

# 2021/2022 YEAR IN REVIEW

---



## TABLE OF CONTENTS

Mission	2
By the Numbers	3
Benchmarking	4
New Members (January 2020 to March 2022)	4
Member Portfolios	5
Program Updates	5
Courses	5
NICHE Conferences	6
2021 NICHE Virtual Conference	6
Leadership Training Program Update (LTP)	7
New LTP Launched in February 2022	7
LTP Mentors	7
Books and Publications	8
Books	8
NICHE Columns	8
Partnerships	8
NICHE + Choosing Wisely® Trailblazer Award Program	8
Civil Monetary Penalty Grant	9
NICHE + ACSG Surgical Verification Program Learning Collaborative	9
Veterans Health Administration Members	9
National Program Office Staff	10
New Hires	10
NICHE Program Office Staff Achievements	10
Board Memberships	10
Fellowships	11
Awards	11

Dear members,

Over the past two years, we have watched as the world went through unprecedented hardship and trauma due to the COVID-19 pandemic. Throughout it all, we witnessed our NICHE members perform heroic services to treat and care for the sick under extremely difficult circumstances. We cannot thank you enough for your service.



At NICHE, we have offered support and room for discussion with our COVID-Connection series throughout the pandemic and completed several continuous quality improvement projects to support your work to advance geriatric nursing excellence.

With continuous improvement in mind, in 2021 we launched our new implementation tool to make it easier for our members to submit a practice portfolio for recognition at the General Member, Senior Friendly and Exemplar levels. We also created a brand-new Leadership Training Program which launched in February 2022.

We were sad to have to cancel our 2020 New Orleans conference due to the pandemic, but we were overwhelmed with the support and attendance for our two virtual conference offerings in 2020 and 2021. We are very much looking forward to seeing you in person in New Orleans in 2023!

We are committed to learning how we can improve our services and look forward to exceeding your expectations in the coming year. Thank you for your dedication to improving healthcare for older adults.

Sincerely,

A handwritten signature in black ink, reading "Mattia J. Gilmartin". The signature is fluid and cursive.

Mattia J. Gilmartin, Ph.D., RN, FAAN  
Executive Director





## MISSION

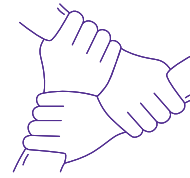
Nurses Improving Care for Healthsystem Elders (NICHE) is one of the original care models that aims to optimize the nurse practice environment to address the unique needs of older adults. As an organizational intervention, the goal of NICHE is to enhance nurses' knowledge and skills to position nurses as leaders who systematically implement evidence-based practices to improve health outcomes for older adults.



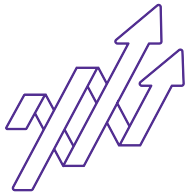
## BY THE NUMBERS

400

Total Members



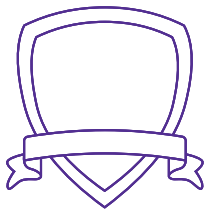
New Members: 55



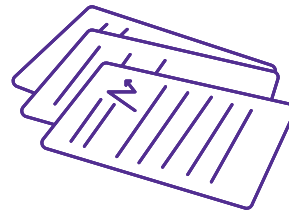
Member Retention Rate: 78%



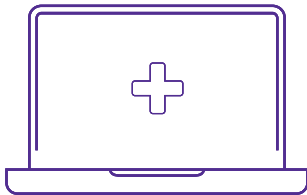
Veterans Administration Medical Center Members: 9



Recognition Levels: 3



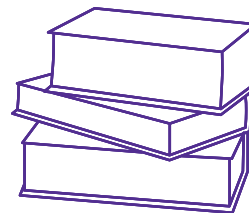
Annual Subscription to *Geriatric Nursing*: 1



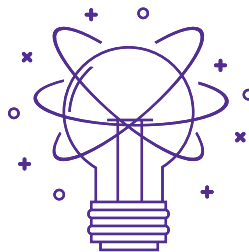
Webinars:

17 in 2020

21 in 2021



PCA/CNA Educational Hours across  
Learning Paths and Courses: 11



Continuing Nursing Professional  
Development Contact Hours: 96.85

## BENCHMARKING

The GIAP is a baseline profile to assess nurses' knowledge, skills, and attitudes about older adults and their perceptions of the practice environment to support clinical nursing excellence.

GIAP participation rates:

- Pilot to Wave 6: February 2017- February 2020 – Participation by 162 sites and 8,015 nurses.
- COVID begins March 2020 – GIAP surveys are suspended in Spring/Fall 2020
- Wave 7 through 9: June 2020 - October 2021 – Participation by 36 sites and 1,224 nurses

GIAP Results:

- Participating members receive a customized report of their organization's results.
- GIAP reports include recommendations to address gaps in staff knowledge and the practice environment. Additional guidance to support program implementation initiatives was provided.
- Recommended reevaluation period: 3-5 years

## NEW MEMBERS (JANUARY 2020 TO MARCH 2022)

Adventist Health Bakersfield	Advocate Aurora Post-Acute Care	AHS Western Region- Hackettstown
AHS Western Region- Newton	Alice Peck Day Memorial Hospital	Brigham and Women's Hospital
Cape Fear Valley Hoke Hospital	Christian Health Care Center - NJ Acute	Christian Health Care Center - WA
Christian Health Care Center - NJ LTC	Geisinger Medical Center	Geisinger St. Luke's Hospital
Geisinger Wyoming Valley Medical Center	Glen Cove Hospital	Grand Island VA Medical Center CLC
Huntington Hospital - NY	Indian River Hospital	Jupiter Medical Center
Kaiser Permanente Fremont Medical Center	Kaiser Permanente Fresno Medical Center	Kaiser Permanente Manteca Medical Center
Kaiser Permanente Modesto Medical Center	Kaiser Permanente Redwood City Medical Center	Kaiser Permanente Roseville Medical Center
Kaiser Permanente San Francisco Medical Center	Kaiser Permanente San Jose Medical Center	Kaiser Permanente San Leandro Medical Center
Kaiser Permanente Santa Clara Medical Center	Kaiser Permanente South Sacramento Medical Center	Kaiser Permanente Vacaville Medical Center
Kaiser Permanente Walnut Creek Medical Center	Martinez VA Medical Center	New Orleans East Hospital
North Shore University Hospital	Northern Westchester Hospital	NYC Health + Hospitals Community Care
NYU Langone Hospital - Brooklyn	NYU Langone Orthopedic Hospital	Ohio State Wexner Medical Center East Hospital
Pennsylvania Hospital	Plainview Hospital	Robert Wood Johnson University Hospital Hamilton

San Francisco Campus for Jewish Living	South Shore University Hospital	Southwestern Vermont Medical Center
St. Luke's Lehighton Campus	Syosset Hospital	Texas Health Harris Methodist Hospital Hurst-Euless-Bedford
Touro Infirmary	TRU Community Care	UC Davis Medical Center
University Medical Center New Orleans	UPMC St Margaret's Hospital	WellSpan York Hospital
West Palm Beach VA Medical Center CLC		

## MEMBER PORTFOLIOS

---

The NICHE model emphasizes the role of the nurse as a change agent and leader for effective program development, implementation of best practices, and the formulation of healthcare policy. NICHE members are invited to submit a practice portfolio documenting changes in workforce competence, clinical governance, and practice changes, as well as the associated outcomes in the care of older adults. Members are recognized at three levels: member, senior-friendly, and exemplar.

The following members submitted a portfolio in 2020 through March 2022 and have achieved a new recognition status:

[Martha Jefferson Hospital](#) - Senior-Friendly  
[Jersey City Medical Center](#) - Senior-Friendly  
[UHS Wilson Regional](#) - Senior-Friendly  
[UHS Binghamton General](#) - Senior-Friendly  
[Stony Brook University Hospital](#) - Exemplar  
[University Hospitals Geauga Medical Center](#) - Exemplar  
[MedStar Georgetown University Hospital](#) - Exemplar  
[MedStar Union Memorial Hospital](#) - Exemplar  
[MedStar St. Mary's Hospital](#) - Exemplar

## PROGRAM UPDATES

---

### Courses

In addition to the Leadership Training Program, NICHE offers four learning paths:

- Geriatric Resource Nurse (GRN) – 17 modules
- Introduction to Gerontology – 4 modules
- Critical Care Nursing of Older Adults – 6 modules
- Nursing Care of the Older Adult with Cancer – 6 modules

## Geriatric Patient Care Associate (PCA/CNA) – 17 modules

In total, these four learning paths provide our members with 28.45 hours of continuing nursing professional development education for licensed vocational nurses, registered nurses and APRNs. Nursing Assistants receive certificates of completion for their participation in the NICHE practice development programs.

## 2020 NICHE Conference

Due to unprecedented circumstances with COVID-19, the NICHE 2020 conference in New Orleans was canceled. Instead of an in-person conference, NICHE highlighted our four keynote speakers in a virtual conference over four days in October and November 2020:

- Nurses as Deprescribing Champions: When and How to Seize Opportunities to Reduce High-risk Medications presented by Teresa Delellis of Dupont Hospital
- Choosing Wisely to Promote High-Value Care presented by Kelly Rand of the ABIM Foundation and highlighting the work NICHE members at NYC Health + Hospitals/Sea View, Riddle Hospital, and Medstar Montgomery Medical Center
- Transforming Dementia Care presented by Doug Pace and Sam Fazio of the Alzheimer's Association
- The American College of Surgeons Geriatric Surgery Verification Program: Exploring Outcomes and Lessons Learned to Improve Care Quality presented by the American College of Surgeons and highlighting the work of NICHE members at UAB Hospital

## 2021 NICHE Virtual Conference

NICHE hosted a large three-day virtual conference featuring four keynote presentations, two plenary sessions, 15 breakout sessions, four roundtable track sessions, 26 poster presentations, and Meyers and Friends programming.

### Keynote Presentations

#### [Enhancing Family Caregiving Preparedness: Competencies for Health Professionals](#)

**Terri Harvath, Ph.D., RN, FAAN, FGSA** | Senior Director for Strategic Initiatives, Family Caregiving Institute Director and Clinical Professor, Betty and Irene Moore School of Nursing at the University of California-Davis

#### [Becoming an Effective Change Maker](#)

**Julie Battilana Ph.D.** | Alan L. Gleitsman Professor of Social Innovation, Harvard Kennedy School and Joseph C. Wilson Professor of Business Administration, Harvard Business School

#### [Meeting the Challenges of Caring for Military Veterans in the Community](#)

**Linda Schwartz, DrPH, MSN, RN, FAAN** | Vietnam Veterans of America Inc.

#### [Policy, Pandemics, Potential: Finding Better Pathways for Health of Older Adults](#)

**Eileen M. Sullivan-Marx, Ph.D., RN, FAAN** | Dean & Erline Perkins McGriff Professor, NYU Rory Meyers College of Nursing, President, American Academy of Nursing



A very special thank you goes to our steering committee who worked to produce two great online experiences during the unforeseeable circumstances caused by COVID-19.

### **Conference Steering Committee Members 2020 and 2021**

Jennifer Pettis (Chair)	Marilyn Lopez (2020, 2021)
Eugenia Bachaleda (Co-Chair)	Denise Lyons (2020, 2021)
Kayett Asuquo (2021)	Dennise Laverenz (2020, 2021)
Brenda Belbot (2020, 2021)	Jocelin Maxwell (2020)
Jennifer Bierbaum (2021)	Andrea Nolan (2020)
Diedre Carolan (2020, 2021)	Patricia Pokrandt (2021)
Collen James (2020)	Julie Simon (2021)
Stacey Johnson (2020)	Arlene Stoller (2021)
Tracie Heckman (2020)	Nancy Vaccaro (2020)
Dawn Hippensteel (2021)	Cassandra Vonnies (2020, 2021)

## **LEADERSHIP TRAINING PROGRAM UPDATE (LTP)**

---

### **New LTP Launched in February 2022**

In 2021, the NICHE team created a new LTP that launched in February 2022. The new LTP is a 12-week executive format course that includes a year-long mentored clinical change project. Participants learn about the NICHE practice model and develop skills to improve their effectiveness with leading practice improvement initiatives. The course is designed for small teams of nurse leaders who are responsible for implementing the NICHE model in hospital and nursing home settings. The LTP is open to new NICHE member and current member who are interested in deepening their expertise in leading and managing complex change initiatives to advance the quality of care delivered to older adults.

A special thank you to our LTP mentors who work closely and diligently with the LTP participants.

### **LTP Mentors**

Brenda Belbot, MSN, MHA, RN-BC

Deirdre Carolan Doerflinger, Ph.D., ANP-BC, GNP-BC

Judith DellaRipa, Ph.D., RN, FNP-BC

Sarah Evans, MSN, RN, ONC, CMSRN

John Jorgensen, MPA, RN

Sarah Knowles, MSN, APRN, ACCNS-AG, RN-BC, WCC

Dennise Lavrenz, BSN, MBA, RN, CENP

Denise Lyons, DNP, APRN, AGCNS-BC

Arlene Stoller, MS, RN-BC, GCNS, ACNS-BC, CDP

Cassandra Vonnies, DNP, APRN, GNP-BC, AOCNP, CPHQ, FAHA

## BOOKS AND PUBLICATIONS

---

### Books

We worked with NICHE founder Terry Fulmer of The John A. Hartford Foundation to write *Nurses Improving Care for Healthsystem Elders* that was published by Springer Publishing in 2019. This edited volume highlights the development of the NICHE practice model and is the go-to guide for establishing and growing a robust NICHE program. In addition, the 6th edition of *Evidence-Based Geriatric Nursing Protocols for Best Practice* also came out in 2020.

### NICHE Columns

- Bimonthly NICHE Column in *Geriatric Nursing* journal
- Quarterly columns in ANA - New York Nurse, the newsletter of ANA-NY and The Director, *The Journal of the National Association of Directors of Nursing Administration in Long Term Care*.

## PARTNERSHIPS

---

### NICHE + Choosing Wisely® Trailblazer Award Program

Choosing Wisely® is a campaign of the ABIM Foundation that seeks to advance a national dialogue on avoiding unnecessary medical tests, treatments, and procedures.

The ABIM Foundation leads this national initiative to promote evidence-based patient care, encourage clinicians and patients to engage in conversations about care during which they weigh risks and benefits, and encourage health systems to implement interventions to reduce low-value care. In 2020, NICHE and ABIM Foundation formed an alliance to reinforce our mutual goal of improving quality of care.

In November 2020, we launched the NICHE-ABIM Foundation Choosing Wisely® Trailblazer Award. The award recognizes NICHE member organizations whose NICHE teams have implemented quality improvement projects focusing on the following areas:

- American Academy of Nursing Recommendations
  - Mobility and fall reduction
  - Delirium recognition and management
  - Sleep hygiene
  - Restraint reduction
  - Urinary catheter management
  - Nutrition or hydration
- Additional Areas Identified by NICHE
  - Medication safety
  - Care coordination or transitions of care
  - Advance care planning

In 2020 there were 75 Choosing Wisely® Trailblazer Awardees and in 2021 there were 25 Choosing Wisely® Trailblazer Awardees. We congratulate our members and their achievements and look forward to receiving 2022 applications.

### **Civil Monetary Penalty Grant**

As reported in 2019, the Washington Department of Social and Health Services awarded NICHE a grant of more than \$644,000 to improve the quality of care for older adults living in nursing homes in Washington State. This project is the first of its kind at NYU Rory Meyers College of Nursing and is led by Dean Eileen Sullivan-Marx, Dr. Mattia Gilmartin and Ms. Jennifer Pettis.

Funded by the Centers for Medicare & Medicaid Services' Civil Money Penalty Reinvestment Program, the aim of this grant is to improve staffing quality and enhance dementia care in 30 nursing homes across the State. Due to the impact of COVID-19, this project was suspended, and we are now relaunching our efforts to recruit nursing homes in Washington State to join NICHE and to hire a project manager to join the team. If you are based in Washington State and know of nursing homes that might benefit from joining NICHE send us an email at [support@nicheprogram.org](mailto:support@nicheprogram.org).

### **NICHE + American College of Surgeons Geriatric Surgical Verification Program Learning Collaborative**

NICHE is offering quarterly learning collaborative meetings hosted by Mattia Gilmartin, executive director, and featuring important updates and information from our colleague, Genevieve Ranieri, ACS GSV Program Manager. These meetings are designed for NICHE Coordinators and clinical leaders based at hospitals that are interested in pursuing verification as a Geriatric Surgery Hospital through the American College of Surgeons GSV program. Participants learn from one another about their quality improvement initiatives to implement the GSV standards and align NICHE program efforts to optimize the care environment for older adults requiring surgery. Information about this initiative, including recordings of past meetings and practice development resources, are available in the NICHE Knowledge Center, Coordinator Corner section. To reserve your place at an upcoming meeting, send an email to [support@nicheprogram.org](mailto:support@nicheprogram.org).

## **VETERANS HEALTH ADMINISTRATION MEDICAL CENTER MEMBERS**

---

Hampton Veterans Affairs Medical Center  
Washington DC Veterans Affairs Medical Center  
Bay Pines VA Healthcare System  
James J. Peters VA Medical Center  
James A Haley Veterans Hospital CLC-Tampa  
VA Northern California Health Care System  
Capital View Community Living Center  
West Palm Beach VA Medical Center CLC  
Grand Island VA Medical Center CLC

## NATIONAL PROGRAM OFFICE STAFF

---

Mattia J. Gilmartin  
Executive Director

Jennifer Pettis  
Acting Director, Programs

Alison Bean  
Leadership Training Program Coordinator

Louise Mary Simon  
Associate Director, Operations

Chloe Tam  
Leadership Training Program Coordinator

Eugenia Bachaleda  
Assistant Director, E-learning

Richard Lynch  
Computer Support Technician

Joanna Melendez  
Senior Budget Analyst

LaQuanda Hillery  
Administrative Aide II

Aalok Mehta  
E-Learning Specialist

David James Lamb  
Communications Analyst

## NEW HIRES

---

Alison Bean (September 2021)

Leadership Training Program Coordinator

Alison Bean joins us from Neal R Gross & Co Inc., where she was employed as a court reporter. Alison has a master's degree from the University of Edinburgh and a bachelor's degree from Colgate University. Before moving to New York in 2019, Alison lived in Washington, D.C., and is originally from St. Louis.

Chloe Tam (October 2021)

Leadership Training Program Coordinator

Chloe Tam joins us from PunkinFutz where she was employed as a Production Coordinator. Chloe has a B.A. degree in Business Management from Long Island University Brooklyn. She is a lifelong New Yorker.

## NICHE PROGRAM OFFICE STAFF ACHIEVEMENTS

---

### Board Memberships

Mattia Gilmartin

Board Member, Ain Center for Entrepreneurship and Innovation, University of Rochester

Associate Editor, Quality Management in Healthcare, 2021

George Terry Book Award Committee Member, Academy of Management, 2022

Jennifer Pettis

New York State Board for Nursing, 2021

## **Fellowships**

Mattia Gilmartin

Health and Aging Policy Fellowship and American Political Science Association Congressional Fellow, 2020-2021

During the fellowship year, Mattia worked on two technical assistance projects to influence changes in policy on the topics of organizational transformation for the Centers for Medicare and Medicaid Innovation (CMMI), Learning and Diffusion Team, and on hospital to home discharge pathways for the Association for Community Living.

Jennifer Pettis

Fellow of the New York Academy of Medicine, 2021

## **Awards**

Jennifer Pettis

National Hartford Center of Gerontological Nursing Excellence (NHCGNE) Distinguished Educator in Gerontological Nursing, 2020

2021 Amy J. Berman Geriatric Nursing Leadership Award, One of Sigma's International Awards for Nursing Excellence

2021, Frank Carlino Award, New York State Alzheimer's Association Advocacy Award

Eugenia Bachaleda

2020-2021 Meyers Promise Award, which recognizes commitment, dedication, and ongoing contributions to NYU Rory Meyers College of Nursing



[nicheprogram.org](http://nicheprogram.org)  
[support@nicheprogram.org](mailto:support@nicheprogram.org)  
Phone: 212.998.5445  
Fax: 914.612.9168

