



COURAGE TO LEAD

Advancing Nursing Excellence Through Vision, Innovation, and Professional Growth

2025 | Nursing Annual Report



ALBANY MED Health System

SARATOGA HOSPITAL

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A Welcome from Our Chief Nursing Officer



Dear Nursing Colleagues,

I am pleased to present the 2025 Annual Nursing Report for The Saratoga Hospital, which reflects our continued commitment to professional nursing practice and excellence in patient care. This report introduces the many ways our nurses lead, innovate, and partner across the organization to advance evidence-based practice, influence outcomes, and support our strategic priorities.

In July 2025, The Saratoga Hospital proudly earned its fifth ANCC Magnet® designation, an extraordinary achievement attained by fewer than one percent of hospitals nationwide and the highest number of Magnet designations achieved by any hospital in New York State. This milestone reflects sustained excellence in nursing practice and outcomes, including recognition in multiple areas where the organization outperformed national comparison groups. Above all, this designation honors the skill, professionalism, and dedication of our nursing workforce.

Our culture of inquiry and professional growth continues to flourish, exemplified by our third annual Day of Inquiry. This event showcased nursing scholarship, innovation, and collaboration across inpatient and ambulatory settings, featuring twenty-three poster presentations and continuing education opportunities. The work shared reflected nurses' commitment to improving clinical practice, quality, workflows, and the patient experience while strengthening academic partnerships.

Nurses at The Saratoga Hospital also continue to lead meaningful research and quality initiatives that advance practice and care delivery. Nursing-led research explored innovative approaches to pressure injury prevention with a focus on patient safety, efficiency, and cost stewardship. In addition, nurses championed the implementation of advanced resuscitation technology in critical care areas, reinforcing nursing leadership, advocacy, and interdisciplinary collaboration.

Empirical outcomes across the organization reflect the impact of this work. Advancements in care management strengthened coordination and supported improved transitions of care, while Emergency Department initiatives enhanced access, patient experience, and trauma-informed care. I am deeply proud of our nursing team's leadership, innovation, and unwavering commitment to excellence, and I thank you for the meaningful difference you make for our patients, our community, and one another.

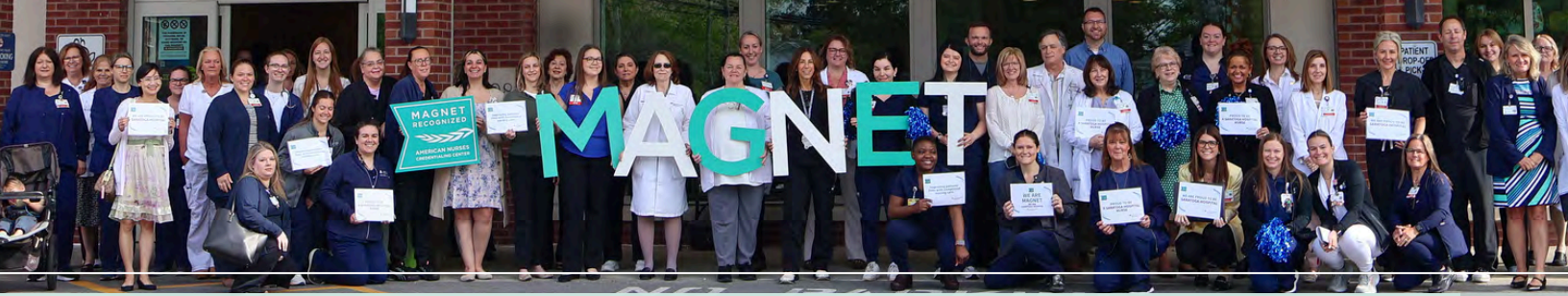
Sincerely,

Toni Bishop-McWain

Toni Bishop-McWain DNP, RN, NEA-BC, CCRN-K, CNRN
Chief Nursing Officer and Vice President of Patient Care Services



Main Entrance



ANCC Magnet® 5th Designation

July 23, 2025: Saratoga Hospital received its 5th ANCC Magnet® Designation from the American Nurses Credentialing Center.

ANCC Magnet Statistics

627 Total ANCC Magnet®-designated organizations, as of May 2025

18% Hospitals in NY that have a ANCC Magnet® Designation

10% Hospitals in the US that have a ANCC Magnet® Designation

2% Hospitals in NY that have 5th ANCC Magnet® Designation

Exemplars

Saratoga Hospital out performed comparison groups in- Inpatient Education, Inpatient Patient Engagement & Patient Centered-Care, Ambulatory Safety, and Inpatient Safety.

Patient Experience

Received special recognition for nine sources of evidence with metrics that surpassed and outperformed our comparison groups.

HAPI Stage 2 & CAUTI

Exceeded Benchmark.

1% The 5th Designation is an extraordinary accomplishment achieved by less than 1% of hospitals nationwide. According to our ANCC Magnet® Analyst, the American Hospital Association.





TRANSFORMATIONAL LEADERSHIP

Transformational Leadership is the foundational model component that inspires organizational change, empowers nursing teams, and aligns strategic values with future healthcare demands.

Succession Planning and Transition to Practice for the Clinical Nurse Manager Role

For Saratoga Hospital's Nursing Organization, leadership development has been a strategic priority as new leadership roles, workforce changes, and evolving healthcare demands have reshaped nursing practice. In 2025, a comprehensive leadership development initiative was launched to support emerging nurse leaders through programs offered by NYONL and HANYS, focusing on core leadership competencies such as emotional intelligence, communication, collaboration, conflict management, and feedback. To further support leadership transition and retention, the Clinical Nurse Manager Transition Program (CNMTP) was implemented, providing structured mentorship, resources, and professional development aligned with AONL competencies. Since 2022, nine Clinical Nurse Managers have entered leadership roles and utilized competency self-assessments to identify growth opportunities and strengthen leadership effectiveness, supporting a strong pipeline of future nursing leaders.

2025 Nursing Forum Series Mock Trial June 12, 2025

The Nursing Organization continues to promote innovative professional development opportunities that strengthen clinical practice and support quality patient care. In 2025, a multidisciplinary Mock Trial educational event was created to reinforce the importance of accurate and complete nursing documentation within the Epic electronic medical record. Developed through collaboration between the Shared Governance and Clinical Informatics committees, the interactive learning experience used a realistic courtroom setting to examine nursing documentation and adherence to clinical protocols. Led by Patty Flanagan, MSN, RN, CWCN, CV-BC, Director of Clinical Education, the program engaged nurses as judges, attorneys, witnesses, and jurors, creating an immersive learning environment that increased participation, reinforced documentation best practices, and supported successful EMR adoption.



Strategic Workforce Action Team

To address future workforce needs and strengthen nurse recruitment and retention, Saratoga Hospital developed the Strategic Workforce Action Team (SWAT). Bringing together key stakeholders involved in recruitment, onboarding, and workforce integration, SWAT enhanced the new employee experience through initiatives such as RN graduate welcome boxes, recruitment events, and standardized onboarding practices. In 2025, the team established key nursing workforce metrics, including recruitment outcomes, agency staff conversion, and turnover, to evaluate and support retention efforts across the organization.

Nurse Turnover Rate
National Rate Target, as reported by Press Ganey in 2024, is 19%.

Rates for Saratoga Hospital:

2024 - 20%
2025 - 17%





Saratoga Hospital Nurse Residency Program & Professional Practice Model

Saratoga Hospital's Registered Nurse Residency Program (RNRP), established in 2018 and aligned with ANCC Practice Transition Accreditation Program (PTAP) standards, supports newly licensed nurses as they transition into professional practice. Through mentorship, competency development, guided clinical experiences, and professional development opportunities, the program strengthens clinical confidence, promotes retention, and prepares nurses for long-term career success.

The program is grounded in Saratoga Hospital's Professional Practice Model, Relationship-Based Care: A Model for Transforming Practice, which has guided nursing practice since 2009. This framework emphasizes therapeutic relationships, collaboration, communication, professional growth, and excellence in patient-centered care.

A key feature of the residency program is a structured five-year professional development roadmap that provides nurses with a clear pathway for career growth. The roadmap encourages ongoing competency development, engagement in Shared Governance, mentorship, certification, academic advancement, and succession planning, supporting nurses as they progress from novice clinicians to experienced professional leaders within the organization.

“The knowledge from residency strengthened my nursing skills, broadened my understanding of topics, and Increased my confidence as a new RN. I now feel comfortable caring for critical patients, asking for help, and utilizing nursing judgement.”

STRUCTURAL EMPOWERMENT

Structural Empowerment refers to the policies, procedures, and organizational structures that give nurses the power, autonomy, and resources to practice effectively and shape their work environment.

Shared Governance Council System

In 2025, members of the Shared Governance committees established a Co-Chair Subcommittee to strengthen the leadership structure and promote consistency across committees. This model supported the standardization of practices, enhanced alignment, and accountability within Shared Governance. The adoption of standardized processes fostered increased ownership and responsibility among nursing staff. Additionally, the Co-Chair Subcommittee promoted collaboration and succession planning by providing opportunities for emerging leaders to develop the skills and experience necessary to transition into co-chair roles, supporting continued professional growth and sustainability of nursing leadership.

2025 Shared Governance Council Achievements

Throughout the year, Shared Governance committees significantly advanced nursing practice and patient care. Key accomplishments included:

- Supporting a successful ANCC Magnet site visit
- Strengthening Unit-Based Councils
- Advancing nurse-led evidence-based practice
- Optimizing nursing documentation via Epic
- Launching new programs like the Nurse Honor Guard and Certification Planning Subcommittee
- Recognizing nursing excellence through DAISY Awards and Nurses Week celebrations

Other achievements involved updating nursing policies, supporting research, enhancing care practices, implementing early mobility initiatives, and streamlining Epic processes. These efforts improved shared decision-making and high-quality patient-centered care across the organization.



Shared Governance Committee
Ambulatory Practice Committee
Clinical Education Committee
Clinical Informatics Committee
Professional Development and Recognition Committee
Skin Care Committee
Professional Support Committee
Mentation Age-Friendly Committee
Research and Evidence Based Practice Committee
Mobility & Safe Patient Handling Committee
Unit-Based Councils



Sacred Heart University Partnership & Cohort

As a five-time American Nurses Credentialing Center (ANCC) Magnet® Designated organization, the Saratoga Hospital Nursing Organization seeks to continuously support the registered nurses (RNs) of the organization to complete foundational education in nursing by completing a Baccalaureate Degree in Nursing. Upon review of the structure, process, and outcomes for supporting the pursuit of baccalaureate in nursing and higher degrees we partnered with Sacred Heart University of Fairfield, Connecticut. The goal was to make the process of finding an academic program, completing the application process, and navigating the financial path easier. The advantage of the partnership is an expedited onboarding process and streamlined financing through the Saratoga Hospital Nursing Scholarship Program.

Cohort of Employee-Students

The Sacred Heart University Nursing Cohort Program, offered in partnership with Saratoga Hospital, provides nurses with a structured and supportive pathway to advance their education through online 8-week sessions. The collaborative model brings nurses together as they progress through each course, fostering peer support, shared learning, and strengthening professional relationships.

By offering streamlined RN-to-BSN and BSN-to-MSN pathways, along with non-provider pathways and curriculum efficiencies for those pursuing combined degrees, the programs strengthen clinical judgment, leadership skills, and academic readiness. These opportunities support Saratoga Hospital's commitment to nursing excellence by promoting professional development and expanding nurses' ability to contribute to high-quality patient care and organizational growth.

In August 2025, six employee-students enrolled in the program's first session. As of April 2026, enrollment has doubled, with the first cohort successfully progressing through the program. Employee-student feedback has been overwhelmingly positive, describing faculty and administration as efficient, organized, and responsive, reflecting strong engagement and enthusiasm for advancing nursing education within the organization.

Program Options

- RN to BSN
- BSN to MSN
- RN to BSN to MSN



Saratoga Hospital Nursing Leadership with the Sacred Heart University Dean, Karen M. Daley, Ph.D., RN

**Mentor/Mentee**

Jessica McDaniel, RN & Nichole Miller, RN

Success with Saratoga Hospital's Nursing Mentor Program

After a career in Purchasing, I joined Saratoga Hospital's Supply Chain team in 2013. Working behind the scenes gave me a deep appreciation for healthcare and inspired me to pursue a long-held goal of becoming a nurse.

Making a mid-life career change wasn't easy, but Saratoga Hospital made it possible. Through the nursing scholarship program and the Sacred Heart University BSN cohort, the organization invested in my future and removed many of the barriers that come with returning to school.

Staying at Saratoga Hospital after graduation was an easy decision. The culture is truly special. People care about one another, leadership is supportive, and there is a shared commitment to exceptional patient care.

One of the highlights of my first year as a nurse has been participating in the RN Mentorship Program. Having a mentor who also made a mid-career transition into nursing provided encouragement, guidance, and confidence as I began this new chapter.

Looking back, I realize these programs are about much more than educational assistance or mentorship. They reflect Saratoga Hospital's commitment to investing in its employees and believing in their potential. That investment changed my life, and I look forward to paying that support forward to others.

Nichole Miller, RN

EXEMPLARY PROFESSIONAL PRACTICE

A strong nursing professional practice includes the understanding of nursing roles and how they impact patients, families, communities, and interdisciplinary teams, along with the incorporation of new knowledge and evidence. Nurses at Saratoga Hospital thrive and excel in our professional practice, an accomplishment we take great pride in celebrating!

2025 DAISY AWARD RECIPIENTS



Katherine Ross, BSN, RN
Pre-Op



Erin Rodriguez, RN, CMSRN
Transfusion



Kaylie Gage, RN
D3



Ian Fisk, BN, RN
D2



Nichole Miller, RN
D3



Kathryn Stinson, RN
Phase II Recovery



Maryanne Burke, RN
Emergency Department



Giselle Arak, BS, RN
Saratoga Suregry Center



Taylor Poitras, BS, RN
Emergency Department



Christopher Stead, RN
D1



Millie Hoffis, AAS, RN
A3



Samantha Bliss, BSN, RN, CCRN
ICU



Michael O'Brien, RN
D1



Tabitha Harting, RN
C3

The DAISY Foundation, established in 1999 by Patrick Barnes' family after his death from an autoimmune disease, aims to honor exceptional nurses who care for patients and families. The prestigious award highlights nursing excellence in over 2,500 hospitals worldwide, with recipients celebrated at surprise ceremonies attended by hospital leadership and coworkers. Awardees are also recognized on the DAISY Award website.



2025 NURSING EXCELLENCE AWARDS

Nominated by peers based on qualities that exemplify Saratoga Hospital Pillars of Excellence and Magnet elements. Congratulations to the 2025 winners:

Innovator in Nursing	Emma Valdez, BSN, RN
Transformational Leadership	Jessica Schaldone, BSN, RN, CMSRN
LPN of the Year	Brittany Lobdell, LPN
Exemplary Professional	Gina Hazen, BSN, RN
Nurse Extender of the Year	Amanda Budnik
Nurse Empowerment	Leslie Rogers, BSN, RN
Nurse Preceptor of the Year	Meaghan Constant, BSN, RN, CEN
DAISY Nurse Leader	Deidre Cirillo, RN

2025 TIMES UNION SALUTE TO NURSES: SARATOGA HOSPITAL - FINALISTS



Candace Cross, BS, RN, CMSRN
Cardiac Care Unit



Cassie Holmes, RN
Medical Surgical Unit



Constance DiLallo-Taft, BSN, CLC
Nurse Care Manager

COMMUNITY ENGAGEMENT

Saratoga Hospital nurses offer care that goes beyond the bedside, actively promoting health and wellness within the community! They also serve as nurse volunteers for events organized by the Saratoga Hospital Foundation.



17th Annual Cantina Kids Fun Run

Sunday, June 1, 2025

- Net raised: \$94,736.56
- Supporting Pediatric Emergency Services at Saratoga Hospital

43rd Annual Saratoga Hospital Gala

Wednesday, July 30, 2025

- Net Raised: \$490,620
- Supporting Saratoga Hospital Community Benefit Programs



22nd Annual Saratoga Hospital Golf Invitational

Wednesday, September 10, 2025

- Net Raised: \$193,503
- Supporting Nursing Education & Professional Development at Saratoga Hospital
- 43 Nurse Volunteers

Street Outreach Bag Collection

With general support from the Terry Lee Fund through the Saratoga Hospital Foundation, the Community Outreach Subcommittee purchased supplies for the Street Outreach Program, which serves individuals in our community who are houseless or otherwise unable to access care through traditional channels. As shelter capacity often decreases during the warmer months, the committee focused on providing items that help prevent common spring and summer health concerns. The team assembled 75 outreach bags containing insect repellent, tick remover kits, feminine hygiene products, baby wipes, snacks, and socks, supporting basic comfort, hygiene, and safety needs.



Professional Development & Recognition

Sub-Committee- Community Outreach School Backpack Event

The Community Outreach Committee hosted a school supply drive benefiting the Franklin Community Center. Donations collected across the organization helped support the preparation of 500 backpacks for local students. Led by Sarah Daignault, BSN, RN, CEN, CPEN, this marks the third consecutive year of this impactful community outreach initiative.



The Nurse Honor Guard

Is a subcommittee of the Professional Development and Recognition Committee, was established in January 2025 and grew from four to 19 members by year-end. The group honors the legacy and service of nurses through tributes at funerals, celebrations of life, and end-of-life recognition ceremonies. In 2025, members participated in 20 events, including nine in Saratoga County, contributing 35 hours in support of the nursing profession and Saratoga Hospital's mission of compassionate care.



Caffè Lena Partnership-Blood Pressure Pop Up Event

Daryl Ann Weyand, MBA, RN-BC & Jill Burnham, RN, BCEN, have maintained a partnership with Caffè Lena, since 2022. After several years of hosting an in-person multi-disciplinary event, the team shifted in 2025 to offering Blood Pressure screening pop-up events. In December 2025, Daryl, Jill, and Robin Waldron (Practice Manager at Saratoga Primary Care) attended an Open Mic night at Caffè Lena, where they screened the blood pressure of more than 20 individuals and connected participants with Saratoga Hospital services. The success of this event led to the scheduling of three additional blood pressure pop-ups in 2026.

3rd Annual Trunk or Treat

The third annual Trunk or Treat, supported by Nursing Leadership and organized by Maura Tuffey, MSN, RN, MS-BC, was a highlight of the year. Held on October 30, 2025, the event moved indoors to the cafeteria due to rain, making it the first year hosted inside the hospital. Thirty-five decorated trunks lined the cafeteria and hallways, as staff and community families enjoyed treats from employees dressed in creative themes such as Hocus Pocus, Harry Potter, Toy Story, Willy Wonka, Frozen, and more.

Award winners included Best Costume (Cookie Monster) from Medical Staff, Medical Education, and Regulatory Affairs, and Best Trunk (Hocus Pocus) from the A3 Medical-Surgical team.





Nurse Advocacy for Community Health Promotion Youth Football League - Creating Safer Sports Health

Alyce Bates, RN, TCRN, Clinical Coordinator at Wilton Urgent Care, has served with the Ballston Spa Community Youth Football League since 2020 and became Board President in 2022. Leveraging her expertise as a trauma-certified nurse, she championed initiatives to enhance athlete safety and strengthen organizational governance. Under her leadership, the league implemented concussion training for coaches, CPR/BLS and first aid training for staff and volunteers, EMT coverage at games, AED access, formal bylaws and board election processes, and required background checks for coaches and board members. Through these efforts, Alyce helped create a safer, more structured environment for youth athletes, families, and the community while establishing a lasting culture of health and safety.



NEW KNOWLEDGE, INNOVATION and IMPROVEMENTS

Evidence-based practice and research are an integral part of practice improvement, enhancing the quality of care, and improving patient outcomes. It is crucial for nurses to share their findings with colleagues, the organization, and the nursing profession. This continuous learning and development within the nursing profession ensure that nurses are up to date with the latest advancements in healthcare, redesigning and redefining practice to guarantee our future success.



Nursing Day of Inquiry 2025

Courage to Soar

The 2025 Day of Inquiry marked our third annual celebration of supporting our nurses in the development of evidence-based practice initiatives, sharing their achievements, while leading and inspiring others. This event showcased innovation, collaboration, and passion for the implementation of evidence-based practice (EBP) and nursing research across both inpatient and ambulatory settings.

The event featured 23 poster presentations that demonstrated the impactful work led by nurses to improve clinical practice, improve processes and workflows, and positively influence patient care and patient experience. Poster topics reflected a wide range of initiatives, including improvements in care coordination, advancements in discharge planning, quality and safety, and the integration of evidence-based interventions into daily practice.

This special event also welcomed our regional colleges and universities, supporting professional growth and promoting pathways for higher education. The event was presented by the Research and Evidence-Based Practice Committee and was enriched by the collaborative support of our Food & Nutrition and Environmental Service Departments.

Prospective Observational Analysis of Prophylactic Sacral Dressings: An IRB-Approved Study

Prompted by a question from the Skin Care Committee, Saratoga Hospital launched an IRB-approved nursing research study in 2025 to evaluate two sacral dressings used to prevent hospital-acquired pressure injuries in high-risk patients. Led by Patty Flanagan, MSN, RN, CWCN, CV-BC, bedside nurse champions from four medical-surgical units played a key role in data collection and study implementation. The results showed both dressings were effective, but the transparent hydro-core dressing provided longer wear time and lower overall cost. Beyond the findings, the project demonstrated the growing impact of nurse-led research at Saratoga Hospital, culminating in a Nursing Day of Inquiry panel where the Skin Care Champions shared their experiences and contributions to advancing patient care.



OptiView™ Dressings Advanced Wound Care



Lund University Cardiopulmonary Assist System (LUCAS)

The Saratoga Hospital Nursing Organization led a quality improvement initiative to implement the LUCAS mechanical compression device to support high-quality CPR during cardiac arrest events. Nursing leadership championed the project through fundraising efforts, including the Heart 2 Heart campaign, and by presenting the initiative to the Saratoga Hospital Board of Trustees. With generous support from the Nemer Motor Group, whose donation helped make the project possible, the devices were successfully deployed in the Emergency Department and Intensive Care Unit and are now utilized during resuscitation events throughout the hospital. Clinical staff report that the LUCAS device has improved the consistency and organization of chest compressions, allowing teams to focus more effectively on overall resuscitation efforts and enhancing team performance and patient care.



EMPIRICAL OUTCOMES

Empirical outcomes are the measurable results that demonstrate the impact of nursing practice. They answer the question, “What difference did we make?” by providing evidence of improvements in patient care, workforce engagement, patient experience, and organizational performance.



Nursing Excellence and Quality Patient Outcomes

Nurse-Sensitive Quality Indicators

Through the Shared Governance Council model, Saratoga Hospital nurses continuously monitor and improve nursing-sensitive patient outcomes to sustain excellence and enhance patient care. Performance is measured using the National Database of Nursing Quality Indicators (NDNQI), a national benchmark that provides unit-specific comparisons of nurse-sensitive indicators against similar organizations. This data-driven approach helps identify opportunities for improvement, maintain high standards, and achieve exceptional patient outcomes.

2025 Saratoga Hospital Press Ganey NDNQI Nurse Sensitive Indicator Outperformance	Indicator	Outperformance (√ Yes)
	Inpatient Falls with Injury	✓
	Inpatient Hospital-acquired Pressure Injuries (HAPI) stages 2 and above	✓
	Inpatient Catheter-associated urinary tract infection (CAUTI)	✓
	Inpatient Central line-associated blood stream infections (CLABSI)	✓
	Ambulatory Patient Burns	✓
	Ambulatory Surgical Errors	✓
	Ambulatory Patient Falls with Injury	✓



Patient Experience

Nurses directly influence the patient experience through every interaction, from communication and education to coordination of care. The Ambulatory Team reviewed patient feedback and experience data, nurses identify opportunities to improve care delivery, strengthen communication, and address patient concerns. These insights have led to the development of practical tools and best practices that promote consistent, compassionate, and patient-centered care across ambulatory settings, helping to enhance satisfaction, trust, and overall patient outcomes.



Emergency Department Key Outcome Metrics

- Promotion of Response Times- Sexual Assault Forensic Exam Program
- Rate of Left Without Being Seen

In alignment with the Nursing Organization's Strategic Plan, the Emergency Department focused on improving care for patients presenting after sexual assault and reducing left-without-being-seen (LWBS) rates. The formalization of the Sexual Assault Forensic Examiner (SAFE) Program reduced response times from 1 hour 43 minutes in 2024 to 1 hour 3 minutes in 2025, enhancing trauma-informed care and supporting the timely collection of forensic evidence. To address LWBS, the ED implemented a team triage model that accelerated care initiation upon arrival. Despite nearly 1,800 additional patient visits, the LWBS rate improved from 4.8% to 2.9%, reflecting the collaborative efforts of nurses, providers, and ED technicians to improve both patient experience and clinical outcomes.

COURAGE TO **LEAD** the FUTURE

Redesigning and redefining current systems and practices is essential for Magnet organizations to foster ongoing development in the nursing profession and improve patient care outcomes. Saratoga Hospital's strong nursing team is essential in contributing to interdisciplinary teams and shaping the organization's future. The 2025-2027 Nursing Organization Strategic Plan focuses on advancing nursing excellence through Operational Excellence, Transformational Leadership, Structural Empowerment, Exemplary Professional Practice, and New Knowledge, Innovation, and Improvements.

2025-2027 SARATOGA HOSPITAL NURSING STRATEGIC PLAN

Operational Excellence Continue Magnet Excellence	Transformational Leadership Strengthen Nursing Leadership	Structural Empowerment Empower Nurses through Shared Governance	Exemplary Professional Practice Advance Professional Practice	New Knowledge, Innovations & Improvements Promote Evidenced-Based Practice & Research
Continue the enculturation of Nursing Excellence and achieve 5th Magnet redesignation.	Develop Nursing Peer Review Committee.	Enhance shared governance, professional certification, and academic advancement.	Standardize annual documentation of professional development and goal achievement.	Track evidence-based practice projects through the Research & EBP Committee.
Evaluate outcomes of standardized bedside shift report.	Evaluate succession planning programming for emerging nurse leaders.	Strengthen academic partnerships and transition-to-practice programs.	Maintain outperformance on nurse-sensitive indicators and Nursing Scorecard measures.	Each Unit-Based Council implements one evidence-based practice change annually with measurable outcomes.
Modify NDNQI tracking to include nursing hours per patient day and assaults on nurses.	Evaluate mentoring programs for clinical nurses and nurse leaders.	Empower nurses through ongoing professional development opportunities.	Strengthen collaboration between inpatient and ambulatory settings to enhance continuity of care.	Continue nursing research initiatives, including the 5-layer foam dressing study.
Track nurse recruitment and retention metrics.	Promote health, wellness, diversity, equity, and inclusion initiatives across the nursing organization.		Engage patients and families in improving clinical practice.	Develop capstone project opportunities for nursing students.
Explore alternative care delivery models.	Promote nursing scope and standards for documentation and patient education.		Explore opportunities for nurse healthcare advocacy.	Expand nurse involvement in local community health and wellness initiatives.
Incorporate outcome-based project tracking for potential Magnet Sources of Evidence.				



NURSES ARE THE **HEART**
OF HEALTHCARE



ALBANY MED Health System

SARATOGA HOSPITAL

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saratogahospital.org