidivism).

Dr. Bouchaud came to Jefferson with deep experience in correctional-health nursing. In 2000, she conceived her new program as a viable experience because of the prison community's diversity of age, gender, race/ethnicity, socioeconomic background, health literacy, acute, chronic and primary, secondary and tertiary healthcare issues. Prison patients are seven times as likely as the general population to present with mental illnesses, substance-use disorders, infectious diseases and chronic-health conditions that were never diagnosed and/or went without treatment until their first medical exam at the time of initial incarceration.

Working in a prison, students see people with diseases that are rarely seen in the general population. The challenge is to deliver compassionate, non-judgmental and high-quality treatment and care within a custodial setting while maintaining a secure and safe environment.

Over its 20-year life, Jefferson's student placement has evolved from a contracted service at a single, all-male correctional institution to placements at multiple state and federal prisons as well as juvenile detention centers, meeting the needs of thousands of incarcerated people



each year. Student placements occur across all BSN prelicensure programs, with students from both Center City and Dixon campuses.

The mission of the South Woods State Prison, located in Bridgeton, NJ, where the program had its start and remains today, is to provide evidence-based and compassionate health care for incarcerated individuals. Asked what impact the presence of nursing students has had on the overall mission of the prison, Karen Kinkade MSN, RN, Nurse Manager/ADON for the Department of Nursing at South Woods State Prison, says:

"Sometimes, when working in a prison, we can become complacent. We can begin to lose the ability to show our compassion when providing care due to the nature of the environment we work in. But when the Jefferson nursing students — the only undergraduate nursing students who come to the prison — are here, it allows us to remember why we are here at the prison, why we do what we do, and why we stay. I have been here for 20 years, and I have been mentoring the Jefferson nursing students since the program's inception. I always look forward to having the students, as do the inmates. When are they coming back?"

Today, some students are attracted to Jefferson solely for this unique opportunity to learn and work in such a challenging environment. Students interested in correctional-health nursing are given the opportunity to sign up on a first-come, first-serve basis, and every year, there is a waiting list of 35-45 students.

After completing the five-week, three-days-per-week program, one student wrote, "I entered [the prison] feeling like little more than a student. Today, I feel ready to call myself a nurse."



Maggie's Nurses Week Compassion Tours Bring Instant Joy to Jefferson Nurses

In Maggie's first two full years of service at Jefferson, our four-legged "Chief Compassion Officer" continued to warm hearts, calm anxieties and lift spirits among students, faculty and Jefferson Health nurses, staff and patients.

Maggie — a 4-year old yellow Labrador — arrived on campus in late 2020 as part of our work with Leashes of Valor, a Virginia-based nonprofit that connects veterans with trained service dogs to help mitigate the symptoms of post-traumatic stress disorder and traumatic brain injury. She quickly became a Jefferson fixture — indeed, a celebrity — always in demand for appearances as the entire Jefferson family struggled with the stresses of the COVID-19 pandemic and its after-effects.

During Nurses Week in May 2021 and 2022, Maggie maintained a rock-star tour appearance schedule with supporting Jefferson College of Nursing and Jefferson Health nursing staff volunteers to visit the following Jefferson Health facilities across the region:

Thomas Jefferson University Hospital, Jefferson Hospital of Neuroscience, Methodist Hospital, and Einstein Medical Center in Philadelphia; Jefferson Cherry Hill, Washington Township, and Stratford in New Jersey; Jefferson Bucks, Frankford, and Torresdale in Northeast Philadelphia; Jefferson Abington Hospital, and; Jefferson Lansdale Hospital

"In the midst of the COVID-19 pandemic, Maggie's arrival couldn't have been more timely," says Dean Marie Marino. "These unprecedented times of uncertainty and its lingering impact have demonstrated the need for an innovative tool to help our Jefferson family."

During the 2021 Tour, Maggie's efforts attracted coverage by several Philadelphia area media outlets, including TV stations WPVI, KYW, WTXF and The CW Philly 57.

Skilled in the use of social media, Maggie stayed busy with live broadcasts of her activities via Instagram (@Maggie_jcn_cco) and Twitter (@JeffCollegeNur).



Expanding Our Reach



For Two, A Particularly Memorable Graduation

That Face...

There she was on the cover of Jefferson College of Nursing's first annual report — a face strained yet determined, weary yet resolute. She symbolized the hundreds of healthcare professionals at Jefferson and worldwide fighting against the COVID-19 pandemic's misery and death.

She was Caitlin Tyrell of Audubon, PA, enrolled in the Nurse Anesthesia DNP program. On Page 4 of the 2020 – 2021 annual report, readers found her account of the challenges and rewards of being thrust into the controlled chaos of a ward set up to deal with the sudden flood of COVID-19 patients.

The tale-telling photo — a selfie — was shot in New York City, toward the end of an ICU shift, as Caitlin paused for a quick drink of water. *"I snapped the photo to see how my skin was tolerating wearing the N-95 mask all day for two weeks,"* she recalls. *"It not only represents the physical strain on frontline workers, but the mental stress as well. At the time, we had no idea how long it would all go on, and whether our patients would ever fully recover, despite our best efforts."* She was "honored and humbled" that it appeared on the annual report cover.

On May 14, 2021, Caitlin was again in the spotlight, this time along with many of her fellow 653 graduates of the Class of 2021 receiving diplomas in a socially distanced ceremony.



Caitlin had one other reason to be joyous that Commencement Friday — her engagement to Kyle Salmon, a software engineer. She completed the DNP Nurse Anesthesia Program in August and, after passing the boards, planned to move to Seattle to start her career as a CRNA with Kyle and their Irish Doodle puppy.

A Lifelong Tie to Jefferson....

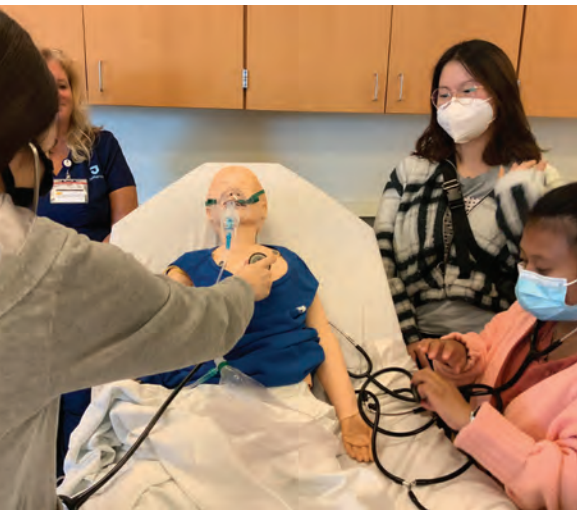
Maura MacManiman's mother, Cathy, never forgot those nurses at Thomas Jefferson University Hospital.



When Maura and her twin sister, Briget, were born prematurely (at 27 weeks) in 1999, the challenges were formidable. The twins spent two months in the hospital, carefully nurtured by Jefferson's physicians, nurses, and staff. For their mom, the standout caregivers that spring were neonatal nurse practitioner Ksenia Zukowsky, staff nurse Tara Flood and nurse extern Maureen Fitzgerald, in the Intensive Care Nursery — and then, as they neared discharge on Mother's Day, Ingrid Hilghman of the Transitional Nursery.

Over the following years, Cathy stayed in contact with Ingrid Hilghman, DNP, MSN, RN, CPST, CCE, Assistant Professor, who was also a high school classmate. When Maura chose a nursing career, there was only one logical place for her education — Jefferson College of Nursing, where those nurses who cared for her during the early, difficult days of 1999 had all moved on to become faculty members. Ksenia Zukowsky, PhD, APRN, NNP-BC, Associate Professor, is now also the Chair of Graduate Programs. During her years at Jefferson, Tara Flood, MSN, RN, CBC, Assistant Professor, and Maureen Fitzgerald, MSN, RNC-NIC, Assistant Professor, were among Maura's professors.

Maura has since received her BSN degree and is now pursuing her dream of becoming — what else? — a neonatal ICU nurse, having thoroughly enjoyed her experiences as an extern in the NICU and Maternity units at Jefferson Abington Hospital.



Rising High School Students Get a Look at Nursing Careers

Among Jefferson College of Nursing's signature outreach initiatives making a post-pandemic comeback during 2021 was the Nursing Summer Training and Enrichment Program (Nursing STEP-UP), which offers rising high school juniors and seniors an introduction to the field of nursing and its various specialties.

Nursing STEP-UP is a pipeline program that recruits rising juniors and seniors from Philadelphia-area high schools, with school guidance counselors identifying potential participants for each spring's application process. Since its launch in 2017, a total of 45 local high schoolers have seized the chance to familiarize themselves with the opportunities and challenges of a nursing career via classroom instruction and simulated clinical experiences. Nursing STEP-UP at Jefferson offers high school students a rare opportunity to gain a "close-up glimpse" of what nurses do. Program participants gain hands-on experience in the simulation lab, with guided activities such as childbirth simulation and other patient scenarios with life-like human patient simulators. Students also gain a certification for "Stop the Bleed," where they are trained to minimize blood loss from traumatic injury using tourniquets and other life-saving techniques.

Nursing STEP-UP includes college application preparation, where participants focus on personal statement writing, study strategies, resume development and comprehensive SAT workshops.

After having to shut down during the summer of 2020, STEP-UP returned this year in a hybrid model. The mandatory SAT Prep class (delivered by Kaplan) was conducted virtually every morning, with virtual enrichment program activities in the afternoon. Participants enjoyed limited opportunities for in-person simulation sessions at one of Jefferson's campuses.

The program is primarily facilitated by nursing faculty members: David Jack, PhD, RN, CPN, Assistant Professor; Aparna Kumar, PhD, MPH, CRNP, Assistant Professor; Marilyn Murphy, DNP, CHSE, RN, CCRN-K, Assistant Professor; and Valerie Clary-Muronda, PhD, MSN-Ed, RNC-OB, Assistant Professor, with additional assistance provided by numerous faculty members. Their collective expertise spans pediatric nursing, advanced practice in clinical psychiatric nursing, simulation and obstetric nursing.

Students participating in the Nursing STEP-UP Program get a head start in the pursuit of a nursing career and its endless possibilities.

College Drives United Nation’s 2030 Sustainable Development Initiatives

Jefferson College of Nursing’s faculty are working on multiple international fronts to improve health care and elevate the role of nurses. At the forefront of that leadership is Valerie Clary-Muronda, PhD, MSN-Ed, RNC-OB, an Assistant Professor, who represents Sigma Theta Tau, the International Honor Society of Nursing, as a United Nations liaison.

The UN Economic and Social Council has granted special consultative status to Sigma Theta Tau — an organization with over 135,000 active members in over 100 countries — in recognition of the organization’s expertise in nursing and global heal, and its commitment to the UN Charter, which promotes international cooperation among countries and sectors toward solving humanitarian issues.

Sigma’s key global initiatives revolve around the United Nations’ 2030 Agenda for Sustainable Development, a 15-year plan of action to achieve the UN’s sustainable development goals (SDGs) for addressing everyday clinical issues; national public-health emergencies; and other nursing issues such as leadership, shared governance and advocacy.

“Our focus is on creating and developing concrete plans that translate the goals into action,” says Dr. Clary-Muronda. “The UN Agenda covers social, economic, and environmental determinants of health. The UN has identified 169 associated targets focused on five themes: people, planet, peace, prosperity and partnership.” She noted that the SDGs build on the UN Millennium Development Goals, an initiative that ran from 2000 to 2015.

Sigma Theta Tau provides a strong nursing presence at the UN and conducts outreach around the world to help nurse leaders better understand and contribute to the aims of the SDGs and other UN initiatives. The honor society participates in the annual Commission on the Status of Women Conference at UN headquarters in New York, leading panel discussions and parallel events about current issues that also include organizations such as Nursing Now and the International Council of Nurses.

Individual Sigma Theta Tau chapters worldwide are encouraged to frame activities and service projects around the SDGs. Dr. Clary-Muronda noted that she is particularly passionate about the goals focused on quality education, gender equality and reduced inequalities, and that Jefferson’s chapter, Delta Rho, sponsored a project that addressed period



poverty within Philadelphia schools by collecting, organizing and delivering feminine-hygiene products to area schools. Girls who lack period supplies often miss school, which can directly impact learning and school success. Led by former chapter president Jeannette Kates, PhD, APRN, AGPCNP-BC, GNP-BC, Associate Professor, and Dean Marie Marino, volunteers created the “period” packages with inspiring notes to recipients.

Global Outreach to Improve Nurses' Mental Health During the Pandemic

Not long after the COVID-19 pandemic began sweeping the world in early 2020, four members of Jefferson College of Nursing's faculty — Drs. Angela Gerolamo, Aparna Kumar, Bobbie Postmontier and Kathryn Shaffer — saw that nurses caring for COVID-19 patients experienced mental distress at disproportionate rates compared to pre-pandemic days. In response, they developed the Nurse-to-Nurse (N2N) initiative for Thomas Jefferson University Hospital nurses. Staffed by faculty volunteers, N2N allowed Jefferson nurses to log on during scheduled times and share their stressors and struggles with a college-based nurse colleague.

As Philadelphians become vaccinated, much of this mental burden has been lifted from Jefferson nurses. But recognizing that the pandemic continued to rage in India and surrounding areas, Assistant Professor Amy Szajna, PhD, CRNP, PMHNP-BC, a psychiatric mental-health nurse practitioner, proposed to offer the N2N program to nurses in South Asia still struggling with insurmountable numbers of critically ill COVID-19 patients. Significantly, those nurses' mental distress is compounded by daily struggles to secure basic healthcare resources such as oxygen and other supplies, as well as fear of acquiring the illness and spreading it to their families. Dr. Szajna already was working closely with India-based nurses on other mental-health initiatives.

Dr. Szajna, along with the creators of N2N, developed a two-part training session for the Association of

Nurse Executives in India (ANEI), India's leading nursing organization. Incorporating a "train-the-trainer" approach, the Jefferson team prepared the first group of nurses to provide training to others in India and beyond. The inaugural global N2N training session included 27 nurse leaders not only from India, but also nurses in Bangladesh and the United Arab Emirates.

"With many parts of the United States enjoying vaccinations, we are beginning to ease into pre-pandemic life," Dr. Szajna said. "We must realize that other parts of the world are just not there yet — they are still very much in the midst of the pandemic. It is important to stand in solidarity with our nurse colleagues in nations still struggling. When a colleague in India reached out to see what could be done to help nurses process their grief and stressors, I realized that the N2N program should literally go global, and we sprang into action."

Dr. Sudha Raddi, Dean of the KLE University Institute of Nursing Sciences in South India, and member of ANEI, agreed, saying, *"Knowing we are all in this together and offering support to those on the front line of COVID gives us hope. We want our nurses to know that there are safe spaces for them to process their grief and experiences."*



Carol Ammon, RN, MBA

Jefferson College of Nursing Campaign
Advisory Council Member
Jefferson College of Nursing Alumna

How might you encourage nurses to lead at every level and across all settings?

Nursing has a unique advantage in health care. Nurses represent the largest percentage of the workforce, have the closest connection to patients, and are in the most trusted profession. Who better to reimagine how health care is delivered? Nurses have the ability and education to lead healthcare reform in the 21st century and develop a patient-centered, cost-effective, quality-informed health system.

What are you trying to get better at?

I am always trying to work toward social justice in vulnerable neighborhoods. We cannot solve the cycle of poverty until we create healthcare access, attack social inequities and improve education. I don't have the answers, but I work on sharing ideas.

Global Nursing Partnerships to Create Future Care Innovations

Led by Jefferson College of Nursing's Office of Research and Innovation, faculty are developing future care innovations around the globe to advance the university's goal to become a distinctive global university.

The Office of Research and Innovation has developed a model to increase the impact of faculty global partnerships and advance nursing education and science by focusing efforts on publishing joint papers, securing joint grants and providing joint, innovative student experiences.

Four global nursing education partnerships are already underway! Below are some highlights:

India: Faculty Fellowship led by Drs. Joanne Robinson and Patricia Kelly of Jefferson College of Nursing, and Sudha Raddi, Principal and Dean of KLE University, Institute of Nursing Science

Jefferson and KLE's Institute of Nursing Science (INS) have partnered to offer 12 post-doctoral INS faculty scholars a 12-month faculty fellowship that started in spring 2022. The fellowship is sponsored by the Pfizer Corporation and the educational division of the United Kingdom's Royal College of Nursing, RCNiNFORM. The purpose of this fellowship is to develop a cadre of INS faculty members with the scholarly skill set to collaborate as full partners with Jefferson faculty on research and scholarly projects that address unmet health and healthcare needs in India.



Malawi & Sierra Leone: Project Hope Faculty Fellowship in Neonatal Nursing led by Drs. Ksenia Zukowsky and Michele Savin

Jefferson College of Nursing and Project Hope have partnered to offer a faculty fellowship in Neonatal Nursing to selected nursing faculty from the University of Malawi, Kamuzu College of Nursing, and Sierra Leone's College of Medicine and Allied Health. The purpose of this project is to equip nursing faculty within each school with the essential knowledge and expertise to teach neonatal nursing care to additional faculty and to the next generation of nurses in both countries.





Peru: New Global Center and Collaboration with Health Bridges International led by Dr. Steve DiDonato

Jefferson College of Nursing has partnered with Health Bridges International, a non-governmental organization based in Portland, Oregon, to create a Center of Excellence in Child Welfare that is based in Peru but will be accessible across Latin America. The first year of this five-year funded project was just completed.

Japan: New Mini-Course on U.S. Nursing Education for BSN Students at Toho University, Tokyo led by Dr. Sharon Rainer in collaboration with Jefferson Japan Center's Yumiko Radi, Operations Director, and Reiko Nakamura, Project Coordinator

Jefferson College of Nursing and Jefferson Japan Center have partnered with Toho University — Tokyo to offer a new, mini-course on U.S. Nursing Education for BSN students at Toho University, Tokyo. This exciting learning experience was presented virtually to undergraduate students in March 2022 via three one-hour weekly sessions: Nurse Practitioner role, Virtual tour of the Jefferson campus/Philadelphia, and College of Nursing/Toho Student Forum on their choice of nursing as a career path.

Israel: Partnership in the Making led by Dr. Anita Fennessey and Dr. Jennie Ryan

Jefferson College of Nursing faculty Dr. Anita Fennessey and Dr. Jennie Ryan are in the early stages of a partnership with the Department of Nursing at Tel Aviv University in Israel. We are anticipating exciting outcomes from this wonderful partnership soon!





Honoring Our Veterans with Sincerest Thanks and Gratitude

Dean Marino shared this heartfelt thank-you message with faculty, staff and students:

I am proud and humbled that Jefferson College of Nursing chose to honor our veterans in such an impactful way today. And, as a result, supported Leashes of Valor, as well.

Sending you all a big THANK YOU for all you did to honor our veterans today. By all accounts the gesture was a huge success. I even heard that there were students milling around the flags, FaceTiming with family and others, and requesting to take home their donated flag in honor of a loved one. The impact of today's event can be further appreciated through the 60+ veterans that were honored today.

Of course, this event would not have been possible without all of you. The success of this year's inaugural event leads me to believe that this will be a legacy event for many years to come.

Thanks, also, to Student Life for co-sponsoring this event with us.

*With gratitude,
Marie*



Jefferson College of Nursing saluted our veteran population on Veterans Day 2021 with an inaugural, moving exhibition of American flags on the lawn of Thomas Jefferson University's Lubert Plaza. The college collaborated with our community partner, Leashes of Valor, and Thomas Jefferson University Student Life Offices to share the opportunity across the enterprise. In our efforts to collect donations, we offered American flags for purchase to honor those who served.

New Transformative Systems Leadership Program Prepares Aspiring Nurse Leaders with Next-Level Career Growth

Nurses seeking to advance their leadership skills, build their networks and prepare for current and future-oriented strategic leadership roles in the ever-changing healthcare environment now can pursue that path through Jefferson College of Nursing's Masters of Science in Nursing in Transformative Systems Leadership (TSL) program, which launched in summer 2022. In addition, nurses can also pursue a Post-Graduate Certificate in TSL.



"This is a flexible, highly collaborative program that integrates current evidence, innovative strategies and tools to prepare students as skilled systems thinkers, communicators, creative problem-solvers and effective change agents, wherever they operate in health care," says the program's director, Catherine Harris, PhD, MBA, AGACNP, ANP, FNP-BC. "Students will be exposed to a robust selection of coursework, allowing them to gain skills and insights that are readily transferable to current work settings and to their career advancement.

"With approximately 70,000 nurses retiring annually, nursing leadership will bear a disproportionate loss because a greater percentage of nurse leaders are of retirement age," adds Dr. Harris, "About a quarter of the approximately 3.9 million nurses in the U.S. are age 50 or older. Therefore, the American Association of Colleges of Nursing reports that an astounding 1 million nurses will retire by 2030. This program will help assure that younger nurses moving into those positions are ready to address their challenges."

Graduates of the TSL program are eligible, depending on employment role and work history, to apply for nursing administration/executive certification exams offered through the American Nurses Credentialing Center of the American Nurses Association and the American Organization for Nursing Leadership.

Full-time, part-time, and accelerated options are available, covering one to four years and a total of 36 credits. A post-graduate certificate also is offered.

The TSL offering replaces the college's Community Systems Administration & Informatics program, in order to provide more robust training for nurse leaders. The focus is on preparing nurses to be practice-ready and equipped to address system-level issues with confidence. In addition, the TSL program is focused on leveraging the current enterprise leadership offering to engage in candid and real conversations about what is working and where opportunities lie for improving health care.

More information about the TSL program can be obtained by contacting Dr. Catherine Harris at Catherine.Harris@jefferson.edu.



New Post-Graduate Certificate Programs Expand Nurse Competency Opportunities

The Post-Graduate Certificate Program (PGCP) in Academic Nursing began accepting students during the fall semester of 2022. The nine-credit program includes interactive e-learning modules and asynchronous online collaboration/activities, along with preceptor-facilitated experiential learning in the final two courses. Jefferson is offering a 30% tuition discount for all PGCP in Academic Nursing students.

“The expert nurse clinicians and researchers emerging from this program will be prepared to lead their students to think boldly, to cultivate partnerships between nursing education and practice, and to engage in scholarly work that impacts teaching and learning in nursing education,” says Maureen Fitzgerald, EdD, MSN, CPN, RNC-NIC, Program Director and an Assistant Professor.

The new offering provides access to an unrivaled graduate education specialty concentration that is designed to foster competency development in the academic nursing role. Participants collaborate with expert academicians as they explore the role of the faculty in relation to service, teaching and scholarship expectations.

Graduates of the PGCP in Academic Nursing are eligible to pursue Certified Nurse Educator® designation through the National League for Nursing.

CURRICULUM HIGHLIGHTS:

- Learn how to teach in the classroom, clinical environment, or online
- Focus on contemporary curriculum design, instructional methodologies, student assessment, and program evaluation methods
- Two preceptor-facilitated practicums to transfer knowledge to the actual academic environment

NLN – CNE designation indicates exceptional proficiencies in nursing education.

Maureen Fitzgerald, EdD, MSN, CPN
Program Director
Academic Nursing
Assistant Professor
Jefferson College of Nursing

For more information, visit:
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Email: JCN.AcademicNursing@jefferson.edu

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Program Highlights:

- For nurses seeking faculty positions in entry-level or graduate nursing education programs
- Flexible, highly interactive, online, asynchronous program, 9 credits
- Graduates are eligible to sit for the National League of Nursing (NLN) Certified Nurse Educator (CNE) examination

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Director Live Zoom Info Session
1st and 3rd Tuesdays of the month at 12pm

Meanwhile, beginning with the 2022 Summer Semester, Jefferson offered its new Post-Graduate Certificate Emergency Nurse Practitioner (ENP) program.

Re-envisioning of the ENP role began several years ago when the national Consensus Model for Advanced Practice Registered Nurse regulations went into effect, according to Sharon Rainer, PhD, APRN, FNP-BC, ANP-BC, ENP-C, the Assistant Professor who is Director of the ENP Post-Graduate Program.

“Emergency care is unique and Jefferson again leads the way with an innovative program offering specialized education for practicing nurse practitioners,” says Dr. Rainer.

The 12-credit program offers ENP educational preparation, leading to board certification as an ENP through the American Academy of Nurse Practitioners.

Dr. Rainer, who also serves as an ENP in Jefferson’s Department of Emergency Medicine, says the program emphasizes advanced skills and procedures necessary for the Family Nurse Practitioner to function competently in urgent and emergency-care settings.

program prepares graduates in the care of people with mental health and psychiatric concerns throughout the lifespan across the health-illness continuum. Psychiatric Mental Health NPs practice in settings like hospitals,



“Emergency care is collaborative, unpredictable and time-sensitive,” she notes. “A nurse working in the field must have advanced diagnostic reasoning, and fully understand risk stratification and clinical decision-making that is distinct from other advanced practice roles. The ENP manages patients across the lifespan incorporating the trajectory of acuities in the context of the patient’s developmental stage in collaboration with emergency medicine physician colleagues. We work in collaboration with our physician colleagues to provide high-quality collaborative care as an interdisciplinary team.”

The Psychiatric Mental Health Nurse Practitioner (PMHNP)

outpatient clinics, primary care practices, community mental health centers and on consult liaison teams providing and managing comprehensive health care to children, adults and seniors, as well as collaborating with the interprofessional healthcare team.

Graduates of the PMHNP Program meet the academic eligibility requirements to take the PMHNP (Across the Lifespan) exam through the American Nurses Credentialing Center (ANCC). Candidates who meet all eligibility requirements established by the ANCC and successfully pass the examination are awarded the credential, Psychiatric Women’s Health Nurse Practitioner (PMHNP-BC).

“Psychiatric and mental-health care is centered around the whole person, considering not only biological, but also psychosocial factors that can positively or negatively influence health. Psychiatric and Mental Health Nurse Practitioners (PMHNPs) perform in depth psychiatric evaluations with emphasis on differentiation from organic causes of illness, employ therapeutic use of self to understand a person and their life, and engage with systems to improve care of the patient but also care of

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populations,” says the program’s director, Dr. Aparna Kumar, PhD, MPH, MSN, CRNP, PMHNP-BC.

“This skill set is distinct from managing psychiatric illness as an isolated illness; care for the patient is integrated, holistic and a part of their overall health. The PMHNP is able to work with patients across the lifespan with therapeutic, pharmacological and systems-oriented interventions. PMHNPs collaborate with the

interdisciplinary team, including social work, medicine, case management, counselors and therapists, to best deliver care. Ultimately PMHNPs are prepared to center care so that mental well-being is not seen as separate from physical-health wellness. PMHNPs seek for people to remain active in their care and to know that recovery from mental illness is possible.”



Sonya Lawrence

Senior Vice President,
Enterprise Chief Compliance Officer

How might you encourage nurses to lead at every level and across all settings?

Although I have not worked as a nurse in a clinical setting for many years, my nursing background formed the foundation for a leadership philosophy that I believe serves me well. Showing interest in others, collaborating and trying new things helps me identify new leadership learning opportunities. When you engage meaningfully with others and take time to listen and learn from them, you can successfully leverage what you learn to lead. Leadership is about partnerships. I encourage nurses to keep learning and to be intentional about engaging with others who may teach them more about their gifts and abilities, enhance their professional networks, and forge pathways toward new opportunities.

When you have tried and failed, how did you respond?

Thomas Watson, Sr., former IBM CEO, said that “the fastest way to succeed is to double your failure rate.” Learning from our mistakes is not a mere cliché. Missing the mark or falling short of an expected outcome fuels my desire to find another way to reach a goal or solve a problem. I learned over the years not to fear failure. Instead, I evaluate how to move forward after initial attempts do not work as planned. I did not create the phrase “intelligent risk-taking,” but I try to live by it. Assessing the potential for failure before undertaking an action or making a decision helps me manage the outcome and my expectations for results. I certainly do not set out to fail, but I build into my plans the possibility that things may not go as planned. When I miss the mark, I work to examine what happened, understand it and use what I learn to build a better plan.

On the Horizon



Reimagine Scholarships Open Doors

The only thing better than having a door opened for you is opening a door for someone else. That's what scholarships do.

Nursing school graduates leave with an average of \$75,000 in loans. Scholarships help nursing students graduate without a heavy burden of debt, which means more freedom to follow their dreams. And they enable the college to educate future generations of Jefferson nurses and prepare nurse leaders who will transform the future of health care.

During FY 2021, Jefferson College of Nursing established three new scholarships and raised \$332,536 in funding to support scholarships for nursing students. Two scholarships and a third fund set up for a new PhD in nursing were endowed with estate gifts.

The Julia M. King, Diploma Nurse, '47 Scholarship Fund awards financial aid to students pursuing a BSN after completing a two-year curriculum for the Health Sciences Pre-Nursing Pathway on Jefferson's East Falls campus. The fund builds a financial bridge for students as they move to the Center City campus to complete their BSN studies.

The Anna Kuba, DN '45, Matching Program for Endowed Scholarships leverages scholarship giving. A graduate of Jefferson's Diploma Nurses Program, Kuba devoted her life to caring for patients and training nurses. Using monies from Anna Kuba's generous bequest, the college matches \$1 for every \$2 contributed to establish new endowed scholarships.

Portions of both the King and the Kuba bequests, along with a gift from the Estate of Bonnie Crofford, DN '66, will support inaugural scholarships for nursing doctoral candidates when the college launches its PhD in Nursing program in fall 2023. Unlike the DNP, which is an advanced practitioner's degree, the PhD is an academic credential that prepares graduates to teach and carry out research. Pooling several estate gifts, Jefferson has established a PhD Scholarship Fund, which will cover half the cost of tuition for students enrolled in the program in the first two years. Funding for a tuition-free PhD in nursing is the best way to attract top talent who can conduct the kind of clinical research that advances knowledge and helps nurses give the very best care to patients.

*"Helping others is at the very heart of what nurses do. It's the heart of being a philanthropic partner too. Giving to support scholarships touches the lives of generations of students who aspire to be Jefferson nurses. And it touches multitudes of patients who may never know how much they owe our benefactors. But **we** know."*

— **MARIE ANN MARINO, EdD, RN, FAAN**
Dean and Professor



Jefferson College of Nursing

Jefferson College of Nursing Campaign Advisory Council

Jefferson College of Nursing is at the very heart of Jefferson’s mission to heal, educate and discover—all aimed at improving lives and building healthy communities. That’s why the college is a top priority for our Reimagine campaign. Philanthropy makes it possible for Jefferson to care for patients, train healthcare professionals, and carry out research and innovation that translate into better treatments.

Established in 2019, the Jefferson College of Nursing Campaign Advisory Council first met on October 8, 2021. The council is a highly engaged working group that is indispensable for keeping the college on the frontline of first-class academic programs and helping the campaign achieve its fundraising goals. The council’s 10 members meet three times a year to lend their experience and expertise to Dean Marie Ann Marino, talking through and assisting with various strategies for optimizing philanthropy and thinking through innovative training programs that make graduates leaders in the transformation of health care.

Two new members were welcomed to the advisory council this year. The first is education leader Linda Cliatt-Wayman. Linda is the CEO of Principal Wayman Consulting and founder of the nonprofit CurrentlyTrending, which helps students escape poverty. The second is oncology clinical nurse specialist Anne Delengowski. As the new president of the Diploma Nurse Alumni Association and director of oncology nursing education at Thomas Jefferson University Hospital, Anne brings a well-rounded perspective to Jefferson’s nursing education trajectory.

We welcome these newest members of the Campaign Advisory Council, and extend a heartfelt “thank you” to Rae Fierro, who completed her term as President of Jefferson’s Diploma Nurse Alumni Association and retired from service on the advisory council.





Partnerships That Make a Difference

Headache is the world's second-leading medical cause of disability. An estimated seven-in-ten people suffer from headaches, and more than 40 million Americans experience migraines. For some, headache pain is so severe that it becomes difficult to work and perform everyday activities.

Being able to diagnose and care for patients afflicted with such a widespread and debilitating malady are critical nursing skills. In 2020, Jefferson College of Nursing teamed up with Jefferson Headache Center to create the Post-Graduate Certificate Program in Advanced Headache Diagnosis and Management. The initiative marks the college's first partnership with the Jefferson Headache Center and its first inter-professional academic collaboration.

The certificate program brings up-to-date and clinically important information to nurse practitioners, and enables them to improve patient care and outcomes related to headache. The program was designed in consultation with American and European thought leaders in headache medicine, and is offered through online modules that are flexible to learners' schedules. The program's three courses focus on the origins and development of headache

disorders, diagnosis, pharmacological and non-pharmacological treatments, psychiatric and sleep disorders, and business management for clinical practice. An on-site weekend intensive provides opportunities to practice case simulations and procedures, participate in inter-professional discussion, and interact directly with headache medicine experts.

"Students who complete this program have new expertise added to their primary area of clinical education, allowing them to better treat a large headache patient population that they are already serving," says Assistant Dean Hannah R. Smith, PhD., who leads the program with Simy Parikh, MD, from the Jefferson Headache Center.

Philanthropic partner Amgen, one of the world's leading biotech companies, made a gift of \$100,000 to support 25 scholarships for nurse practitioners in the Post-Graduate Certificate Program in Advanced Headache Diagnosis and Management. The scholarships (50 to 100 percent of tuition, depending on employer remittance policies) are aimed at increasing participation of learners from underrepresented groups and enhancing the capacity of providers in under-resourced communities to treat headache disorders.



Reimagine

Reimagine: The Campaign for Jefferson is our initiative to raise \$1 billion by our 200th anniversary in 2024. Make a gift. Join us in our mission to improve lives by reimagining the future of health care, education and discovery.



Scan the QR code or visit
Jefferson.edu/AboutReimagine
for more information.



A Brighter Tomorrow

I hope you have found our 2021-2022 Annual Report to be an informative recap of a year — like the one before it — that will never be remembered as typical, but certainly will be memorable, for the ways our Jefferson family met the unprecedented challenges of the present while keeping all eyes on the future and nurses' roles in providing ever-better care.

As we work through 2022-2023, we all remain committed to our central goals of:

- Advancing nursing excellence at all levels
- Strengthening our partnerships with the Jefferson community and beyond
- Helping to grow public-health infrastructure
- Supporting faculty and student innovation to serve a changing world

Thank you for your interest in Jefferson College of Nursing — and for your support as we move forward to meet new challenges.

Marie Ann Marino, EdD, RN, FAAN
Dean, Jefferson College of Nursing





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