



Mass General Brigham  
Brigham and Women's Faulkner Hospital

2022 Annual Report  
Department  
of Nursing





## Table of contents

A letter from Cori Loescher, MM, BSN, RN, NEA-BC, Chief Nursing Officer and Vice President of Patient Care Services .....	4
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### Transformational Leadership

Nursing Administration .....	5
Nurse Directors, Assistant Nurse Directors and Flow Managers .....	5
Program Directors and Managers .....	6
Professional Development Managers .....	6
Nurse Scientists .....	7
Nursing Supervisors .....	7
Department of Nursing gathers for Fall Nursing Summit .....	8
Update: Diversity, equity and inclusion at Brigham and Women’s Faulkner Hospital.....	9
Making a difference in the communities we serve .....	10
Nurses prepare for re-designation process at 2022 ANCC National Magnet Conference .....	11
The nursing supervisor role in facilitating an optimal and timely experience for patients .....	12
Vigil Volunteer program takes shape with help from Case Manager .....	13

### Structural Empowerment

Nurse Recognition Awards honor excellence in nursing .....	14-15
ICU receives Evidence-Based Practice Award .....	15
DAISY Awards .....	16
Celebrating our certified nurses .....	17
Commitment to education .....	18
Advancing doctoral education .....	19
Newly Licensed Nurse Residency Program expands to the operating room .....	20
Newly Licensed Nurse Residency Program receives national accreditation .....	21
The NLN-RP experience .....	22
Innovative NLN Preceptor Program .....	22
APP in Excellence Award .....	23
Boston Globe’s Salute to Nurses .....	23
Pillars of Excellence Awards .....	23

### Exemplary Professional Practice

Professional Practice Model .....	24
Peer Review .....	24
Shared Governance committees .....	25-26
Quality Data .....	27

### New Knowledge, Innovations and Improvements

Publications and presentations .....	28-29
Nurses attend professional conferences .....	30
Nursing research .....	31

# A letter from Cori Loescher, MM, BSN, RN, NEA-BC Chief Nursing Officer and Vice President of Patient Care Services

Dear Nursing Colleagues,

## **Welcome to our 2022 Annual Report!**

Marked by high patient volume and ongoing staffing shortages, 2022 has been quite a challenging year. But the thing that continues to inspire me each and every day is all of you—our exceptional nursing staff. You care for our patients with compassion and respect, even on the days when you feel exhausted and burnt out. You do it because it's our passion as nurses, and you do it so well.

As I look forward to 2023, I am hopeful. Right now, as I write this letter, I see the construction that is underway in the back parking lot. Parking for both staff and our patients and visitors is going to be difficult in the months ahead, adding another inconvenience to our daily lives. But it's a visual reminder to me of all that we have to look forward to. When construction is complete, we'll have a much-needed new parking garage, and we'll have an expanded endoscopy center, an upgraded radiology space, a new eight-bed extended recovery unit and 78 new single-occupancy inpatient rooms, meaning we will be better able to provide care to the community right here on our campus.

The expansion also means we will have more beds to staff. A daunting task given the current environment. But I am committed to growing the Department of Nursing. Our Newly Licensed Nurse Residency Program received certification from the American Nurses Credentialing Center's (ANCC) Practice Transition Accreditation Program® (PTAP) and we hope this will continue to draw new-to-practice nurses to our organization. With the help of the Mass General Brigham Talent Acquisitions team, we have improved our outreach in the marketplace and are working tirelessly to find the best and brightest nurses in the area to join us here at Brigham and Women's Faulkner Hospital. Nursing Leadership is also focused on improving the work environment for all of you and finding ways to improve nurse wellness and increase retention. I feel confident we will be able to lessen the burden on all of you and expand our services as our building grows.

I'm also incredibly hopeful about the Magnet re-designation process. In September of 2021, we submitted our interim monitoring report, which was accepted and met standards for excellence. Throughout the spring and summer of 2023, we will be hard at work writing the stories we will submit in August of 2023. It's a daunting amount of work, but, for me, documenting the work that we do here at Brigham and Women's Faulkner Hospital serves as an important reminder of the kind of care you provide to our patients and just how much we can accomplish as a department.

From the bottom of my heart, I hope you know just how much I appreciate your dedication and professionalism. I am beyond proud to serve you as your CNO.

Sincerely,



Cori Loescher, MM, BSN, RN, NEA-BC  
*Chief Nursing Officer and Vice President of Patient Care Services*



## Nursing Administration



**Cori Loescher, MM, BSN, RN, NEA-BC**  
Chief Nursing Officer and Vice President of Patient Care Services



**Robin Kaufman, DNP, APRN, FNP-C, NEA-BC**  
Associate Chief Nurse, Perianesthesia, Procedural and Ambulatory Services



**Lynne Morrison, MS, RN**  
Associate Chief Nurse of Inpatient Nursing



**Colleen West, DNP, MBA, RN, CPHQ**  
Executive Director of Nursing Professional Development, Practice and Innovation

## Nurse Directors, Assistant Nurse Directors and Flow Managers



**Mary Anne Barry, MBA, BSN, RN**  
Nurse Director, 7 South and IV Team



**Allison Bernard, PhD, DNP, RN**  
Nurse Director, 6 South



**Juliet Gleason, MBA, MSN, RN**  
Nurse Director, 7 North and Float Pool



**Jaclyn Glenn, MBA, BSN, RN**  
Nurse Director, Operating Room



**James Grafton, MSN, MHA, RN, CCM**  
Director, Care Continuum Management



**Kathryn James, BSN, RN**  
Nurse Director, 2 South



**Erin Kelleher, BSN, RN**  
Assistant Nurse Director, Ambulatory Services



**Alexandra Penzias, DNP, MEd, APRN, ACNS-BC, CEN**  
Nurse Director, Procedural and Ambulatory Services



**Robin Powell, MSN, RN, CEN**  
Nurse Director, Emergency Department



**Suzelle Saint-Eloi, MS, RN**  
Nurse Director, 6 North



**Estier Sayegh, MBA, BSN, RN, CNRN, PCCN, CCRN**  
Nurse Director, ICU, Dialysis and Respiratory

Program Directors and Managers



**Shelly Bazes, MS, RN, WHNP-BC**  
Program Manager, Patient Acuity



**Cody Hedglin, MSN, RN, CWON**  
Program Manager, Wound  
Ostomy Continence Care



**Rose LaPlante, MBA, MSN,  
RN, NEA-BC**  
Program Manager, Nursing  
Quality and Magnet



**Paula Wolski, MSN, RN-BC**  
Program Director,  
Informatics for Nursing/  
Patient Care Services

Professional Development Managers



**Susan Belton, MSN,  
BS, RN, CNL**  
6 North and 7 North



**Jennifer Capone,  
MSN, RN**  
Nursing Orientation and  
Transition to Practice



**Lauren Donovan, MSN, RN**  
Endoscopy, OPIC, Pain  
Management Center and  
Cardiac Rehabilitation



**Jill Grant, BSN, RN,  
CEN**  
NPDM/Nurse  
Supervisor Partner



**Tedi Hughes, MSN,  
RN, PMHCNS-BC**  
2 South



**Phil Malleon,  
MSN, RN, NPD-BC**  
6 South, IV and  
Float Pool



**Kathy McCarraher, MHA,  
BSN, RN, CPAN, ONC**  
PACU, 7 South, Center for  
Preoperative Evaluation  
and Pre-Op Holding



**Maria Murphy  
McKay, MSN, RN**  
Per Diem Educator



**Patricia Rabbett, MSN,  
RN, CCRN-K**  
Interventional  
Radiology/  
Interventional  
Nephrology, ICU  
and Dialysis



**Ann Marie Reynolds-  
Lynch, DNP, MSN, RN**  
Recruitment and  
Retention



**Terry Roche, MSN,  
RN, NPD-BC**  
Per Diem Educator



**Beth Waters, MSN, RN, CPEN**  
Emergency Department,  
Nursing Supervisors and PCA  
Float Pool



**Nurse Scientists**



**Helene Bowen Brady, DNP, MEd, RN, NEA-BC, NPD-BC**



**Kathleen Ahern Gould, PhD, RN**

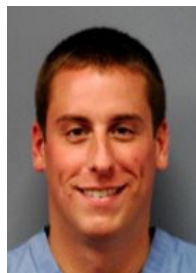
**Nursing Supervisors**



**Julia Almeida, BSN, RN, MEDSURG-BC**  
Nursing Supervisor



**Samantha Andreasen, MSN, RN**  
Nursing Supervisor



**Bill Babine, BSN, RN**  
Nursing Supervisor



**Brandon Boutin, BSN, RN**  
Nursing Supervisor



**Brianna Colleran, MSN, RN**  
Nursing Supervisor



**Lauren Fagundes, MSN, RN**  
Nursing Supervisor



**Laurie Flahive, BSN, RN**  
Lead Nursing Supervisor



**Marilyn MacDonald, RN**  
Nursing Supervisor



**Alexandra O'Malley, BSN, RN, CNOR**  
Nursing Supervisor



**Aliesha Wisdom, MSN, RN**  
Nursing Supervisor

## Department of Nursing gathers for Fall Nursing Summit



Chief Nursing Officer and Vice President of Patient Care Services Cori Loescher, MM, BSN, RN, NEA-BC, outlines the 2023 Strategic Priorities for summit attendees

Brigham and Women's Faulkner Hospital's Department of Nursing gathered chairpersons from each of the Unit Based Councils, Nursing Shared Governance Committees and the Advanced Practice Provider (APP) Council for their annual Fall summit meeting. The summit is designed to develop leadership skills, share examples of unit- or committee-level practice improvements and engage clinical nurses in the development of the Department of Nursing's Strategic Goals. This Fall, the work was focused on revising Unit Based Council charters and sharing best practices.

The session was facilitated by Executive Director of Nursing Professional Development, Practice and Innovation Colleen West, DNP, MBA, RN, CPHQ, Professional Development Manager for the Perioperative Areas and 7 South Kathy McCarraher, MHA, BSN, RN, CPAN, Program Manager for Nursing Quality and Magnet Rose LaPlante, MBA, MSN, RN, NEA-BC, and Nurse Scientists Helene Bowen Brady, DNP, MEd, RN, NPD-BC, NEA-BC, and Kathleen Ahern Gould, PhD, RN. The day began with the unveiling of the department's newly redesigned Professional Practice Model and Shared Governance Model before Chief Nursing Officer and Vice President of Patient Care Services Cori Loescher, MM, BSN, RN,

NEA-BC, reviewed the progress that was made on the 2022 Nursing Strategic Goals and introduced the 2023 Strategic Priorities.

Collaborative work began when small groups broke off to focus on revising the Unit Based Councils' charters. "Members from the Councils were really engaged in this work," says Bowen Brady. "It was a chance to reflect on past accomplishments and brainstorm ways to breathe new life into their Councils."

Later in the day, LaPlante offered an update on the hospital's Magnet journey while the Outpatient Infusion Center Unit Based Council and the APP Council shared updates on their work with the group. That was followed by a spotlight on recent publications and podium and poster presentations as well as updates on on-going research projects.

At the close of the day, Loescher reflected on this year's summit. "I hope you found the summit to be as exciting as I did. It is so invigorating to sit with all of you and hear about your work and to learn from one another," she said. "It is inspiring to reflect on the 16 summits I have attended over the years and see how much we have changed and how much we have grown. You truly are an amazing department!"

## Update: Diversity, equity and inclusion at Brigham and Women's Faulkner Hospital

### United against racism

Mass General Brigham has made its United Against Racism campaign a top priority across the system. Here at Brigham and Women's Faulkner Hospital, promoting diversity, equity, inclusion, community health and health equity for our employees, patients and the community dovetails with that work and remains a top priority and, over the last year, much work has been done in these areas.

#### Diversity, Equity and Inclusion Council

The Diversity, Equity and Inclusion (DE&I) Council has members from all areas of the hospital who meet monthly to brainstorm ideas about how to promote DE&I efforts on our campus. The goal of the group is to create a space where colleagues can talk openly and honestly about the environment here at Brigham and Women's Faulkner Hospital and offer suggestions on how we can improve. This past year, the Council has spent a lot of time in conversation about our public-facing single-use restrooms with the goal to make it clear to staff, patients and visitors of all genders that those spaces are safe and available. "We're hoping to have new signage that reflects that sentiment installed by the time you read the Nursing Annual Report in early 2023," explains 6 North Nurse Director and DE&I Council Co-Chair Suzelle Saint-Eloi, MS, RN. "We are also helping to bring awareness to important commemorative dates throughout the year."

#### Nurses of Color Employee Resource Group

The Nurses of Color Employee Resource Group is intended to support nurses of color, providing an environment where colleagues can share experiences and collaborate to enact change. "We had been

meeting monthly, but, like so many initiatives, staffing challenges made it difficult to meet," says Saint-Eloi, who serves as the Executive Sponsor of the group. "I'm hoping to revive the group as I personally feel it's so important for nurses of color to support one another. I'd love for a few members of our staff to help me in that process."

#### Recruitment of Retention of a Diverse Workforce

Representation matters. For staff members, having colleagues and leaders who look like them within their organization promotes engagement. For patients, having caregivers who like them promotes a sense of trust that can help improve outcomes. That's why Brigham and Women's Faulkner Hospital is focused on recruiting and retaining a diverse workforce. "We need to increase our diversity. It is important to people from diverse backgrounds to see people they can connect with. We need to be sensitive to what is important to our workforce and our patients," explains Professional Development Manager for Recruitment and Retention Ann Marie Reynolds-Lynch, DNP, MSN, RN, who was hired this year to focus on these efforts.

6 South Nurse Director Allison Bernard, PhD, DNP, RN, agrees and has made it her mission to support a diverse workforce. In fact, this year she began the application process for a National Institutes of Health (NIH) grant to study how investment in the workforce, particularly the minority workforce who may not have easy access to resources, can lead to greater job satisfaction and retention. "I hope the grant will support mentoring, counseling and education, and help staff join professional organizations and earn certification," she says.

Are you are interested in joining the Diversity, Equity and Inclusion Council or the Nurses of Color Employee Resource Group?



Contact Suzelle Saint-Eloi, MS, RN,  
at [ssainteloi@bwh.harvard.edu](mailto:ssainteloi@bwh.harvard.edu).



## Making a difference in the communities we serve

Throughout the year, Brigham and Women's Faulkner Hospital nurses extend their reach beyond our hospital walls, volunteering in our community.



Rebecca Mogensen, MSN, RN, ACNP-BC, and her daughter Emery volunteer at SunSplash at the Italian Home for Children

Pain Management Center nurses Gail Vaughn, BSN, RN, PMGT-BC, Ann Kandalajt, RN, PMGT-BC, and Yvonne Koelsch Brown, BSN, RN volunteer at Community Servings



Elise Hurley, BSN, RN, volunteered to give flu shots to community members during a Community Health Van stop in Rosindale

Interested in volunteering in our community? Contact Community Health Program Manager Katie Plante at [kdplante@bwh.harvard.edu](mailto:kdplante@bwh.harvard.edu) to learn more.



The Nurse Executive Board volunteers at SunSplash at the Italian Home for Children; From left: Lynne Morrison, MS, RN, Colleen West, DNP, MBA, RN, CPHQ, Robin Kaufman, DNP, APRN, FNP-C, NEA-BC, and Cori Loescher, MM, BSN, RN, NEA-BC

During the holidays, 7 South and the APP Council teamed up to collect toys for the kids at the Italian Home for Children; From left: 7 South Nurse Director Mary Anne Barry, MBA, BSN, RN, APP Council Chair Laurie Rieger, MSN, RN, AGPCNP-BC, and Amanda Davenport, BSN, RN



## Nurses prepare for re-designation process at 2022 ANCC National Magnet Conference

The American Nurses Credentialing Center's (ANCC) Magnet Recognition Program® recognizes healthcare organizations for quality patient care, nursing excellence and innovations in professional nursing practice. Brigham and Women's Faulkner Hospital first earned Magnet designation in 2019, its interim monitoring report was accepted and met standards for excellence in September of 2021 and now the Department of Nursing is preparing for the re-designation process in 2023. In the Fall of 2022, seven representatives from the hospital attended the ANCC National Magnet Conference® in Philadelphia to learn about innovations other hospitals have undertaken to improve their practice environments and prepare for the re-designation process.

Among the delegates from Brigham and Women's Faulkner Hospital were Cori Loescher, MM, BSN, RN, NEA-BC, Chief Nursing Officer and Vice President of Patient Care Services, Estier Sayegh, MBA, BSN, RN, CNRN, PCCN, CCRN, Nurse Director for the ICU, Dialysis and Respiratory, Susan Belton, MSN, BS, RN, CNL, Professional Development Manager for 6 North and 7 North, Amanda Sykes, BSN, RN, from 7 North, Gail Vaughn, BSN, RN, PMGT-BC, from the Pain Management Center, Anne Marie Cecala, BSN, RN, HNB-BC, from 6 South, and Rose LaPlante, MBA, MSN, RN, NEA-BC, Program Manager for Nursing Quality and Magnet.

For Sykes, who attended the conference for the first time, the experience was inspiring. "From hearing the latest research about evidence-based practice, to celebrating nurses' accomplishments in improving patient care, to creating a bond with fellow nurses, the entire conference radiated a sense of progress," she says. "I am deeply grateful to have been able to attend such an empowering event and look forward to improving my own practice and care here at Brigham and Women's Faulkner Hospital."

Vaughn, also a first-time attendee, expressed a similar sentiment. "I was honored to attend the ANCC National Magnet Conference with my peers



From Left: Rose LaPlante, MBA, MSN, RN, NEA-BC, Susan Belton, MSN, BS, RN, CNL, Amanda Sykes, BSN, RN, Cori Loescher, MM, BSN, RN, NEA-BC, Estier Sayegh, MBA, BSN, RN, CNRN, PCCN, CCRN, Gail Vaughn, BSN, RN, PMGT-BC, and Anne Marie Cecala, BSN, RN, HNB-BC

from Brigham and Women's Faulkner Hospital," she says. "It was an exciting and inspirational experience learning about evidence-based practice and how to support our fellow nurses in challenging times. It was also a chance to meet peers from other departments at Brigham and Women's Faulkner Hospital that I may not have had an opportunity to connect with before."

Ultimately, the three-day conference served as an opportunity for the team to assess their efforts thus far in the re-designation process and plan for the work that still needs to be done. LaPlante explains, "We submitted our application for re-designation this past August and, in September, the Magnet Office accepted our application. All of the documentation to support Magnet redesignation is due by August 1, 2023. Magnet designation is awarded to hospitals meeting standards of excellence. We'll be submitting over 100 Sources of Evidence, including narratives and graphed outcome data. It's a lot of work, but I am confident we will represent the hospital and our department well in our Sources of Evidence."



## The nursing supervisor role in facilitating an optimal and timely experience for patients

In Boston and across the country, hospitals continue to see a record high volume of patients in the ambulatory, perioperative and inpatient units. Nursing supervisors play an important role in facilitating an optimal and timely experience for patients, as well as ensuring nurses are supported. As Lead Nursing Supervisor, Laurie Flahive, BSN, RN, says, “We have a pulse on the hospital.” She couples both her clinical and leadership skills to support and advocate for nurses.

Nursing supervisors round on the units to talk with staff and determine the needs and potential vulnerabilities each shift. In response to the record high volumes, and to ensure that every patient who comes through our doors gets the care they need when they need it, Brigham and Women’s Faulkner Hospital has implemented a new workflow called Capacity Disaster, designed to move patients waiting to be admitted to the hospital up to an inpatient unit faster to free up space in the Emergency Department. This new workflow involves four steps to ensure that patients receive the appropriate care, even when patient volume is high.

“We needed to find space to safely care for these patients outside of the Emergency Department,” says Associate Chief Nurse of Inpatient Nursing Lynne Morrison, MS, RN. “We established a Code Surge Committee that identified hallway space or ability to create double rooms within the inpatient units where up to 16 temporary beds could be set up. We then pulled in key stakeholders from the various disciplines to ensure those spaces would be appropriate for patients, while at the same time providing caregivers with the tools they need to provide care in a non-traditional space.”

Flahive explains that nursing supervisors try to upstaff if they feel the hospital is approaching Capacity Disaster. The nursing supervisors are instrumental in assessing current and potential staffing, resources and working with nurse leaders to secure additional staff if possible

Under the new workflow, when Capacity Disaster is confirmed, the team in the Emergency Department evaluates their current patient population and identifies those patients who are waiting for a bed on an inpatient unit and are well enough to be safely cared for in a temporary hallway bed. Among the patients who qualify are those that can wear a surgical mask continuously, can use a shared bathroom and require no isolation or suction, among other requirements.

The nursing supervisors are involved in the hallway beds process. They identify the appropriate patients to move into the hallway and support the nurses in caring for the patients admitted to the hallway. Flahive explains her role is a combination between clinical nursing and leadership—which she loves because it combines both these skillsets.

When a patient is moved from the Emergency Department to a temporary hallway bed on an inpatient unit, they are transferred to the care of their inpatient nurse. In the temporary hallway space, the nurse has everything needed to care for that patient and the patient has what they need to be comfortable, including a bedside table and call bell.

“Both our Emergency Department and inpatient nurses have been trained how best to explain the situation to patients. We hope that our patients will be much more comfortable away from the busy Emergency Department and feel better knowing the Emergency Department staff now has more space to care for more patients,” says Emergency Department Nurse Director Robin Powell, MSN, RN, CEN.

“Caring for patients in hallways should never be considered the norm,” adds Morrison. “But if it means we are able to care for everyone who needs us, we are happy to think of creative ways to make it happen.”



## Vigil Volunteer program takes shape with help from Case Manager

At Brigham and Women's Faulkner Hospital, the Spiritual Care Services team provides patients, their loved ones and hospital staff with emotional, spiritual and religious support. This support is particularly impactful during the journey through end of life. In addition to offering end of life rituals and memorial services, this year, the Spiritual Care Services team began offering a new service focused on supporting patients as they pass—particularly those patients who are without friends and family at their bedside.

Vigil Volunteer program was launched in July of 2022 by the Spiritual Care Services team in collaboration with the Palliative Care Services team. The program coordinates Vigil Volunteers to support patients who pass in the hospital without loved ones at the bedside by providing compassionate companionship during the dying process. Volunteers help to provide a dignified, respectful death and can expect to sit at the bedside of a patient, offering a quiet presence, for one hour, once or twice a month, outside of work hours.

The Vigil Volunteer program has been a success thanks to its leadership team, which includes Spiritual Care Coordinator Tara Deonauth, MDiv, Palliative Care Services Director John Halporn, MD, Gift Shop Associate Carrie Kaufmann, Psychiatry Resident Bryana Bayley and Case Manager Margaret Kelly, BSN, RN, CCM.

Kelly has been an active member of the leadership team from the inception of the idea and played an important role in the launch of the program. Representing the Department of Nursing, she collaborated with the team on the program design, interviewed prospective volunteers, trained volunteers and debriefed with volunteers after visits. "As a Case Manager, I'm in a unique position to promote the program and provide updates on patients to the case management and social work



Margaret Kelly, BSN, RN, CCM

teams," she says. "The program has been very well received by patients, families and staff. It has even been extended to include patients here for extended stays who could benefit from a friendly visitor."

**Are you are interested in  
volunteering or learning more?**



Please contact Spiritual Care  
Coordinator Tara Deonauth at  
[tdeonauth@bwh.harvard.edu](mailto:tdeonauth@bwh.harvard.edu).

## Nurse Recognition Awards honor excellence in nursing



From Left: Anwuli Jennifer Onyejose, BS, MS, Victoria Langrill, BSN, RN, Alison Cimino, BSN, RN, Maguy Rene, Jill Grant, BSN, RN, CEN, Megan Camp, BSN, RN, and Diana Benevides, BSN, RN (not pictured: June Nichols, BSN, RN)

Each year, as part of its National Nurses Week celebration, Brigham and Women's Faulkner Hospital celebrates its nurses with awards recognizing excellence in critical thinking, commitment to patient teaching, continuing education and outstanding delivery of patient- and family-centered care with compassion and dignity.

This year, the 2022 Nurse Recognition Awards ceremony was held in person and attended by the award recipients, their loved ones, family representatives for whom the award is named, hospital leadership and colleagues.

In her remarks, Chief Nursing Officer and Vice President of Patient Care Service Cori Loescher, MM, BSN, RN, NEA-BC, reflected on the challenges of the last several years and praised every member of the Department of Nursing for their compassion and commitment. To the award winners in the room, she said, "You are an amazing group of nurses and a huge asset to this organization. Our patients benefit from you each and every day. We are so proud of you and all that you do."

This year's winners, listed below, are just a few examples of the amazing work being done within the Department of Nursing on a daily basis.

**Anwuli Jennifer Onyejose, BS, MS**, from the Emergency Department, was presented with the Mary Devane Award. The award was established in 1998, by the family of Mary Devane, to be given to any member of Brigham and Women's Faulkner Hospital Department of Nursing (RN, PCA, UST, MHW, Secretary) in recognition of their commitment to delivering patient care with compassion, kindness and humor.

Emergency Department Clinical Leader **Jill Grant, BSN, RN, CEN**, received the Elaine Hazelton Memorial Scholarship Award. Elaine Hazelton's family established this award in 2009 to be given to a nurse who demonstrates a dedication to Brigham and Women's Faulkner Hospital within the practice and advancement of nursing. This recipient should be continuing his or her nursing education.

The ICU's **Victoria Langrill, BSN, RN**, received The Angela McAlarney Award. The McAlarney Award

was established in 2003 to be given to a member of Brigham and Women's Faulkner Hospital's Department of Nursing in recognition of excellence in patient and family education.

The Emergency Department's **Alison Cimino, BSN, RN**, the PACU's **June Nichols, BSN, RN**, and 6 North's **Diana Benevides, BSN, RN**, all received Mrachek Awards. The Mrachek Award was established in 1995 and is given to three members of Brigham and Women's Faulkner Hospital's Department of Nursing in recognition of their clinical skills and to support their continuing education in the nursing profession.

The Emergency Department's **Megan Camp, BSN, RN**, received the Newly Licensed Nurse Award. This award was established in 2019 and is given to a Newly Licensed Nurse hired in the previous 12 months at Brigham and Women's Faulkner Hospital in recognition of their personal and professional growth.

The Emmly Fidelia Nursing Support Staff Award was established in 2020 to be given to any support staff member of the Department of Nursing (PCA, UST, MHW, Secretary) in recognition of their integral role to the commitment and delivery of care for the units, staff and patients they care for/work with. This year's recipient was presented to 6 North's **Maguy Rene**.

## ICU receives Evidence-Based Practice Award



Members of the ICU team receive their Evidence-Based Practice Award from Chief Nursing Officer and Vice President of Patient Care Services Cori Loescher, MM, BSN, RN, NEA-BC (far right)

Brigham and Women's Faulkner Hospital's Evidence-Based Practice Award was established in 2019 by the Department of Nursing to be given in recognition of a multidisciplinary unit-based team or committee with a project that contributes to evidence-based practice. Initially the award was given by the Professional Advancement and Recognition Committee as part of the annual Nurse Recognition Awards ceremony. This year, the award was given for the first time by the Evidence-Based Practice/Research Committee during the Fall Nursing Summit to the team from the ICU.

The ICU was nominated for the Evidence-Based Practice Award for their Nurse Driven Palliative Care Consults project.



## DAISY Awards

The DAISY Foundation is an international program established in memory of J. Patrick Barnes who died at the age of 33 from Idiopathic Thrombocytopenic Purpura, an auto-immune disease. The Barnes Family was inspired by the care that Patrick received and established this unique program to recognize and thank the nurses who make a profound difference in the lives of their patients and families.

**The DAISY Award** recognizes those nurses who go above and beyond their regular job responsibilities to make Brigham and Women's Faulkner Hospital a great place to receive care.

**The DAISY Nurse Leader Award** recognizes the incredible work that nurse leaders do every day. At Brigham and Women's Faulkner Hospital, nurse leaders include Nurse Directors, Nursing Supervisors, Professional Development Managers and Program Managers in the Department of Nursing.

**The DAISY Team Award**  
The DAISY Team Award, given for the first time at Brigham and Women's Faulkner Hospital in 2022, recognizes a nursing team that has made a profound difference in the lives of their patients and family members. The team demonstrates collaboration, using clinical expertise and compassionate care to attain better patient and family outcomes.

### Congratulations to Brigham and Women's Faulkner Hospital's 2022 DAISY Award Winners!

#### DAISY Nurse Leader Award



6 North and 7 North Professional Development Manager  
Susan Belton, MSN, RN, CNL (center)

#### The DAISY Award



The PACU's Ann Marie Bermingham-Hamrock, MSN, RN (center)



The ICU's Victoria Langrill, BSN, RN (center)



The PACU's Eileen Hanson, RN (center)

#### DAISY Team Award



7 North

## Celebrating our certified nurses

Brigham and Women's Faulkner Hospital is proud to recognize the members of our nursing staff who currently hold professional nursing certification (this list is reflective of nurses working here as of December 2022).

### 2 South

Rita Agholor, MSN, RN, FNP-BC  
Rose O'Sullivan, BSN, RN, PMH-BC

### 6 North

Patricia Viel, BSN, RN, CCM

### 6 South

Anne Marie Cecala, BSN, HNB-BC  
Lusy Gonzalez, MSN, RN, MEDSURG-BC  
Jacqueline Slattery, BSN, RN, MEDSURG-BC

### 7 North

Ron Cassesso, BSN, RN, MEDSURG-BC\*  
Katty Halloran, BSN, RN, MEDSURG-BC  
Tracy Lane, MSN, RN, MEDSURG-BC  
Kathleen Lyons, BSN, RN, MEDSURG-BC\*  
Sia Willis, BSN, RN, CMSRN

### 7 South

Ruth Ducrepin, MSN, RN, NP-C  
Caroline King, RN, MEDSURG-BC

### Case Management

Rose Allain, BSN, RN, CCM  
Carolyn Amsbaugh, MSN, RN, CCM  
Latonya Bacon, BSN, RN, CCM  
Dawn Hickey, BSN, CMGT-BC  
Joanne Kelly, BSN, RN, CCM  
Margaret Kelly, BSN, RN, CCM  
Kathy Lang, BSN, RN, CCM  
Denise MacPherson, RN, CCM  
Atiya Niles, BSN, RN, CCM  
Leslie St. Cyr, BSN, RN, NC-BC, CCM  
Paula Winskowicz, BSN, RN, CCM

### CDI/Quality

Christine Braese, BSN, RN, CCDS  
Adriana Cecchini, MSN, RN, CIC

### Emergency Department

Margaret Anastasi, MSN, RN, ANP-BC  
Brittany Ballaron, BSN, RN, CEN  
Andria Bye, MSN, RN, CEN  
Nicole Fay, BSN, RN, CEN\*  
Julieanne Goodrich, MSN, RN, CEN, CPEN  
Sarah Munier, MSN, RN, CEN  
Thea Patterson, BSN, RN, CEN  
Kelly Sheehan, MSN, RN, FNP-BC  
Kathleen Shubitowski, MSN, RN, CEN

### Gastroenterology

Helen Driscoll, MSN, RN, CGRN  
Dara Keenan, RN, CGRN  
Mary Morris, BSN, RN, CGRN  
Catherine Murphy, BSN, RN, WCC

### Intensive Care Unit

Meigan Amaral, MSN, RN, CCRN\*  
Meaghan Boulger, MSN, RN, CCRN  
Heather Crocker, MSN, RN, NP-C  
Daniel Fortin, BSN, RN, CRNA  
Linda Luce, BSN, RN, CCRN  
Ellen McCarthy, DNP, MSN, RN, CCRN  
Hollis Solorzano, MSN, RN, CCRN

### IR/IN

Kimberly Bowden, BSN, RN, CEN

### IV Therapy

Christine Canavan, BSN, RN, CRNI  
Jestin Jose, BSN, RN, VA-BC  
Violeta Ramirez, BSN, RN, CRNI

### Nursing Leadership

Shelly Bazes, MS, RN, WHCNP-BC  
Helene Bowen-Brady, DNP, Med, RN, NEA-BC, NPD-BC  
James Grafton, MSN, MHA, RN, CCM  
Cody Hedglin, MSN, RN, CWON  
Robin Kaufman, DNP, RN, FNP-BC, NEA-BC  
Rose LaPlante, MBA, MSN, RN, NEA-BC\*  
Cori Loescher, MM, BSN, RN, NEA-BC  
Alexandra Penzias, DNP, Med, APRN, ACNS-BC, CEN  
Robin Powell, MSN, RN, CEN  
Estier Sayegh, MBA, BSN, RN, CCRN, PCCN, CNRN  
Colleen West, DNP, MBA, RN, CPHQ  
Paula Wolski, MSN, RN-BC

### Nursing Supervisors

Julia Almeida, BSN, RN, MEDSURG-BC  
Alexandra Hall, BSN, RN, CNOR

### Operating Room

Joanne Cassiani, BSN, RN, CNOR  
Susan Clark, RN, CNOR  
Shannon Curran, BSN, RN, CNOR  
Janet Donovan, RN, CNOR  
Nola Dzen, BSN, RN, CNOR  
Maura Lauenstein, RN, CNOR  
Mira R. Lumahan, BSN, RN, CNOR  
Mary Martin, BSN, RN, CNOR  
Cora McHugh, BSN, RN, CNOR  
Jennifer Morrison, MSN, RN, FNP-BC  
Sarah Nee, BSN, RN, WOCN  
Valerie Orenberg, BSN, RN, CNOR  
Linda Sabo, MSN, RN, CNOR  
Sandra Spaulding, BSN, RN, CNOR

### Pain Clinic

Ann Kandalaft, RN, PMGT-BC  
Gail Vaughn, BSN, RN, PMGT-BC

### Perioperative Float Pool

Evelyn Kelleher, BSN, RN, CCRN, CPAN  
Anh Phuong Le Nguyen, BSN, RN, MEDSURG-BC  
Sania O'Leary, BSN, RN, CAPA

### Post-Anesthesia Care Unit

Chris Malone, MPA, BSN, RN, CPAN, CCRN  
June Nichols, BSN, RN, CPAN\*  
Charlene Salvi, BSN, RN, CPAN

### Pre-Operative Holding

Carolyn Geoghegan, RN, CAPA  
Diane Pessa, MSN, RN-BC  
Dan Rec, BSN, RN, CAPA

### Professional Development

Susan Belton, MSN, RN, CNL  
Jill Grant, BSN, RN, CEN  
Tedi Hughes, MSN, RN, PMHCNS-BC  
Philip Malleson, MSN, RN, NPD-BC  
Kathryn McCarraher, MHA, BSN, RN, CPAN  
Patricia Rabbett, MSN, RN, CCRN-K  
Beth Waters, MSN, RN, CPEN

### Advanced Practice Registered Nurses

*Addiction Recovery and Inpatient Counseling*  
Madeline Spinosa, MSN, RN, ANP-BC, CNS  
Elizabeth Walsh, MSN, RN, FNP-BC

### Anesthesiology

Beth Brown, MSN, RN, CRNA  
Ashley Broyles, MSN, RN, CRNA  
Arthur Dayton, MSN, RN, CRNA  
Stephanie Diaz, MSN, RN, CRNA  
Raya Goldenberg, MSN, RN, CRNA  
Diane Hake, MSN, RN, CRNA  
Micheal Kerns, MSN, RN, CRNA  
Kimberly Kleinsorge, MSN, RN, CRNA  
Krista Klopfenstein, MSN, RN, CRNA  
Letitia Mazzaferro, MSN, RN, CRNA  
Elizabeth McCann, MS, RN, CRNA  
Michael McSweeney, MS, RN, CRNA  
Jessica Morrissey, MS, RN, CRNA  
Elizabeth O'Brien Varnum, MSN, RN, CRNA  
Sian O'Leary, MSN, RN, CRNA  
Melanie Omojola, MSN, RN, CRNA  
Landree Parrott, MSN, RN, CRNA  
Sarah Toczykowski, MS, RN, CRNA

### Center for Pre-Operative Evaluation

Elaine Charbonnier, MSN, RN, ANP-BC  
Deborah Georgenes, MSN, RN, NP-C  
Nickisha Hurlock, MS, RN, NP-C  
Karen Lamping, MSN, RN, NP-C  
Sharon Levine, MSN, RN, FNP-C  
Tracy Marino, MSN, RN, NP-C  
Kristen McKenzie, MSN, RN, FNP-C  
Anna Peterson, MSN, RN, ANP-BC  
Pamela Park, MSN, RN, FNP-C  
Bindu Thomas, MS, RN, FNP-BC  
Charlotte Vincent, MSN, RN, FNP-C

### Medicine

Vonette Anglin, MSN, RN, ANP-BC  
Johanna Baldassari, MSN, RN, FNP-BC  
Sharran Burney, MSN, RN, FNP-BC  
Heidi Duran, MSN, RN, NP-C  
Janice Galinsky, MSN, RN, ACNP-BC  
Andrea Guarente, MSN, RN, MEDSURG-BC, FNP-BC  
Jess Lara, MS, RN, FNP-BC  
Rebecca Mogensen, MSN, RN, ACNP-BC  
Alla Sherer, MSN, RN, NP-C  
Julie Vosit-Steller, DNP, RN, FNP-BC, CHPN, AOCN

### Occupational Health

Lindsay Bandazian, MSN, RN, ANP-BC  
Suzanne Young, MSN, RN, FNP-BC

### Orthopaedic Spine Surgery

Samantha Erikson, MSN, RN, NP-C  
Katherine Kane, MSN, RN, ONP-C, ANP-BC  
Katherine Killinger, MSN, RN, NP-C  
Jillian Martin, MSN, RN, NP-C  
Laurie Rieger, MSN, RN, AGPCNP-BC

\*New certification in 2022

## Commitment to education

The Campaign for Action (2022) states that a “strong nursing workforce is key to a healthier America.” As the healthcare system continues to rapidly evolve, the need for a well-educated nursing workforce is critical. In recognition of the importance of education, the Institute of Medicine (IOM), now known as the National Academies, recommended the nursing profession increase the number of nurses with bachelor’s degrees in nursing (BSN) to 80 percent by the year 2020 and that nurse leaders pursue advanced degrees in nursing. As of December 2022, over 93 percent of registered nurses at Brigham and Women’s Faulkner Hospital hold a BSN or higher. Even though Brigham and Women’s Faulkner Hospital exceeds the original 2020 goal, nurses in all patient care areas and within the leadership team continue to pursue additional education.

Are you thinking about going back to school or becoming certified?

Brigham and Women’s Faulkner Hospital offers employees assistance through the tuition reimbursement program. Through the program, full-time employees are eligible to receive up to \$2,500 per calendar year to pay for academic courses taken for credit at an accredited educational institution. Registered nurses may also receive up to \$400 for certification-related expenses. These benefits are pro-rated for part-time employees who work 16 hours or more. For more information, call Human Resources at **617-983-7901**.

Congratulations to the following Brigham and Women’s Faulkner Hospital nurses who committed to advancing their education and graduated in 2022!

Emelda Nana, **MSN, RN**  
Simmons University, May 2022

Carolyn Massiah-Bonilla, **MSN, RN**  
Regis College, May 2022

Maria Lycourgos, **MSN, RN**  
Simmons University, May 2022

Shane Nazzaro, **MSN, RN**  
Regis College, May 2022

Liz Vazquez, **MSN, RN**  
Regis College, May 2022

Lilibeth Pimentel, **MSN, RN**  
Simmons University, May 2022

Mayra Class, **BSN, RN**  
Southern New Hampshire University,  
August 2022

Nicole Leaper, **BSN, RN**  
Southern New Hampshire University,  
November 2022

Michelle Boudreau, **MSN, RN**  
Regis College, December 2022

Jennifer Berard, **MSN, RN**  
Walden University, December 2022



## Advancing doctoral education

Most nurses are familiar with the recommendation from the IOM over a decade ago to increase the percentage of nurses with a BSN. What many nurses don't realize is that there was also a recommendation to double the number of nurses with doctorates. Leading authorities across the country are calling for an increase in doctorally prepared nurses who will be able to lead the delivery of quality healthcare and generate new knowledge to improve health and delivery of care services. Doctoral programs prepare nurses to be experts in the profession who will assume leadership roles in a variety of academic and clinical settings.

There are two principal types of doctoral degrees: research-focused (PhD, DNS) and practice-focused (DNP). Nurses interested in pursuing a doctoral degree need to determine if their professional interests focus on research or practice. Research-focused degrees prepare nurses to conduct research to advance the science of nursing while practice-focused degrees prepare nurses to improve patient outcomes and translate research into practice.

In 2020, there were 38,852 nurses in the U.S. with a doctorate. At Brigham and Women's Faulkner Hospital, as of this writing in November of 2022, we have nine nurses with doctorate degrees who work in a variety of leadership and direct care nursing roles (two with a PhD and seven with a DNP). That number will increase in the next few years since we have five nurses enrolled in doctoral programs (four in PhD programs and one in a DNP program).

If you are considering returning to school to earn a doctorate but are not sure which program would be best for you, please reach out to our nurse scientists to discuss options.



I chose the DNP degree because I would like to focus on the practice and implementation of the research that my fellow colleagues have pursued in getting their PhD. My goal is to help put forward the evidence-based research they have done and

move it into practice advancing the health and quality of care our patients receive. I work in care continuum management and at this time I would like to implement any pertinent research on this in improving some of the DNP domains related to systems-based practice as well as interprofessional partnerships.

– James Grafton, MSN, MHA, RN, CCM



I chose to pursue my PhD because I want to play a role in the advancement of the nursing profession through education, research and evidence-based practice. The profession is constantly evolving, and I hope to inspire others to get excited about being a

nurse. Another major contributor to my decision to pursue a doctoral degree is my desire to increase visibility of men in nursing through representation in the nursing education arena. At Brigham and Women's Faulkner Hospital, I am fortunate to work alongside many other men who, like me, made the choice to become a nurse. With this advanced degree, I hope to serve as a role model and advocate for increasing the prevalence of men in nursing. Encouraging more males to pursue nursing as a career path will diversify the nursing workforce, help the nursing shortage in our country and propel the profession into the future.

– Ryan McMahon, BSN, RN

## Newly Licensed Nurse Residency Program expands to the operating room

At Brigham and Women's Faulkner Hospital, traditionally, the newly licensed nurse (NLN) residency program has been geared toward nurses on the medical/surgical and psychiatric units. In 2021 the program expanded to include the perioperative areas. This year, the program expanded once again to include the operating room. Among the first to participate is a familiar face—Ahmed Abdalaoui.

Abdalaoui has worked as a surgical technologist in the OR at Brigham and Women's Faulkner Hospital for many years. "I like being in the OR. Every day is different. Every patient is different. Every case is different," he says. "But, as a surgical technologist, there is a limit to how far you can progress in your career. As a nurse, there is a lot more opportunity."

Seeing that opportunity, Abdalaoui decided to enroll in nursing school—he recently completed his associate's degree and plans to complete his BSN in 2023—and take part in the Periop 101 program offered here at Brigham and Women's Faulkner Hospital. "The Periop 101 program helped me a lot, particularly with specimen handling, positioning and general education. It's a great program," he says.

Between his years of experience working in the OR as a surgical technologist, nursing school and the Periop 101 program, Abdalaoui was a perfect candidate to orient among the very first cohort of NLNs in the OR.

Interim Nursing Professional Development Manager Sarah Moran, BSN, RN, has had the pleasure of watching Abdalaoui's journey. "He's doing great! We knew that he would from our experience working with him as a surgical technologist. Seeing him transition to the nursing role has been wonderful. Seeing how well he has done gives us all a great sense of pride—we've seen him grow."

As part of the NLN program, Abdalaoui works closely with his preceptors—experienced nurses who offer mentorship during the orientation process. One of his preceptors, Linda Gagnon, BSN, RN, has had the pleasure of working with Abdalaoui for many years. "When I transitioned to the OR from the ICU, Ahmed was a surgical technologist. He was so



Ahmed Abdalaoui, RN

helpful, welcoming and taught me so much. He is a knowledgeable, conscientious and hardworking team member. I was so excited to learn that Ahmed was pursuing a nursing career and knew that all his amazing qualities as a surgical technologist would be such a rock-solid foundation for an OR nurse," she says. "It was nice to see how the hospital supported Ahmed through his nursing education and through the Periop 101 program. I have had the honor of precepting Ahmed and watching his journey. He is a valuable asset to the OR nursing staff."

Clinical Leader Shannon Curran, BSN, RN, CNOR, also sees how valuable he is to the team. "He has come to his new role with a huge amount of knowledge. It can take nurses new to the OR a long time to get used to that environment, but Ahmed was already used to it. He has served as a role model for other staff in his Periop 101 cohort," she says. "He knew how to function in an OR and could model that for them. He also handles the unexpected moments with poise and expertise. I think he will continue to be a leader in our OR."



## Newly Licensed Nurse Residency Program receives national accreditation

Brigham and Women's Faulkner Hospital Newly Licensed Nurse-Residency Program (NLN-RP) is designed to support exceptional new nurses in their successful transition to practice. Our program began over 15 years ago as an extended orientation program for NLNs. Substantial program revisions were completed in 2017 to transform the program into an NLN-RP, including the use of a validated survey to measure new nurses' perceptions of role transition into practice along with the addition of evening sessions to include various CNE programs, clinical content and designated time for reflection. In 2022, additional enhancements were made to the curriculum, including resident self-care and wellbeing sessions, as well as education classes on social determinants of health, ethics and HIPAA. In addition, an NLN advisory board was formed to serve as an oversight committee that guides, supports and recommends improvements and enhancements to the NLN-RP.

Nurses begin the residency program in a cohort structure which facilitates peer support and provides a strong framework and setting for relationship building. Following central orientation, residents then participate in a faculty model where they are introduced to the residency program and learn about practice standards, medication administration and use of equipment and technology. They attend weekly didactic education classes for the first five weeks which are aimed at gaining knowledge and developing critical thinking skills through presentations, interactive skills and formal reflective practice exercises.

The residency program continues to support and educate residents through professional development evening sessions held once a month for the first six months, at month eight and at month twelve. At month eight, residents are asked to write exemplars that illustrate an experience that occurred since the start of their program which has had an impact on their practice. A recognition event is held at month twelve to celebrate completion of the program.

Since early 2022, Professional Development Program Manager for Nursing Orientation and Transition to Practice Jennifer Capone, MSN, RN, has led the work for Brigham and Women's Faulkner Hospital to apply for the prestigious American Nurses Credentialing Center's (ANCC) Practice Transition Accreditation Program® (PTAP). This designation recognizes residency programs that demonstrate excellence in transitioning nurses with less than twelve months experience into practice. This was a lengthy process involving a formal gap analysis, submission of a PTAP Self-Study that required 38 written narratives with supporting documentation and a virtual site visit. After a formal review, the Brigham and Women's Faulkner Hospital NLN-RP was accredited as a Practice Transition Program by the American Nurses Credentialing Center's Commission on Accreditation in Practice Transition Programs. Accreditation was granted for four years, from November 28, 2022, to January 31, 2027.



Members of the Department of Nursing celebrate upon learning Brigham and Women's Faulkner Hospital has earned PTAP accreditation

## Innovative NLN Preceptor Program

One of the new strategies being used to support NLNs at Brigham and Women's Faulkner Hospital is the Innovative NLN Preceptor Program (INPP). The purpose of the INPP is to recruit and retain NLNs and promote a safe and healthy work environment for the NLN as well as the preceptors. The INPP was implemented on 6 North with Kim Danna, BSN, RN, as the first designated Innovative NLN Preceptor (INP). In this new format, a cohort of NLNs are paired exclusively with one preceptor to learn about the nursing practice standards for the unit for the first four weeks of orientation. NLNs transition from caring for one patient at the start of orientation to full responsibility for two patients in week four. At week five, the NLNs transition to a new preceptor and an increasing patient assignment.

The first INPP was implemented in the fall of 2022 and received extremely positive feedback from everyone involved in the program, especially the NLNs. One NLN stated, "In a period of my career where I expected to feel stressed and overwhelmed, Kim helped me feel comfortable and confident and for that I will always be grateful."

Another NLN shared these words: "From the first time I met Kim, she made me feel very comfortable asking questions or seeking her support."



From left: NLNs Melanie McCluskey, BSN, RN, and John McDonnell, BSN, RN, INP Kim Danna, BSN, RN, and NLNs Eliza Krauch, BSN, RN, and Jo Anne Mulatre, BSN, RN

A third NLN echoed this by stating, "I never felt insecure about anything new because Kim either took the time to fully explain it or went in with us to see the patient if we didn't feel confident enough doing it on our own."

In addition to accolades for Danna as the dedicated INP, the NLNs were appreciative of the overall support from everyone at Brigham and Women's Faulkner Hospital. In fact, one NLN said, "Everybody at Brigham and Women's Faulkner Hospital seems to be super friendly and helpful, which makes me excited to continue my career here."

Plans are underway for expanding the INPP to other inpatient medical units in the upcoming year.

### The NLN-RP experience

For participants in the NLN-RP, the experience is invaluable. Margaret Wogbeh, BSN, RN, who participated in the March 2022 cohort says, "My experience as an NLN at Brigham and Women's Faulkner Hospital has been exciting. It allowed me to grow and become more confident in delivering safe and high-quality care to patients. I also developed great skills through the NLN program that I currently use with my patients."

Also part of the March 2022 cohort was Hannah Collins, BSN, RN. She says, "I was so nervous to be a nurse especially in this day and age and felt as though because I went to school during the pandemic and did a lot of virtual clinicals that I was not ready. What drew me to this NLN program was the support and teaching. I was not thrown in before I was ready. Instead, I was gradually introduced via the classes and my preceptor to take on more and more responsibility until I had confidence in myself that I was ready. Every single person who helped me along the way, and there were many, were kind, supportive and genuine. Even now that I am off orientation, I know that I can always ask questions and for help."

## APP in Excellence Award

Brigham and Women's Faulkner Hospital's APP in Excellence Award was established to recognize and celebrate the important contributions Advanced Practice Providers (APPs) make to the hospital. APPs include nurse practitioners, physician assistants and certified nurse anesthetists. The 2022 recipient was Sharran "Nickie" Burney, MSN, RN, FNP-BC.



Nickie Burney, MSN, RN, FNP-BC, (right) receives her APP in Excellence Award from Chief Advanced Practice Provider Johanna Baldassari, MSN, RN, FNP-BC

## Boston Globe's Salute to Nurses

This year, several of our colleagues from Brigham and Women's Faulkner Hospital were nominated for the Boston Globe's "Salute to Nurses":

### All of Our Intensive Care Unit Nurses!

**Lusy Gonzalez, MSN, RN, MEDSURG-BC**  
6 South

**Ann-Marie Bermingham-Hamrock, MSN, RN**  
PACU

"I felt extremely appreciated knowing that someone recognizes even the small things we do in our everyday work. Sometimes we can feel undervalued and taken for granted, which makes a thoughtful gesture like this very special."



– Lusy Gonzalez, MSN, RN, MEDSURG-BC



## Pillars of Excellence Awards

The Pillars of Excellence Awards recognize and celebrate the outstanding contributions of our talented employees from across the Mass General Brigham system. Colleagues are nominated for their commitment to exceptional patient care, optimizing collaboration, advancing innovation and progress, enhancing efficiency, fostering community or integrating diversity, equity and inclusion. In 2022, Director of Care Continuum Management James Grafton, MSN, MHA, RN, CCM, was among those honored with Pillars of Excellence Awards.

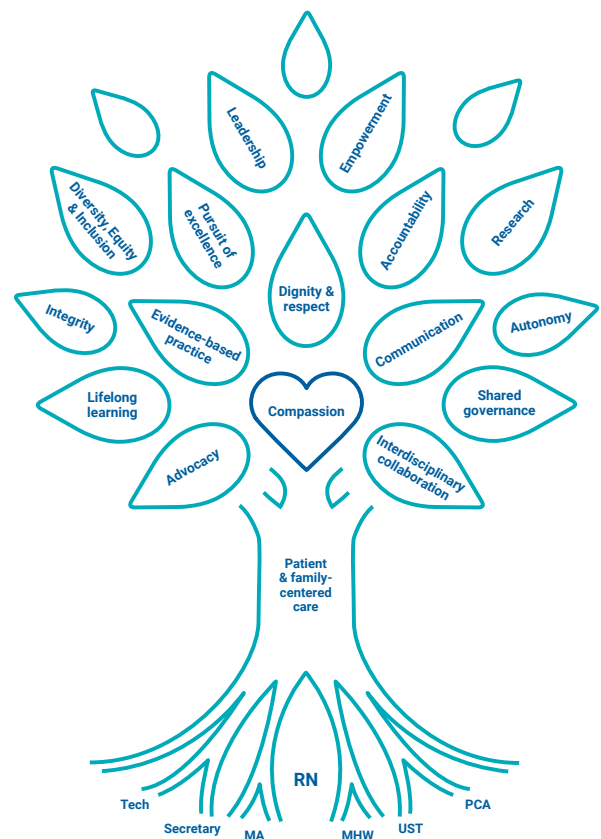


## Professional Practice Model

Professional Practice Models provide the framework for nursing practice and identify the essential elements that support nursing practice within an individual organization. Professional Practice Models are usually represented by a visual image that is meaningful and easily understood by current and future nurses. At Brigham and Women's Faulkner Hospital, our Professional Practice Model guides exemplary professional practice for all nurses across the hospital and is exemplified in the stories shared in the annual report each year.

This past year, the Professional Practice Model image was updated. Clinical nurses reviewed the current image and identified four components to add to the leaves that represent additional aspects of professional nursing practice at Brigham and Women's Faulkner Hospital: Diversity, Equity and Inclusion; Empowerment; Leadership; and Research. In addition to the text revisions, the design was also updated and approved by clinical nurses for a more modern look in line with our current brand standards.

Our new Professional Practice Model truly reflects nursing practice at Brigham and Women's Faulkner Hospital. We believe high-quality patient care is only possible through teamwork. It's both nurses and support staff working together efficiently that makes it all work. Like the majestic trees in the neighboring Arnold Arboretum, our nurses flourish with the strength gained from their support system. The registered



nurses, technicians, secretaries, medical assistants, mental health workers, unit service technicians and patient care assistants all come together to form the root system that allows our nurses to do their jobs properly. With this support, they are able to focus on patient- and family-centered care delivered with compassion, dignity and respect that reflects our commitment to diversity, equity and inclusion. Our nurses are empowered to be leaders who collaborate with a strong interdisciplinary team to support patients and families and incorporate principles of evidence-based practice, research, accountability, communication, shared governance, advocacy, lifelong learning, integrity and pursuit of excellence into the practice of nursing.



## Peer review

Since 2015, all registered nurses at Brigham and Women's Faulkner Hospital have been participating in a formal, annual peer review process. Throughout the years, a number of updates have been implemented including the addition of web-based education and incorporating the AACN's Healthy Work Environment (HWE) as an integral component of the peer review process.

In 2022, an organizational decision was made to move the annual performance evaluation from February to October to align with the fiscal year. As a result, our next peer review process will take place in the spring of 2023. Peer facilitators will continue to play a key role in the success of peer review by leading education, facilitating peer review sessions and providing support to nurses on their individual units.

## Shared Governance committees

Nurses at Brigham and Women's Faulkner Hospital play an essential role in the delivery of high-quality, evidenced-based, cost-effective care to patients. Shared Governance is a model that provides a framework for building effective relationships between nursing and interdisciplinary colleagues to ensure the delivery of excellent patient care. In 2022, the foundation and strengths of our shared governance structure are evident in the committee accomplishments you will read about on the following pages.

### Nursing Practice

**Chair:** Jill Grant, BSN, RN, CEN

**Executive Sponsor:**

Colleen West, DNP, MBA, RN, CPHQ

The mission of the Nursing Practice Committee is to develop and evaluate standards of practice that support the delivery of patient- and family-centered nursing care at Brigham and Women's Faulkner Hospital based on current research, quality outcomes and evidence-based practices; and to support professional practice through the dissemination of best practice and the implementation of changes, as necessary, to nursing practice at Brigham and Women's Faulkner Hospital.

In 2022, the Nursing Practice Committee collaborated with multiple interdisciplinary teams to promote safe practices and improve patient care. The committee supported policies regarding Stop the Line!, constant observation, restraints, central line infection prevention, Capacity Disaster surge planning, Joint Commission preparedness, wound care, medication safety, Early Sense bed technology and falls prevention. The committee also contributed to the redesign of the Professional Practice Model.

### Nursing Quality

**Chair:** Amanda Davenport, BSN, RN

**Executive Sponsor:**

Rose LaPlante, MBA, MSN, RN, NEA-BC

The Nursing Quality Committee identifies, reviews and analyzes data regarding nurse sensitive indicators, hospital-wide safety issues and Department of Nursing strategic goals. The Nursing Quality Committee is responsible for disseminating data on a unit level as well as supporting action

plans for quality improvement measures. Members serve as a resource on quality initiatives to the greater Brigham and Women's Faulkner Hospital nursing community.

In 2022, the Nursing Quality Committee continued to review and disseminate nurse sensitive indicator data through monthly and quarterly updates to the unit nursing quality boards. The committee added inpatient unit-level infection control data to their monthly updates on the unit nursing quality boards. Members continue to serve as a resource on quality initiatives and data to the greater Brigham and Women's Faulkner Hospital nursing community.

### Professional Recognition and Advancement

**Chair:** Ellen McCarthy, DNP, MSN, RN, CCRN

**Executive Sponsor:**

Rose LaPlante, MSN, MBA, RN, NEA-BC

The Professional Recognition and Advancement Committee promotes, values, nurtures and recognizes transformational leadership, structural empowerment, exemplary professional practice, new knowledge, innovation and research. The overarching goal is to achieve excellence in outcomes related to clinical nursing practice, patient- and family-centered care and organizational strategic goals.

In 2022, the Professional Recognition and Advancement Committee reviewed nominations and presented the DAISY Awards, the DAISY Nurse Leader Award and, new this year, the DAISY Team Award. The 2021 Annual Report was published and sent to all nurses' homes. The peer review process was supported to completion. A proposal for certification recognition was sent to our CNO for consideration.

## Nursing Informatics

**Executive Sponsor:** Paula Wolski, MSN, RN-BC

The Nursing Informatics Committee develops and evaluates standards of practice that support the documentation of patient- and family-centered nursing care at Brigham and Women's Faulkner Hospital based on current research, quality outcomes and evidence-based practices. The committee also supports the development of professional practice with the use of Digital Health eCare through dissemination of best practices, and changes in documentation standards whether regulatory or enterprise build to Brigham and Women's Faulkner Hospital nursing staff.

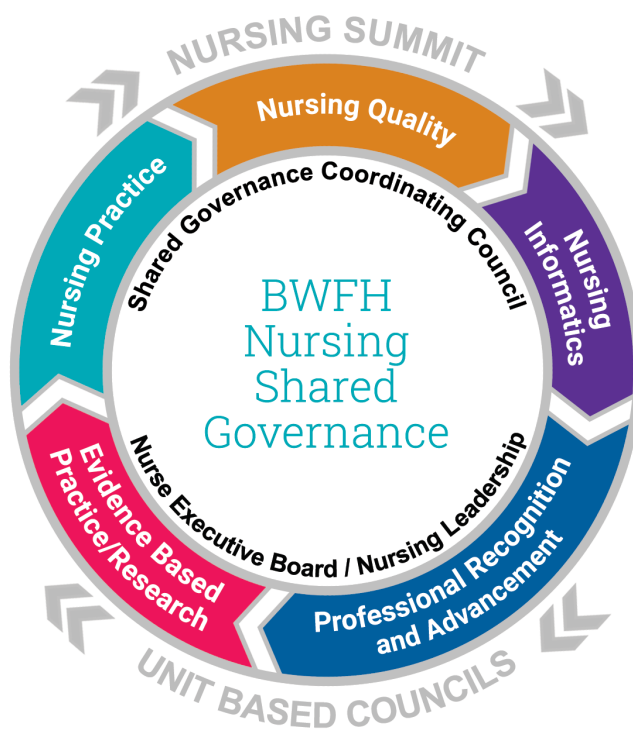
In 2022, the Nursing Informatics Committee continued to develop and evaluate standards of practice that support nursing documentation in Epic. The committee supported the conversion to disaster documentation and the return to standard documentation. Committee members were involved in addressing documentation burden through reviewing workflows for the upcoming move to Within Defined Limits documentation. In addition, members participated in focus groups for an ongoing research study on continuous monitoring systems that are integrated into patient beds.

## Evidence-Based Practice/Research Committee

**Executive Sponsors:** Helene Bowen Brady, DNP, MEd, RN, NPD-BC, NEA-BC, and Kathy McCarraher, MHA, BSN, RN, CPAN

The Evidence-Based Practice/Research Committee promotes evidence-based nursing practice and supports nursing research to improve patient and/or nursing practice outcomes at Brigham and Women's Faulkner Hospital. The committee provides support and mentorship for nurses involved in the development, implementation and evaluation of evidence-based practice projects or research studies. The committee maintains a database for all nursing projects and supports the dissemination of completed projects to conferences through abstract writing, poster development and preparation for oral presentations.

In 2022, the Evidence-Based Practice/Research Committee continued to promote evidence-based



nursing practice and research by mentoring and supporting nurses across the organization. This year there has been an increased focus on advancing nursing research with nurses being supported to participate in and conduct research. Support was also provided for the dissemination of completed projects through abstract writing, poster development and preparation for oral and poster presentations at local, regional and national conferences.

## Shared Governance Coordinating Council

Once a month, the chairs and executive sponsors of the five Shared Governance Committees meet with Chief Nursing Officer and Vice President of Patient Care Services Cori Loescher, MM, BSN, RN, NEA-BC. Each chair highlights a review of topics discussed during their meeting and addresses any potential concerns. The objective of the Shared Governance Coordinating Council is to align goals and outcomes for the Department of Nursing. Updates from the Shared Governance Coordinating Council are shared with the Nurse Executive Board and Nursing Leadership.

If you are interested in joining one of these Shared Governance Committees, please contact the chair(s) or executive sponsors for more information.

## Quality Data

As nurses at Brigham and Women’s Faulkner Hospital, we strive for a culture of exemplary professional practice involving quality and safety monitoring to ensure the highest delivery standards. Nurses throughout the hospital collaborate with multiple disciplines to make sure that care is efficient, effective, comprehensive and well-coordinated. As a profession dedicated to assessing others, it is important to benchmark our quality by collecting and analyzing data from like-sized hospitals and units throughout the country.

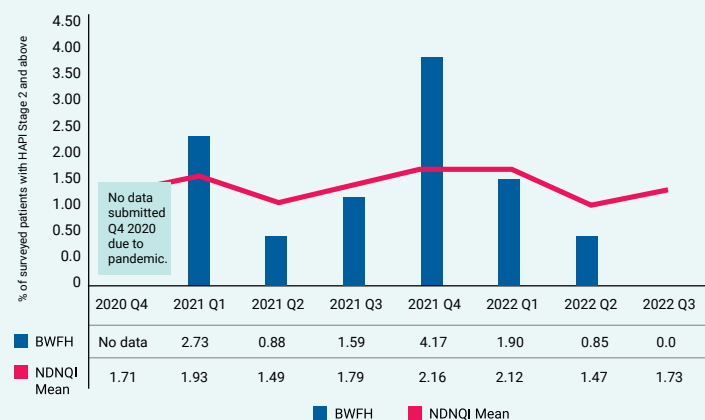
Brigham and Women’s Faulkner Hospital is a member of the National Database of Nursing Quality Indicators (NDNQI), which is part of the American Nurses Association’s National Center for Nursing Quality. NDNQI’s mission is to aid the nurse in patient safety and quality improvement efforts by providing research based, national, comparative data on nursing care and the relationship of this care to patient outcomes. This is done by looking directly at Nursing Sensitive Indicators (NSIs). In previous years we have focused on NSIs related to clinical outcomes (CAUTI, CLABSI, falls with injury and hospital acquired pressure injuries (HAPI).

For the 2022 Annual Report, we are focusing on HAPI stage 2 and above. This NSI is monitored for Magnet redesignation, through data collected during quarterly prevalence surveys. Prevalence surveys are one day per quarter where a team surveys the skin of all eligible patients on the inpatient units (6 North, 6 South, 7 North, 7 South and the ICU). We have displayed data from NDNQI showing the hospital-level data for Percent of Surveyed Patients with HAPI Stage 2 and Above, as well as a graphic showcasing unit-level performance in this NSI.

### HAPI Stage 2 and Above

Brigham and Women’s Faulkner Hospital is utilizing many different tools to reduce HAPI including wound image capture via Rover, a new algorithm for wound care treatment considerations, a wound care nurse-driven protocol for wound care orders and ongoing use of the pressure injury staging tool. In August, 6 North piloted a new initiative of weekly rounds to review patients on the unit with pressure injuries, support education on wound staging and or treatment decisions and ensure practice expectations are met. This pilot has since expanded to include 6 South.

Percent of surveyed patients with HAPI Stage II or above



	Q4 2020	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022
ICU								
6 North								
6 South								
7 North								
7 South								

\* Q4 2020 no prevalence survey was conducted

The data displayed shows Percent of Surveyed Patients with Hospital Acquired Pressure Injuries Stage 2 and Above at the hospital-level, specifically the units where the prevalence survey occurs (6 North, 6 South, 7 North, 7 South and the ICU). Below the graph is a table showing performance on individual units that we report on to NDNQI. For the unit-level data, red indicates the unit underperformed the NDNQI benchmark of similar hospitals (bed-size 100 to 199) compared to Brigham and Women’s Faulkner Hospital performance. Green means the hospital outperformed the benchmark of similar hospitals. NDNQI provides a benchmark of like hospitals to allow us to compare our performance to similar hospitals and similar units and see how we are doing compared to other hospitals. It is also used for our Magnet redesignation work.



## Publications and presentations

### Publications

Geoghegan, C., Jackson, T., Salvi, C., Nichols, J., McCarragher, K., Hurlock, N., Acheampong, E., & Kaufman, R. (2021). Enriching perioperative communication through family texting. *Journal of PeriAnesthesia Nursing*, 37(4), e3.

<https://doi.org/10.1016/j.jopan.2022.05.008>

Gould, K. A. (2022). Publishing qualitative phenomenological research findings. In B. Cypress (Ed.), *Fundamentals of qualitative phenomenological nursing research*, (pp. 114-135). Wiley Blackwell. ISBN 9781119780076; 9781119780090

Gould K. A. (2022). *Restoring joy. Dimensions of Critical Care Nursing: DCCN*, 41(6), 285.

<https://doi.org/10.1097/DCC.0000000000000554>

Gould, K. A. (2022). Speak out against gun violence—This is our lane #Thisisourlane. *Dimensions of Critical Care Nursing: DCCN*, 41(5), 225-226.

<https://doi.org/10.1097/DCC.0000000000000543>

Gould, K. A. (2022). National health care decision day 2022. *Dimensions of Critical Care Nursing: DCCN*, 41(4), 169-170.

<https://doi.org/10.1097/DCC.0000000000000536>

Gould, K. A. (2022). Equity: Introducing the quintuple aim. *Dimensions of Critical Care Nursing*, 41(3), 119-120.

<https://doi.org/10.1097/DCC.0000000000000527>

Gould, K. A. (2022). Call for peer reviewers. *Dimensions of Critical Care Nursing*, 41(2), 55-56.

<https://doi.org/10.1097/DCC.0000000000000518>

Hurlock, N. A., & Park, P. (2022). Implementation of virtual preoperative evaluation during a pandemic. *Journal of PeriAnesthesia Nursing*, 37(4), e13-e14.

<https://doi.org/10.1016/j.jopan.2022.05.036>

Moseley, M. & Gould, K. A. (2022). The gift of time. *Dimensions of Critical Care Nursing*, 41(1), 1.

<https://doi.org/10.1097/DCC.0000000000000518>

Nichols, J., Salvi, C., & Geoghegan, C. (2022). Nurse led collaboration and innovation: Fostering a surge in staff autonomy with enhanced communication resources. *Journal of PeriAnesthesia Nursing*, 37(4), e13.

<https://doi.org/10.1016/j.jopan.2022.05.035>

Salvi, C. (2022). Nurse Led Collaboration and Innovation: Creating Standardized Care for Same Day Joint Arthroplasty Patients *Journal of PeriAnesthesia Nursing*, 37(4), e4. <https://doi.org/10.1016/j.jopan.2022.05.011>

Seyok T., Collins, J.E., Erikson, S.J., Charles, J.F., Earp, B.E. (2022). Future fracture risk in upper extremity fracture and non-fracture patients. *HAND*, 0(0).

<https://doi.org/10.1177/15589447211049521>

Seyok, T., Collins, J.E., Erikson, S.J., Charles, J.F., & Earp, B.E. (2022). Impact of an outpatient fracture liaison service on osteoporosis evaluation among patients with upper extremity fragility fracture. *HAND*, 0(0).

<https://doi.org/10.1177/15589447221120851>

Wolski, P. (2022). Strategies for the use of technology to improve satisfaction and patient care. *CIN: Computers, Informatics, Nursing*, 40(6), 362–364.

<https://doi.org/10.1097/CIN.0000000000000944>

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Links to view each of these publications and presentations can be found at [www.brighamandwomensfaulkner.org/about-bwfh/nursing/research-and-best-practices](http://www.brighamandwomensfaulkner.org/about-bwfh/nursing/research-and-best-practices)



## Podium Presentations

Predicting Relations Between Health-Related Quality of Life Conditions and Academic Outcomes for Minority Nursing Students. S. Allison Bernard, PhD, DNP, RN. National Black Nurses Association (NBNA) - 50th NBNA Annual Institute and Conference. Chicago, IL. July 2022.

COUGH to Determine a Gram-negative Pneumonia. Adriana Cecchini, MSN, RN, CIC. Association of Clinical Documentation Integrity Specialists (ACDS) Annual Conference 2022: Imagine. Kissimmee, FL, May 2022

Cultivating A Patient-Centered Environment (CAPE): An Analysis of Wellness Measures Among Long-term Care Residents Following a Major Facility Renovation. Sharran Burney, MSN, RN, FNP-BC; Elizabeth Howard, PhD, RN, ANP, ACNP-BC, FAAN; Tammy Retalic, DNP, MS, RN; Anna Laythan, Laura Katz, Leacu, MBA. Boston College Sigma Theta Tau Annual Spring Research Day, Newton MA, April 7, 2022

Nurse Driven Palliative Care Consults in the ICU. Meigan Amaral, MSN, RN. AACN Horizons Conference 2022, Portland, ME, April 2022.

Transitioning to Health: Do we have the Human Resources? Kaitlyn Cowden, BSN, RN (Forum Member). Regis College: President's Lecture Series. Weston, MA, April 2022.

## Poster Presentations

Mini Mock Codes: Beginnings Matter. Patti Rabbett, MSN, RN, CCRN-K. New England Organization of Nurse Leaders (ONL) Winter Quarterly Meeting, Worcester, MA, December 2022.

Evaluating Key Stakeholder Perceptions of Newly Licensed Nurse Residency Programs. Helene Bowen Brady, DNP, M.Ed, RN, NPD-BC, NEA-BC; Jennifer Capone, MSN, RN; Christine Sgroi, BSN, RN; Tracy Lane, MSN, RN, MEDSURG-BC. New England Organization of Nurse Leaders (ONL) Winter Quarterly Meeting, Worcester, MA, December 2022.

Mini Mock Codes: Beginnings Matter. Patti Rabbett, MSN, RN, CCRN-K. New England Organization of Nurse Educators (NEONE) Fall Symposium, Woburn, MA, September 2022.

Diagnostic Error in a Patient with Life-Threatening Anemia & Severe Gastrointestinal Hemorrhage. Sharran N. Burney, MSN, NP, Danielle A. Moore, MPAS, PA-C, Jeffrey L. Schnipper, MD, MPH, and Anuj K. Dalal, MD. Society of Hospital Medicine Converge 2022 Conference, Nashville, TN, April 2022.

Enriching Perioperative Communication Through Family Texting. Carolyn Geoghegan, RN, CAPA; June Nichols BSN, RN; Charlene Salvi BSN, RN, CPAN; Nickisha Hurlock, MSN, FNP-C; Kathy McCarragher MHA, BSN, RN, CPAN, ONC; Edward Acheampong MSM; Robin Kaufman DNP, FNP-C, NEA-BC. APRN, FNP-C. American Society of PeriAnesthesia Nurses 41st National Conference, Philadelphia, PA, April 2022.

Implementation of Virtual Preoperative Evaluation during a Pandemic. Nickisha A. Hurlock, MSN, APRN, FNP-C and Pam Park, APRN, FNP-C. American Society of PeriAnesthesia Nurses 41st National Conference, Philadelphia, PA, April 2022.

Nurse Driven Palliative Care Consults in the ICU. Meigan Amaral, MSN, RN; Meaghan McCarthy, MSN, RN, CCRN; Ellen McCarthy, DNP, MSN, RN, CCRN. AACN Horizons Conference 2022, Portland, ME, April 2022.

Nurse Led Collaboration and Innovation: Creating Standardized Care for Same Day Joint Arthroplasty Patients. Charlene Salvi, BSN, RN, CAPA. American Society of PeriAnesthesia Nurses 41st National Conference, Philadelphia, PA, April 2022.

Nurse Led Collaboration and Innovation: Fostering a Surge in Staff Autonomy with Enhanced Communication Resources. June Nichols, BSN, RN; Charlene Salvi, BSN, RN, CPAN; Carolyn Geoghegan, RN, CAPA. American Society of PeriAnesthesia Nurses 41st National Conference, Philadelphia, PA, April 2022.

## Nurses attend professional conferences

In 2022, nurses from across the organization have presented at numerous forums throughout the country. Here are a few images from these presentations, both poster and podium.



Pam Park, MSN, APRN, FNP-C, Carolyn Geoghegan, RN, CAPA, June Nichols BSN, RN, Kathy McCarragher, MHA, BSN, RN, CPAN, Robin Kaufman, DNP, APRN, FNP-C, NEA-BC, and Nickisha Hurlock, MSN, APRN, FNP-C at the American Society of PeriAnesthesia Nurses 41st National Conference



Adriana Cecchini, MSN, RN, CIC, at the 2022 Association of Clinical Documentation Integrity Specialists (ACDS) Annual Conference



Christine Sgroi, BSN, RN, Helene Bowen Brady, DNP, MEd, RN, NPD-BC, NEA-BC, Jennifer Capone, MSN, RN, Beth Waters, MSN, RN, CPEN, and Patti Rabbett, MSN, RN, CCRN-K, at the New England Organization of Nurse Leaders (ONL) 2022 Winter Quarterly Meeting



Estier Sayegh, MBA, BSN, RN, CCRN, PCCN, CNRN, Meaghan Boulger, MSN, RN, CCRN, Meigan Amaral, MSN, RN, CCRN, Ellen McCarthy, DNP, MSN, RN, CCRN, and Patti Rabbett, MSN, RN, CCRN-K, at the 2022 Region 1 AACN Horizons Conference



## Nursing research

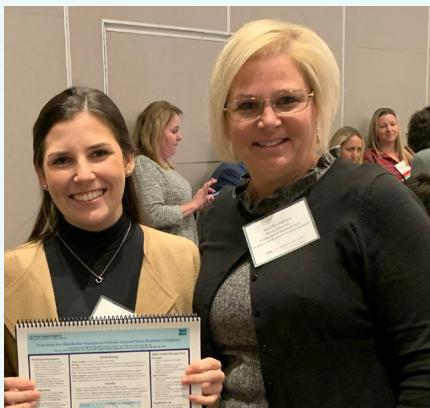
Scholarly inquiry is the foundation of nursing practice. The three interdependent forms of scholarly inquiry that advance nursing science are research, evidence-based practice and quality improvement. The overall goal of scholarly inquiry is to improve patient, nurse and organizational performance and outcomes (Scala et al., 2020).

The American Association of Colleges of Nursing states that all nurses should aspire to engage in research activities. The American Nurses Association Code of Ethics specifically states that nurses have an obligation to participate in scholarly inquiry to advance the profession. At Brigham and Women's Faulkner Hospital, nurses are regularly engaged in evidence-based practice and quality improvement initiatives to improve outcomes.

Recognizing that nurses are in an ideal position to conduct research for identified practice gaps, the Department of Nursing at Brigham and Women's Faulkner Hospital provides on-going, individualized support for nurses at all levels to conduct original research and to participate on research study teams.

In 2022, Brigham and Women's Faulkner Hospital nurses were involved in research studies that address gaps in clinical practice and innovative workflows to improve patient care, as well as research focused on organizational programs, nursing leadership and Shared Governance. Below are some examples of research projects taking place at Brigham and Women's Faulkner Hospital and their investigators thoughts on their work.

### Project: Newly Licensed Nurse Residency Program (NLN-RP): Stakeholder Evaluation Survey



I learned the importance of completing surveys and the impact it has on final results in a research study. Being involved in the dissemination has helped to improve my public speaking skills.

– Christine Sgroi, BSN, RN

I learned a great deal about the IRB process from idea conception to dissemination, as well as scholarly writing. Having a strong mentor throughout this process has been essential.

– Jennifer Capone, MSN, RN

### Project: Determining How the Patient Monitoring System "Centrella Smart+ Bed" Should Be Integrated into Clinical Workflow Through Semi-Structured Interviews with Stakeholders



The EarlySense research project I am a co-investigator on has a focus on utilizing technology to monitor patient deteriorations and proactively respond. Being involved in this research study has given me an opportunity to reinforce practice,

to be a resource for new staff and to teach staff about an intervention that has the potential to improve patient outcomes. This experience has made me more knowledgeable about nursing research and helped me become a better nurse.

– Darren Scully, BSN, RN

## Our Mission

Our mission is to provide compassionate, high-quality, evidence-based, nursing care in a learning environment that meets the diverse needs of our patients, families and communities.

## Our Vision

To be the premier department of nursing in an academic community hospital in the New England area.

## Our Values

All of our nurses demonstrate a commitment to the profession of nursing through the following core values:

RESPECT

INQUIRY

COLLABORATION

EXCELLENCE