



Greetings from Your Chief Nursing Officer



Herta Muller

St. John's Riverside Hospital
Chief Nursing Officer

I'm proud to introduce our new quarterly Nursing Newsletter a dedicated space to stay connected with everything happening within Nursing and across St. John's Riverside Hospital. This year has been one of tremendous progress, collaboration, and momentum.

As a brief recap, we officially launched our journey toward Pathway to Excellence. With the support of our Tipton Health partners and the generosity of Mother Cabrini grant, we are well on our way. We established a CNO Advisory Group, meeting twice a month, that brings together clinical nurses from across the hospital to ensure their voices help shape our direction. This group, along with many others, has been essential to our success.

Our nurses are also deeply engaged in standing up true shared governance, a challenging but incredibly meaningful transformation. Since July, several workgroups have been actively advancing key initiatives, including Nurse Well-Being, Interprofessional Collaboration, Nurse Leader Work Environment, and Shared Governance.

In January, the newly selected co-chairs for our standing core councils; Nursing Practice, Nurse Well-Being, and Quality & Safety will join the CNO Advisory co-chairs for a full-day retreat to officially kick off this next chapter of shared leadership.

Every day, I am inspired by you. Our clinical nurses, nurse leaders, and interprofessional partners continually motivate me to move this work forward. Your dedication, passion, and commitment to excellence fuel this journey, and I am honored to do it alongside you.

Herta

Winter 2026 HIGHLIGHTS

**CNO Town Hall
February 18th**

4am-5am or

11am-12pm

Garden Room B

2025 Magnet & Pathway to Excellence Conference



Newsletter Contributors: Sommer Queally, Jenny Rose Ferguson, & Brianna Davila

Our team returned from the 2025 Magnet & Pathway Conference in Atlanta energized, inspired, and more united than ever. Led by Herta Muller, CNO; Laura Fanning, Senior AVP; and Billy DuRoss, Director of Nursing Excellence, our delegation included nurses from across SJRH who brought rich insight and diverse clinical perspectives. Representing our hospital were Andrew Blackwell (4 South), Brianna Davila (5 South), Debbi-Ann Dixon (7 West), Jenny Rose Ferguson (Labor & Delivery), Aline Givelekian (4 West), Kassidy Fico (6 South), and Sommer Queally (Emergency Department).

The conference sessions on professional growth, safety, belonging, and nurse-led excellence **offered practical strategies to strengthen our practice environment and elevate the nursing experience at SJRH.** Just as meaningful were the moments of collaboration and connection among our team, which deepened our sense of community and shared purpose. We returned with a clearer understanding of what it takes to achieve excellence, informed, connected, and inspired as we continue this journey together.



Our Professional Practice Model (PPM)

Newsletter Contributor: Laura Ward

The Professional Practice Model (PPM) represents the roots of professional nursing at St. John's by symbolizing the beliefs, values, theories, and systems that we base our practice on.

The creation and enculturation of a PPM for an organization gives even more significance to the work being done and lays out a framework for professional nursing practice, as well as giving standards that our nurses are to be held up to. This professional practice model was created by the Chief Nursing Officer Advisory Board, a group of YOU, who are closing the gap between the bedside and the boardroom. Starting in July of 2025, this group of talented, dedicated nurses began brainstorming ideas for the PPM and figuring out how to ensure that the voices of all nurses were heard. They polled the entire nursing team on what words they wanted to represent their practice- the definitions of the words are available below- followed by the creation of initial images. The initial mockup of our PPM was created by one of our very own nurses from surgical services. We worked closely with the Tipton Health design team, using our mockup and other brainstormed ideas, and after many rounds of edits and discussions, we landed on two images.

These two images were sent to the St. John's nursing staff, who voted and chose the image you see today. You cannot confine the limits of nursing professional practice to just one image. **This PPM serves as the foundation of your nursing care and encourages you to practice to the top of your license.**



Compassion: The empathetic feeling for another's suffering accompanied by a strong desire to help those who suffer

Patient-Centered Care: Care delivered with empathy, respect, and responsiveness to the needs, values, and expressed desires of each individual patient. It is inclusive of care that ensure that patient values guide clinical decisions

Respect: Behavior and practice that upholds the dignity of all persons

Professionalism: A combination of a person's conduct, skills, and behaviors that are expected in a professional setting, showing competence, integrity, and a strong work ethic

Safety: To be protected from or unlikely to cause danger, risk, or injury

Caring: To display kindness and concern for others

Trust: Firm belief in the reliability, truth, ability, or strength of someone or something

Quality: The standard of something as measured against other things of a similar kind or the degree of excellence of something

Evidenced Based Practice: Evidence based practice is nursing that integrates best research evidence with clinical expertise and patient values

Life-long learning: The voluntary pursuit of knowledge and skills throughout one's life that goes beyond formal schooling.

Education Corner

At St. Johns Riverside Hospital, we are committed to providing the highest quality of care to our patients, and one way we can achieve this is through supporting our nurses in obtaining **certifications in their specialized fields**. Certification enhances nurses' knowledge, improves patient outcomes, and opens doors to new career opportunities. We encourage all nurses to pursue certification, as it not only boosts professional growth but also strengthens our collective commitment to excellence in care. Let's work together to make every nurse a certified leader in their field! **We have great resources here to help you get your certification.** NYSNA offers many courses year-round for certification test review. Our library has many resources for study guides, and the hospital covers your exam fees.



SJRH Shared Governance

Newsletter Contributor: Patricia Moran



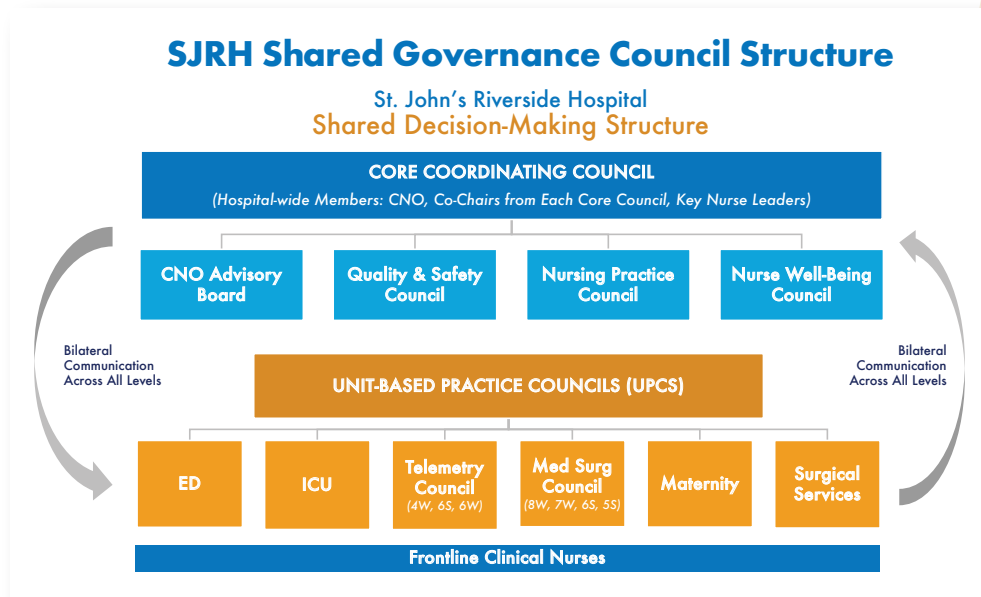
Empowering Nurses, Enhancing Care

Introducing Nursing Shared Governance at SJRH

At St. John's Riverside Hospital, we are strengthening professional nursing practice through Shared Governance — a collaborative model that ensures nurses at all levels have a meaningful voice in decisions that impact nursing practice, patient care, and the work environment. This work supports nurse engagement, shared accountability, and a healthy work environment as we advance our journey toward Pathway to Excellence® designation.

The Shared Governance Steering Council has led the development of SJRH's shared decision-making structure, including the overall model, bylaws, and council charters. Through hospital-wide councils focused on quality and safety, nursing practice, and nurse well-being — along with unit-based practice councils—nurses partner with leadership and interprofessional colleagues to influence decisions at the point of care.

Shared governance empowers nurses to take ownership of their practice, strengthens transparency and collaboration, and fosters a professional culture where every nurse's voice matters.



Your voice matters. Clinical RN engagement from each unit and practice area is essential to the success of Shared Governance at SJRH.

Mother Cabrini Health Foundation Grant Supports Nursing Excellence at SJRH



St. John’s Riverside Hospital has received nearly \$4.9 million through the Mother Cabrini Health Foundation Nursing Initiative, a statewide effort to support hospitals serving economically challenged and underserved communities.

This funding supports SJRH’s efforts to strengthen the nursing workforce, enhance professional practice environments, reduce burnout, and improve recruitment and retention. It also advances SJRH’s journey toward Pathway to Excellence® designation by reinforcing shared decision-making, nurse engagement, and a healthy work environment.

Since receiving this support, nursing leaders, clinical nurses, and interprofessional partners have made meaningful progress in building the structures, processes, and culture that support nursing excellence, with key accomplishments and next steps outlined below.

Work Group	Current Focus	Key Activities & Progress
CNO Advisory Board	Strengthening communication and connection between the CNO and Clinical Nurses	<ul style="list-style-type: none"> • Led the development and rollout of the Nursing Professional Practice Model (PPM) at SJRH • Enhancing CNO–Clinical RN communication through Town Halls, Nursing Newsletter, and a clinical shadowing plan
Interprofessional Collaboration Group	Strengthening teamwork and collaboration across disciplines	<ul style="list-style-type: none"> • Analyzed engagement and RN satisfaction results to identify priorities and implement multidisciplinary action plans • Participated in interprofessional education to strengthen collaboration and transformational leadership
Shared Governance Steering Group	Establishing and launching a formal shared governance structure	<ul style="list-style-type: none"> • Developed SJRH’s Shared Governance structure and Bylaws • Supported launch of councils with defined roles, charters, workflows, and accountabilities
Nurse Well-Being Group	Improving the nurse work environment and well-being	<ul style="list-style-type: none"> • Launched the AACN’s Healthy Work Environment Survey • Reviewing results to guide implementation of initiatives to enhance well-being, resilience, and a healthy work environment
Nurse Leader Work Environment Group	Supporting nurse leader development and effectiveness	<ul style="list-style-type: none"> • Completed AONL’s Nurse Leader Competency Self-Assessment • Using results to inform targeted leadership development strategies

ER Geriatric Award

Newsletter Contributor: Lisa M. Miano, BSN, RN-BC



ER Geriatric Award

We are proud to announce that our emergency department has been awarded the Geriatric Emergency Department Accreditation (GEDA), a very distinguished recognition that reflects our unwavering commitment to delivering safe, compassionate, and specialized care to our older adult patients. This achievement highlights the hard work, dedication, and clinical excellence of our entire ED team.

The honor of this bronze level 3 status further showcases our leadership in quality, innovation, and patient-centered care for our dear geriatric population. These accomplishments are a testament to the collaborative efforts of our nurses, physicians, support staff and leadership, each playing a vital role in advancing the standard of emergency and geriatric care.

Congratulations to the entire ED team and to St. John's for these remarkable achievements and for continuing to set the bar high for excellence in emergency medicine.

ENA Conference

Newsletter Contributor: Lisa M. Miano, BSN, RN-BC



ENA Conferences

This year, many of our emergency department nurses proudly represented our hospital at several Emergency Nurses Association (ENA) conferences in Saratoga as well as the national event in New Orleans. These events brought together emergency nurses from across the country to share best practices, develop new skills, and collaborate on innovative new approaches to patient care.

Our nurses participated in advanced education sessions, hands-on workshops, and national discussions with high-profile speakers that directly support excellence in emergency nursing. Their commitment to ongoing professional development not only strengthens our department, but also enhances the quality of care we provide to our community every day.

We are incredibly proud of our ED team for their dedication, leadership, and passion for elevating emergency care.



Reach Out With Any Questions

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