

2024

Clinical Network Nursing Annual Report

ROCHESTER
REGIONAL HEALTH



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As Chief Nursing Officer for Rochester Regional Health’s Clinical Network, it is my great privilege to share this year’s 2024 Ambulatory Nursing Accomplishments report. Across our diverse sites—whether in cardiology, primary care, urgent care, or any of our specialty clinics—you are part of something greater than any one location or role. This report reflects our shared commitment to our patients, our colleagues, and our mission to uplift humanity through care for our community.

Despite the physical distance between our practices, we remain united by a common purpose and passion. The pages that follow celebrate your achievements—from innovative care models and educational initiatives to improved patient outcomes and team-driven excellence. Each story is a testament to the pride, professionalism, and purpose that define RRH nursing.

As we strive to become a national model of health and healing, we are guided by our shared values:

- Rooted in the Community
- Serve as One
- Care Like Family
- Embrace Tomorrow, Today

I’m grateful for your resilience, your leadership, and your unwavering dedication to these values. Thank you for all you do—and congratulations on an incredible year.

Sincerely,
Rebecca Dellefave, MS, BSN, RN
Vice President, Chief Nursing Officer

A Message from our ACNO



A MESSAGE FROM

Tiffany L. Smith

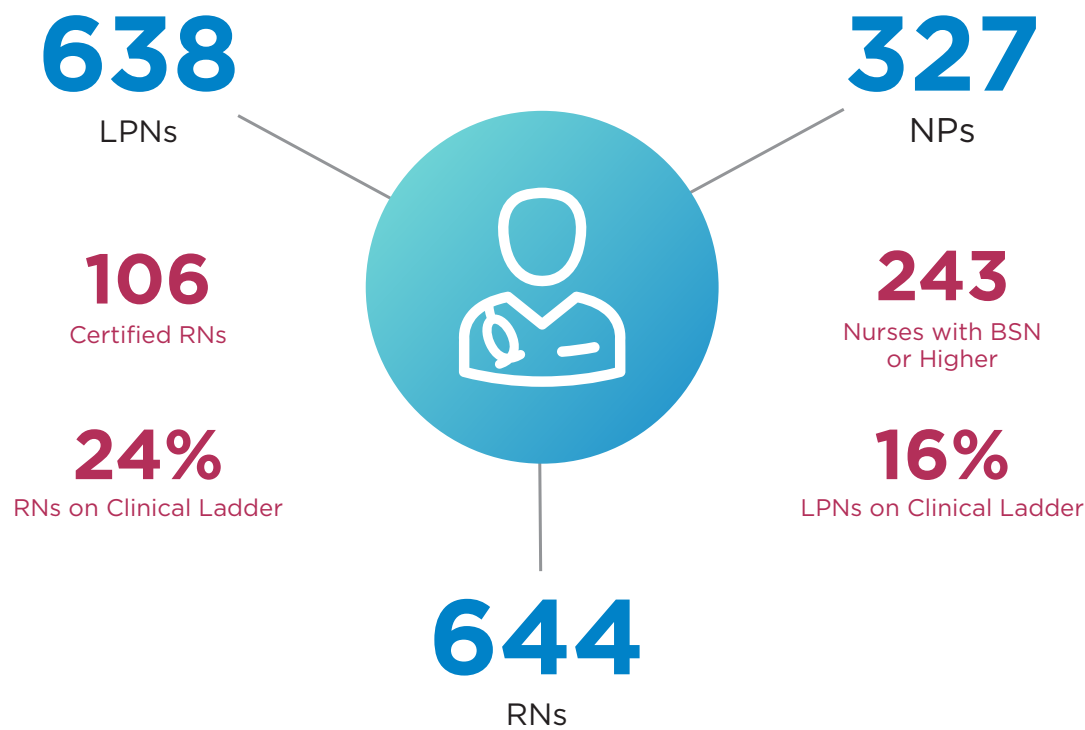
MSN, RN
Associate Chief Nursing Officer
RRH Ambulatory Services

Our ambulatory teams may be spread across many miles, but we are deeply connected by our shared commitment to excellence and to one another. Guided by our vision to become a national model of health and healing, we live our values each day.

This report brings those connections to life by highlighting the progress, creativity, and care that took place throughout 2024. It's an honor to work alongside you and to celebrate the accomplishments we've achieved together. Thank you for your hard work, compassion, and collaboration.

Sincerely,
Tiffany L. Smith, MSN, RN
Associate Chief Nursing Officer

Our Nursing Team at a Glance



Highlights and Designations

Magnet Designated

ISO Certified
Through DNV 2024

270 DNV Accredited
Ambulatory Locations

71 PCMH Locations

2024 Clinical Network Nursing Accomplishments

CARDIOLOGY

The Cardiology team demonstrated significant innovation and collaboration across the Clinical Network in 2024. From launching Tilt Table Testing at Linden Oaks to expanding Leqvio Clinics regionally, the team continuously prioritized patient care and access. Monthly multidisciplinary mock codes and weekly nurse huddles fostered a culture of safety and learning. They addressed staffing needs by filling all RN Stress Testing roles and hiring 12 new clinical staff. Clinical Cardiac Technicians streamlined workflows by managing prescription refills and MyCare messages, while Mas achieved national recognition with a 99.7% Zio patch compliance rate. The High Priority Nursing Pool improved symptom call response, and the team proudly celebrated multiple DAISY Award nominees. Their crowning achievement: earning the 2024 HFSA Outstanding Heart Failure Care Team Award.

DEPARTMENT OF MEDICINE

Throughout 2024, the Department of Medicine emphasized teamwork, education, and clinical consistency across its diverse specialties. Initiatives ranged from launching the GI Clinical Education Council and creating a team newsletter, to piloting Home COPD care with Unity Pulmonary and strengthening dermatology float coverage. Communication tools like the Pulmonary Clinical Teams channel and Endocrinology’s standardized medication education fostered consistency. Infectious Disease nurses expanded OPAT tracking, while Dialysis improved leadership and added home patients, celebrating staff with a new quarterly newsletter. The Sleep Lab maintained essential services despite challenges, and the new dental residency program marked a milestone in collaborative care.

DEPARTMENT OF SURGERY

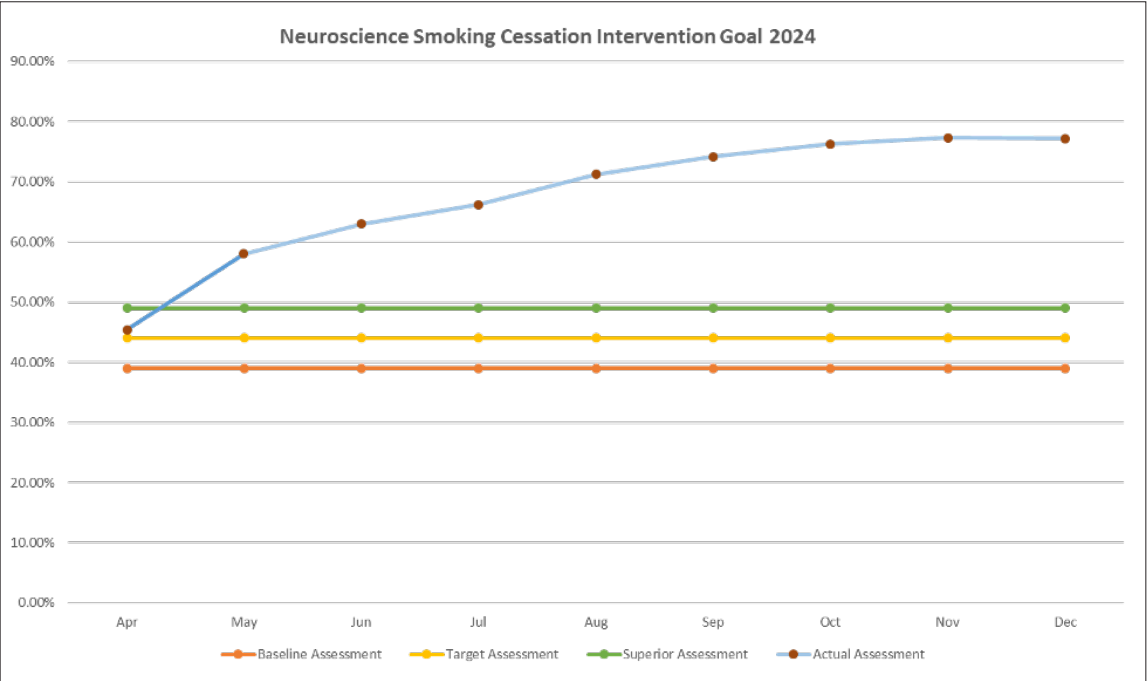
The Surgery team drove quality and efficiency by implementing a standardized smoking cessation process across all specialties, achieving superior compliance. Cross-training staff across specialties helped reduce agency usage and supported scheduling optimization. The team celebrated a successful MBSAQIP re-accreditation in Bariatrics and contributed to patient engagement through an RN-led pre-op education seminar. The creation of a Clinical Council and ongoing in-basket optimization reflect a thoughtful investment in both patient outcomes and staff experience.

NEURO SCIENCES

The Neurosciences service line focused on unifying clinical practices and enhancing staff experience. Standardized roles, centralized nurse triage teams, and a shared staffing schedule created a more streamlined approach across sites. Leadership structures were strengthened with new hires, including a dedicated Director of Nursing and Nurse Educator. The team celebrated engagement through potlucks, holiday events, and recognitions like the DAISY Award. A major achievement was the integration of orthopedic procedures into the Spine Center at Ridgeway, a project praised for its collaborative success. Centralizing authorizations and call queues also gave clinical staff more time to focus on patient care.

ONCOLOGY

The Oncology service line grew stronger through investment in education, standardization, and staff support. The Lipson Clinical Practice Council launched alongside a systemwide education series. New staff onboarding was strengthened by a modified assignment trial at RGH/LO to increase retention. Clifton welcomed its first new graduate nurse, and educator roles were successfully filled. Standardization efforts began across all infusion areas, while staff feedback led to breakroom renovations. Team member engagement rose, with a 67% survey participation rate and year-over-year improvement.



ORTHOPEDICS

Orthopedics celebrated national recognition as one of the Top 100 Orthopedic Programs in the U.S. while making important local strides in care delivery and leadership. The team opened a second Orthopedic Urgent Care at the Victor Medical Campus and began seeing spine patients in St. Lawrence. Collaborations with Neurosciences enabled use of procedural spaces for advanced treatments. Staffing remained strong, with low LPN and MA vacancy rates. The service line's smoking cessation compliance exceeded goals, and foundational triage centralization work began. DAISY Award wins highlighted excellence throughout the year.

PRIMARY CARE

Primary Care focused on transformation and infrastructure in 2024, completing practice transformation projects and redesigning the staffing model across multiple regions. Float teams were developed, Genesys dashboards optimized nurse workflows, and anticoagulation management expanded to all Coumadin patients. The team achieved superior HTN and A1C outcome targets and rolled out a regionalized nurse manager structure. A monthly pod checklist helped drive accountability and communication.



WOMEN'S HEALTH

The Women's Health team focused on access, safety, and leadership development. In-office phlebotomy increased 28-week lab compliance, while nitrous oxide was introduced as a pain management tool in the family planning clinic. The nursing leadership team was rebuilt, with new roles and clear orientation roadmaps. Rural practices now offer allergy testing for pregnant patients, and a pilot for patient-reported hand hygiene compliance was successfully launched—demonstrating a shared commitment to high-quality, patient-centered care.

URGENT CARE

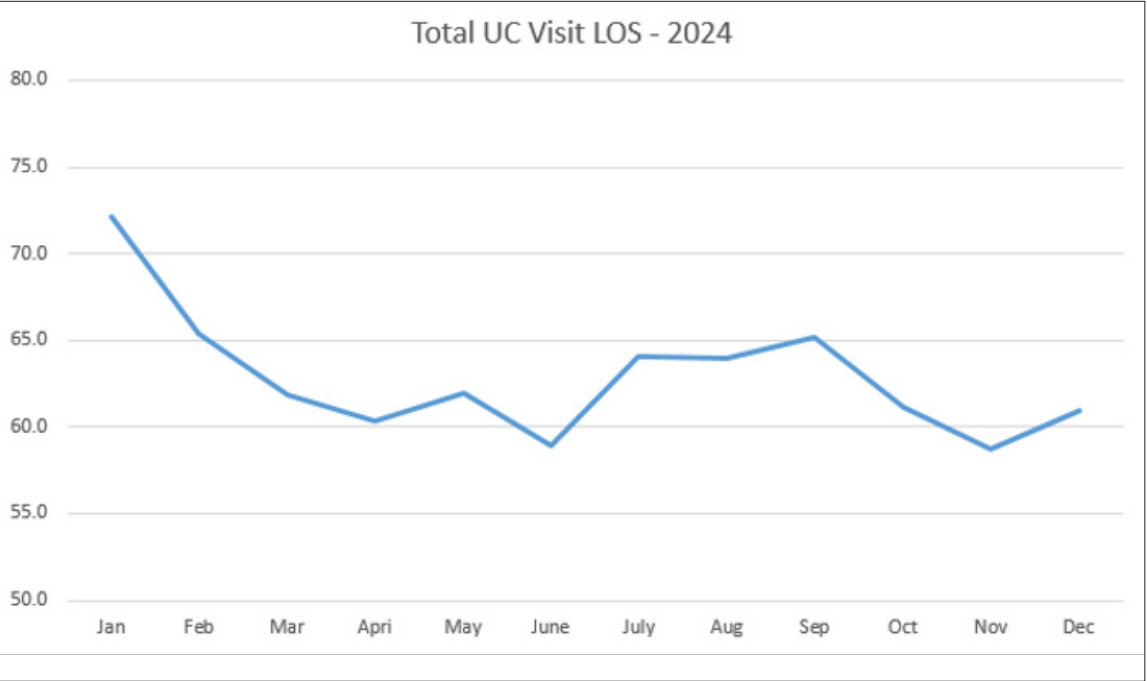
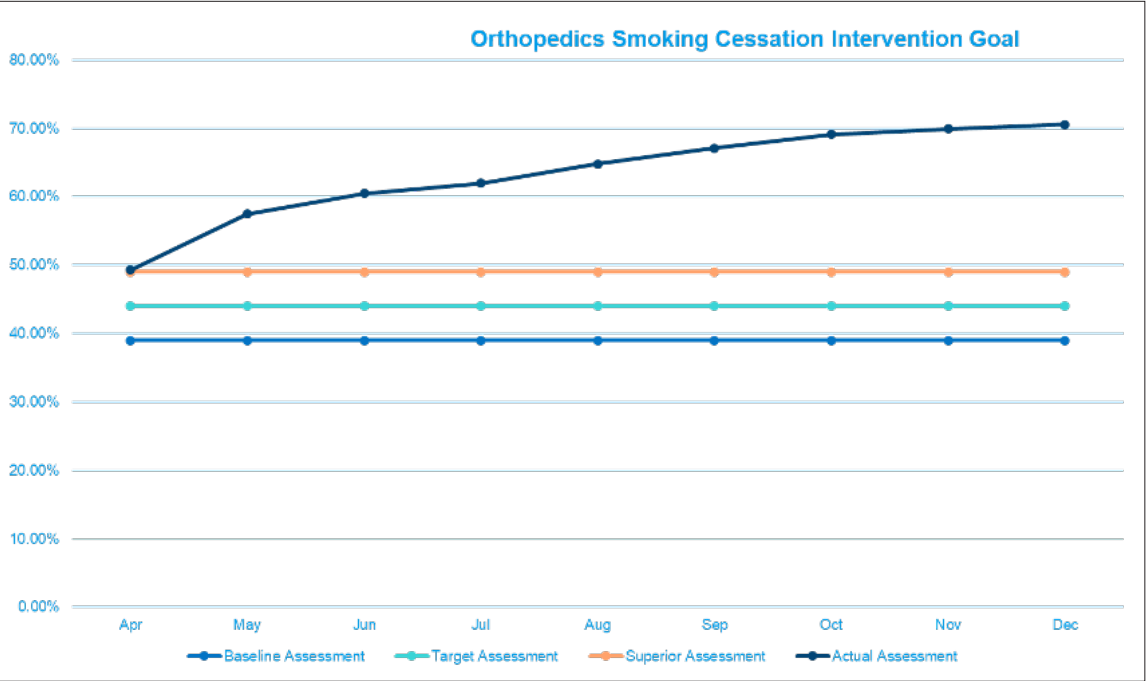
Urgent Care continued its systemwide expansion and quality improvement in 2024, opening two new locations and adding weekend hours and rabies care in Batavia. With over 140,000 visits, the team reduced length of stay by over 10 minutes and expanded nursing education with a dedicated educator, annual skills day, and in-house AHA and PEARS certification. Orientation was standardized, leadership restructured, and engagement scores rose significantly. Newsletters, regular staff meetings, and hands-on trainings kept the team informed and connected.

CARE MANAGEMENT

Care Management achieved remarkable growth and innovation in 2024. The team grew from 4 to 14 Care Managers, implemented Genesys for outreach, and made over 1,300 calls—resulting in interventions for 20% of contacted patients. A three-tiered care model was launched, embedded practice pilots expanded to 14 sites, and measurable decreases in admissions, readmissions, and ED visits were reported. The team also collaborated with Social Work on proactive care rounds, earned two DAISY Awards, and celebrated their success with a full calendar of team-building events.

COMMUNICATION CENTER

The Communication Center played a vital role in systemwide coordination and patient experience. They presented evidence-based research on triage call efficiencies, launched a Transfer Center Module and a system Command Center, and standardized workflows. The discharge team was rebuilt, callback lines reopened, and internal morale strengthened through employee recognition and community outreach, including a clothing drive.



ST. LAWRENCE HEALTH (SLH) PPM

SLH’s Physician Practice Management focused on education, inclusivity, and operational efficiency. From expanding nursing education roles to PCMH recertification and successful DNV surveys, quality and safety remained central. The team supported new MA pipelines through a BOCES partnership, gained Pathway to Excellence designation, and celebrated Daisy Award milestones. Financial incentives and rural healthcare certifications contributed to operational growth. Nursing leadership restructuring and collaborations with Oncology and HANYS elevated both care delivery and cultural inclusivity.

Quality and Safety

In 2024, our commitment to quality and safety remained a top priority throughout the Clinical Network. Nursing education capacity was expanded by adding an RN to the team, enabling more effective onboarding, enhanced workflow efficiency, and greater support for clinical competency. We proudly achieved Patient-Centered Medical Home (PCMH) recertification and passed DNV surveys at both CPH and GH, with only one non-conformity across all ambulatory spaces—a true testament to our team’s focus on excellence. Six Vaccines for Children (VFC) locations were also re-certified. We successfully submitted our HIV cascade report to New York State without objection, laying the groundwork for a systemwide collaboration to address enterprise-wide barriers. Additionally, our Clinical Network Quality Committee launched sub-committees dedicated to PCMH and RHC, strengthening understanding and accountability across practice sites.

Power of Our People

Our people are the foundation of everything we achieve. In 2024, we celebrated our first Clinical Network DAISY Award winner in November and began recognizing nominees across the system starting in the second quarter. Our partnership with BOCES has grown, with 13 students enrolled in the Medical Assistant program and 11 completing shadowing hours at SLH practices. These students participated in on-site tours, mock interviews, and many have already applied for Clinical Network positions. We also celebrated individual achievements, such as Incentive Coordinator Jessica DeForge, who earned both her coding certification and her designation as a Certified Rural Healthcare Professional. In recognition of our team’s excellence, SLH—including its ambulatory practices—was awarded the Pathway to Excellence designation. Clinical leaders participated in the national Magnet conference, and in Ophthalmology, we implemented tailored RRH job descriptions to create clear growth pathways within the specialty.

Financial Health/Operations

Strong financial stewardship was another area of accomplishment this year. We continued to expand our incentive program infrastructure, generating \$1.95 million in year-to-date earnings—a significant increase from the previous year’s \$1.4 million. These efforts reflect not only our operational strength but also our ability to align financial outcomes with improved care delivery.

Innovation/Evolve Care Delivery

Innovation was at the forefront of our evolution in 2024. We restructured nursing leadership by creating an Assistant Director of Clinical Operations position and realigned Clinical Nurse Manager assignments to better reflect service line needs. Ten Nurse Lead positions were also created to provide specialized, on-site support to front-line staff, with six of these roles already filled by year-end. We also forged a new collaborative relationship with the Oncology/Infusion team to support shared clinical oversight and overflow management. Finally, through a new partnership with HANYS, we expanded inclusive care practices by delivering Real and SOGI education to our staff—ensuring more affirming care experiences for all patients.

WORKREADY

WorkReady focused on improving systemwide health compliance and readiness. They streamlined onboarding, exposure response, and flu vaccination—administering nearly 5,000 vaccines and raising compliance to 74.7%. Fit testing and clearance processes were optimized, and new workflows were introduced to ensure mandatory participation. Their work helped enhance safety and preparedness across the system.

PROGRAMS

The Programs team fostered a culture of excellence and advancement through research, education, and system initiatives. Highlights include multiple national publications and presentations, rollout of flexible leader schedules, and a robust recruitment and retention roadmap. Professional governance was promoted, RN and LPN explorer programs were launched, and the centralized staffing office was implemented—resulting in a 50% reduction in contingent labor. Recognition was abundant, with over 60 awards presented across the system.

DAISY and BEE Awards

These honors celebrate those who go above and beyond—not just in clinical skill, but in the heart and humanity they bring to patient care.

In 2024, RRH’s Clinical Network saw a record number of nominees and recipients across our ambulatory practices. Each award represents a powerful story of dedication, teamwork, and meaningful connection with our patients and their families. Whether providing expert care during a challenging moment or uplifting a colleague through kindness, these individuals exemplify our values and inspire us all.

We are honored to celebrate their achievements and thank them for the difference they make—every day.

DAISY AWARD WINNERS:

- Laura Salamaca, RN
- Jennifer Murray, LPN
- Rachel Mertens, LPN
- Amy Barnard, LPN
- Stacy Masters, LPN
- Carly Zeno, LPN
- Stephanie Walton, RN
- Victoria Karns, LPN
- Janet Young, RN
- Martha Jones, RN
- Leanne Wentworth, LPN
- Brittney Hayes, LPN
- Taran Spakoski, LPN
- Christine Anderson, RN

Nurse Leader:
Elizabeth Carreira, RN

Nurse Educator:
Alanna Hogan-Meyers, RN

BEE AWARD WINNERS:

- Queen Pinkston, Dialysis Tech
- Martha Dunbar, MA
- T.J. Pearson, Dialysis Tech
- Hallie Szatkowski, LMSW
- Dr. Timothy Entwistle
- Mike Harden, Dialysis Tech
- Cynthia McKenzie, AA
- Corrina Gaillard, Dietitian
- Heather Elder, MA



