

Department of Nursing

2023 Annual Report

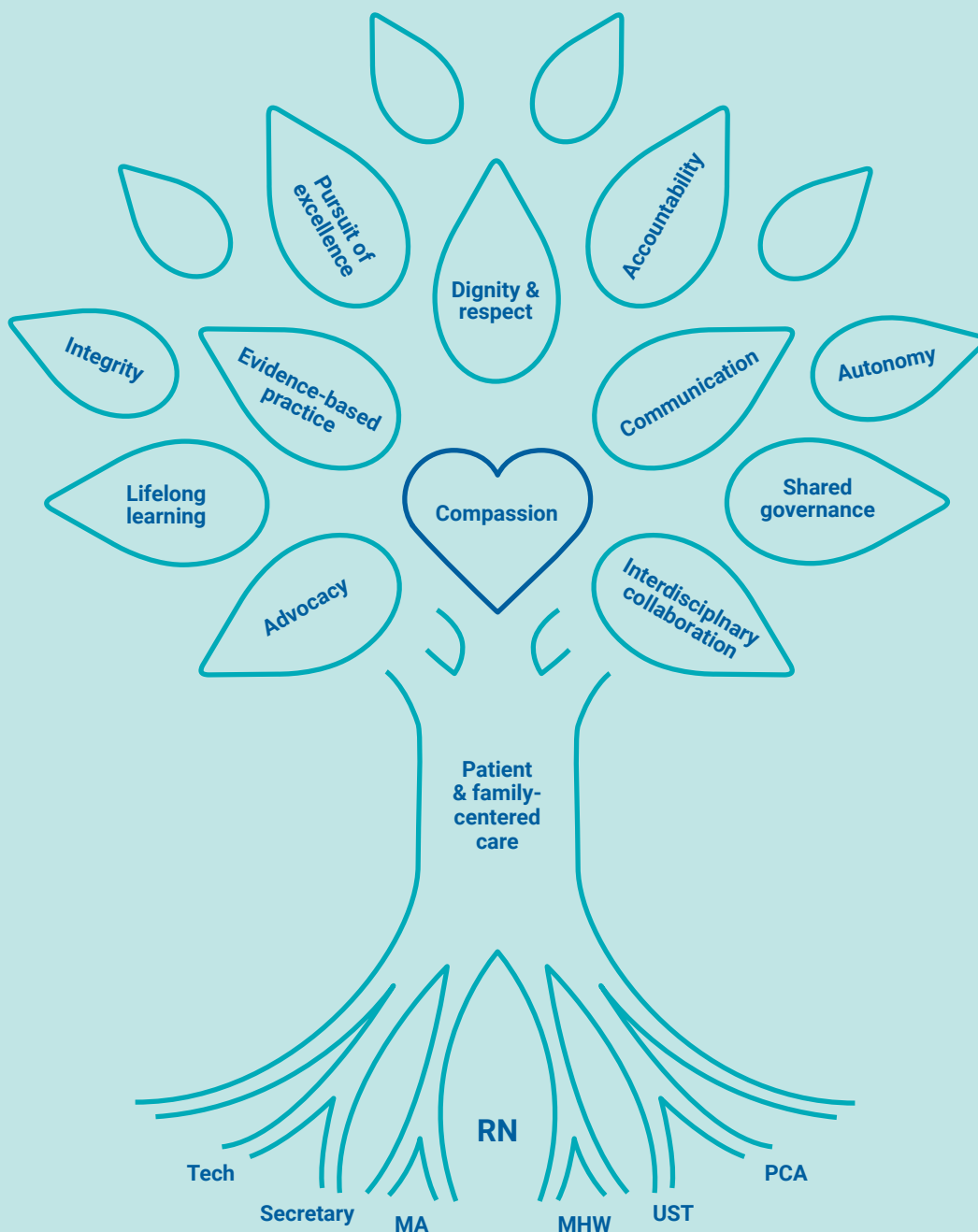


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A letter from Karen Reilly, DNP, MBA, RN, NEA-BC Chief Nursing Officer and Vice President of Patient Care Services

Dear Nursing Colleagues,

Welcome to our 2023 Annual Report!

It's truly incredible to look back and see all that you accomplished over the past year. To me, the compassion, innovation and commitment to excellence detailed on these pages represent the caliber of our Department of Nursing and the many reasons why I wanted to be part of this community.

Since my first day at Brigham and Women's Faulkner Hospital back in October, I've witnessed countless examples of your unwavering dedication to our patients, their families and each other every day. The level of collaboration between nursing and multidisciplinary team members—always with patients at the center—is nothing short of exemplary, as underscored by many of the articles in this report.

Collaboration and nursing excellence are integral to Magnet designation. It was fitting that just days before this report went to print, we learned of our second Magnet designation, this time as one of only four hospitals in the world to receive Magnet with Distinction. As a Magnet appraiser myself, I can attest that Brigham and Women's Faulkner Hospital is a special place defined by its caring culture and steadfast commitment to the highest quality of care.

I look forward to all that we will accomplish together in 2024 as we continue Brigham and Women's Faulkner Hospital's longstanding tradition of excellence.

With gratitude,



Karen Reilly, DNP, MBA, RN, NEA-BC
Chief Nursing Officer and Vice President of Patient Care Services

Nursing Administration



Karen Reilly, DNP, MBA, RN, NEA-BC
Chief Nursing Officer and
Vice President of Patient
Care Services



Lynne Morrison, MS, RN, NE-BC
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



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



Jennifer Capone, MSN, RN
Nurse Director, 7 South and IV
Team



Miracia Charles, MSN, RN, BS, EP, PTA
Interim Nurse Director, Care
Continuum Management



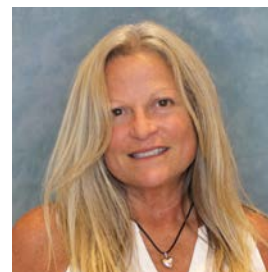
Jaclyn Glenn, MBA, BSN, RN
Nurse Director,
Operating Room



Erin Kelleher, BSN, RN
Nurse Director,
Perianesthesia



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, NE-BC
Nurse Director, 6 North



Michael Sanderson, MBA, BSN, RN
Nurse Director, 7 North and
Float Pool



Estier Sayegh, MBA, BSN, RN, CNRN, PCCN, CCRN, NEA-BC
Nurse Director, ICU,
Dialysis and Respiratory



Roman Murdakhayev, MSN, RN
Interim Nurse Director,
2 South

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 Director, Nursing
Quality and Magnet



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

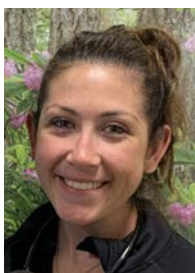
Professional Development Managers



**Meigan Amaral,
MSN, RN, CCRN**
ICU, Dialysis and RN
Float Pool



**Lauren Anderson,
BSN, RN**
2 South



Erica Babine, MSN, RN
7 North and 7 South



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



**Kathy McCarraher,
MHA, BSN, RN,
CPAN**
Per Diem Educator



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



**Patricia Rabbett, MSN,
RN, CCRN-K**
Interventional Radiology/
Interventional
Nephrology, Endoscopy,
OPIC, Pain Management
Center and Cardiac



**Maura Stapleton,
MSN, RN, CAPA**
PACU, Center
for Preoperative
Evaluation and
Pre-Op Holding



**Erin Thomas, MSN, RN,
CNOR, NPD-BC**
Nursing Orientation
and Transition to
Practice



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

Nurse Scientists

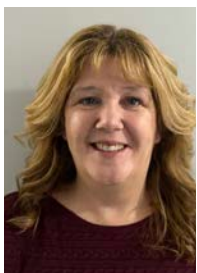


Helene Bowen Brady, DNP, MEd, RN, NEA-BC, NPD-BC



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



Lauren Fagundes, MSN, RN
Nursing Supervisor



Ashley Fernandes, BSN, RN
Nursing Supervisor



Darcy Fisher, BSN, RN



Laurie Flahive, BSN, RN
Lead Nursing Supervisor



Marilyn MacDonald, RN
Nursing Supervisor

Department of Nursing gathers for Fall Nursing Summit



Brigham and Women's Faulkner Hospital's Department of Nursing invited the chairs and executive sponsors 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.

The session was facilitated by Executive Director of Nursing Professional Development, Practice and Innovation Colleen West, DNP, MBA, RN, CPHQ, and Nurse Scientist Helene Bowen Brady, DNP, MEd, RN, NPD-BC, NEA-BC.

The day began with a special welcome from new Chief Nursing Officer and Vice President of Patient Care Services Karen Reilly, DNP, MBA, RN, NEA-BC, who shared with the group what led her to Brigham and Women's Faulkner Hospital both personally and professionally. She then facilitated an icebreaking session to better get to know her assembled colleagues.

To round out the morning, representatives from the Shared Governance Committees and the APP Council provided updates on their work and Associate Chief Nurse of Inpatient Nursing Lynne Morrison, MS, RN, NE-BC, reviewed the department's progress on the FY23 Strategic Goals.

In the afternoon, Program Director for Nursing Quality and Magnet Rose LaPlante, MBA, MSN, RN, NEA-BC, provided an update on our Magnet redesignation journey, outlining the preparations that will be needed ahead of the site visit in early January and explaining how the virtual visit will work. Later, Reilly outlined some of the topics that will be important as the department develops its FY24 Strategic Goals.

The highlight of the day however, was the mid-day sessions where representatives from the various departments, the Unit Based Councils, the APP Council and student initiatives shared their improvement work with the group. "This was a wonderful day and it was truly fascinating to hear about the great work you are doing—it's really amazing," said Reilly. "Thank you for all you do for our patients. At the end of the day, that's what it's all about."

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. Over the last year, much work has been done in these areas.

In the spring, a collection of artwork from the Peoples' heART went on display on the first floor at Brigham and Women's Faulkner Hospital. Based at Massachusetts General Hospital, the Peoples' heART (Health Equity x Art) is a project dedicated to exploring health equity and addressing health disparities through art. Their aim is to combine art, design and community health by bringing artwork representative of the surrounding community into the healthcare setting to promote an inviting and accepting space.

Over the summer, a new initiative taking advantage of the digital screen located near the staff elevators in the third-floor lobby was launched with the intention of making our newest staff members from every area of the hospital feel welcome. During the first two weeks of each month, a list of new staff members is displayed on the screen. It's a simple gesture aimed at underscoring Brigham

and Women's Faulkner Hospital's commitment to welcoming patients, family members, employees and visitors from all backgrounds and ethnicities, regardless of race, color, national origin, citizenship, alienage, religion, creed, sex, sexual orientation, gender identity or expression, age or disability.

About the Diversity, Equity and Inclusion Council

The Diversity, Equity and Inclusion Council has members from all areas of the hospital who meet monthly to brainstorm ideas about how to promote diversity, equity and inclusion 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.

Are you are interested in joining the Diversity, Equity and Inclusion Council?



Contact Suzelle Saint-Eloi, MS, RN, NE-BC,
at 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.



Members of the ICU team volunteered at Community Servings.

From left: Clinical Nurse Paulina Vitello, BSN, RN, Clinical Leader Ellen McCarthy, DNP, MSN, RN, CCRN, Clinical Nurse Sarah McRoberts, BSN, RN, and Clinical Nurse Yoko Davis, BSN, RN

On another day, members of the 6 South and ICU teams also volunteered at Community Servings.

Back row, from left: The 6 South team: Clinical Leader Lusy Gonzalez, MSN, RN, MEDSURG-BC, Clinical Nurse Jaceline Fianza, BSN, RN, Unit Secretary Kayin Knight and Clinical Nurse Katherine Flynn, BSN, RN; Front row: ICU Clinical Nurse Cassandra Ramsey, MPH, BSN, RN



During the holiday season, ICU Unit Based Council Co-Chairs Kate Cowden, BSN, RN, and Sarah McRoberts, BSN, RN, dropped off much needed winter coats, hats and other clothing items collected by the Council for The Wish Project.

Interested in volunteering in our community? Contact Community Health Program Manager Katie Plante at kdplante@bwh.harvard.edu to learn more.



Members of the APP Council donated school supplies to JP Manning Elementary School during the annual School Supply Drive.

Staff on 7 South collected toys for the kids at the Italian Home for Children during the holidays.



Representatives from the Department of Nursing attend 2023 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. In August 2023, the Department of Nursing submitted its 2,563-page document for re-designation. In the fall of 2023, eight representatives from the hospital attended the ANCC National Magnet Conference® in Chicago to learn about innovations other hospitals have undertaken to improve their practice environments and prepare for the site visit from Magnet surveyors.

Among the delegates from Brigham and Women's Faulkner Hospital were Karen Reilly, DNP, MBA, RN, NEA-BC, Chief Nursing Officer and Vice President of Patient Care Services; Estier Sayegh, MBA, BSN, RN, CNRN, PCCN, CCRN, NEA-BC, Nurse Director for the ICU, Dialysis and Respiratory; Rose LaPlante, MBA, MSN, RN, NEA-BC, Program Director for Nursing Quality and Magnet; Maura Stapleton, MSN, RN, CAPA, Nursing Professional Development Manager for the Center for Preoperative Evaluation, Pre-Op Holding, the PACU and the Extended Recovery Unit; Reginald Voltaire, RN, Float Pool Clinical Nurse; Kaitlyn Trundle, BSN, RN, 7 South Clinical Leader; Paulina Vitello, BSN, RN, ICU Clinical Nurse; and Amanda Pelczynski, BSN, RN, Ambulatory Clinical Nurse.

Between them, the group attended a wide range of sessions where presenters shared new ideas on improving the practice environment, patient experience and staff experience.

"This was my first time attending the conference as a member of the Brigham and Women's Faulkner Hospital team," says Reilly. "For me, it was an amazing opportunity to get to know my colleagues and learn about our unique Magnet journey."

For Vitello, this was her first trip to the conference. "It was an inspirational experience," she says. "I was so proud to be one of the nurses to represent Brigham and Women's Faulkner Hospital. Every session I



From left: Estier Sayegh, MBA, BSN, RN, CNRN, PCCN-K, CCRN, NEA-BC, Reginald Voltaire, RN, Maura Stapleton, MSN, RN, CAPA, Kaitlyn Trundle, BSN, RN, Paulina Vitello, BSN, RN, Karen Reilly, DNP, MBA, RN, NEA-BC, Amanda Pelczynski, BSN, RN, and Rose LaPlante, MBA, MSN, RN, NEA-BC

attended during the conference taught me something. It was so special to meet nurses from all over the country and be able to form connections with them, learn from them and share new ideas in which patient care is innovated. I'm so excited to bring back ideas and new knowledge, and share them with our team."

Trundle had a similar experience. "Being able to interact with nurses from all over the country and some from other countries was an incredible experience. Learning how they have improved their hospitals for the better and being able to take some of these ideas back to Brigham and Women's Faulkner Hospital is invaluable," she says.

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. Attendees reflected on how many best practices are already in place at Brigham and Women's Faulkner Hospital. LaPlante explains, "The conference was a great way to hear about strategies other organizations have used for staff engagement, retention and wellbeing. We are planning to bring these back as we continue to build a wellness program for 2024 in addition to other opportunities."

2023 Nurse Recognition Awards honor excellence in nursing



From left: Owen Guerini, BSN, RN, Caroline Ambros, BSN, RN, Ella Haines, BSN, RN, Meigan Amaral, MSN, RN, CCRN, Jeanna Coakley, BSN, RN, Ronald Cassesso, BSN, RN, MEDSURG-BC, Karen Jewett, RN, and Dalles Smith

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's winners are listed below.

Karen Jewett, RN, from 6 South was presented with the Mary Devane/Extra (S)Mile 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.

Ella Haines, BSN, RN, from 6 North 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.

Caroline Ambros, BSN, RN, from 6 North and Ronald Cassesso, BSN, RN, MEDSURG-BC, from 7 North both received Mrachek Awards. The Mrachek Award was established in 1995 and is given to 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.

Owen Guerini, BSN, RN, from 7 South 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.

Dalles Smith from Case Management received the Emmyl Fidelia Nursing Support Staff Award. This award was established in 2020 and is 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.

ICU Professional Development Manager Meigan Amaral, MSN, RN, CCRN, and Jeanna Coakley, BSN, RN, from 7 North each received the Kathy Codair Leadership Award. This award, given for the first time this year, is given to two leaders in Brigham and Women's Faulkner Hospital's Department of Nursing in recognition of their dedication to the embodiment of empathy, kindness and clinical excellence in the way they lead their teams and care for their patients.

DAISY Awards

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 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.

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.

DAISY Nurse Leader Award



7 South and IV Team Nurse Director Jennifer Capone, MSN, RN

DAISY Team Award



The ICU Team

The DAISY Award



7 North's John McDonnell, BSN, RN



The PACU's Kari Dion, BSN, RN



7 North's Ma Renee Ibardaloza, RN



The ICU's Sarah McRoberts, BSN, RN



Outpatient Infusion Center Clinical Leader Virginia Grace, BSN, RN

Celebrating our certified nurses

Brigham and Women's Faulkner Hospital is proud to recognize the members of our nursing staff who hold professional nursing certification (this list is reflective of certified nurses as of December 2023).

2 South

Rita Agholor, MSN, RN, FNP-BC
Jennifer James, MSN, RN, FNP-C*

6 South

Anne Marie Cecala, BSN, HNB-BC
Carline El-Saieh, MSN, RN, FNP-BC*
Lusy Gonzalez, MSN, RN, MEDSURG-BC
Jacqueline Slattery, MSN, RN, MEDSURG-BC, FNP-C*

7 North

Katty Halloran, BSN, RN, MEDSURG-BC
Tracy Lane, MSN, RN, MEDSURG-BC
Kathleen Lyons, BSN, RN, MEDSURG-BC

7 South

Ruth Ducrepin, MSN, RN, NP-C
Sia Willis, BSN, RN, CMSRN

Cardiac Rehab

Lucinda Zettek, BSN, RN, CCRN

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
Patricia Viel, 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
Tara Donahue, MSN, RN, CEN
Nicole Fay, BSN, RN, CEN, CCRN*
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, NP-D-BC

Gastroenterology

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

Intensive Care Unit

Meaghan Boulger, MSN, RN, CCRN
Ron Cassesso, BSN, RN, MEDSURG-BC
Heather Crocker, MSN, RN, NP-C
Michelle Dolan, MSN, RN, FNP-C*
Monica Germain, BSN, RN, CCRN
Paulina Gorecki, MSN, RN, NP-C
Linda Luce, BSN, RN, CCRN
Ellen McCarthy, DNP, MSN, RN, CCRN
Hollis Solorzano, MSN, RN, CCRN
Paulina Vitello, BSN, RN, CCRN*
Tamsyn Withers, BSN, 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, M.Ed., RN, NEA-BC, NP-D-BC
Cody Hedglin, MSN, RN, CWON
Rose LaPlante, MBA, MSN, RN, NEA-BC
Lynne Morrison, MS, RN, NE-BC*
Alexandra Penzias, DNP, M.Ed., APRN, ACNS-BC, CEN
Robin Powell, MSN, RN, CEN
Karen Reilly, DNP, MBA, RN, NEA-BC
Suzelle Saint-Eloi, MS, RN, NE-BC*
Estier Sayegh, MBA, BSN, RN, CCRN, PCCN, CNRN, NEA-BC*
Colleen West, DNP, MBA, RN, CPHQ
Paula Wolski, MSN, RN, NI-BC

Nursing Supervisors

Julia Almeida, BSN, RN, MEDSURG-BC

Operating Room

Joanne Cassiani, BSN, RN, CNOR
Susan Clark, RN, CNOR
Shannon Curran, BSN, RN, CNOR
Janet Donovan, RN, CNOR
Maura Lauenstein, RN, CNOR
Mira R. Lumahan, BSN, RN, CNOR
Mary Martin, BSN, RN, CNOR
Valerie Orenberg, BSN, RN, CNOR
Linda Sabo, MSN, RN, CNOR

Pain Clinic

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

Perioperative Float Pool

Evelyn Kelleher, BSN, RN, CCRN, CPAN
Caroline King, RN, MEDSURG-BC
Sania O'Leary, BSN, RN, CAPA
Virgenes Sarin, MSN, RN, FNP-C

Post-Anesthesia Care Unit

Chris Malone, MPA, BSN, RN, CPAN, CCRN
Kelly Mastroianni, MSN, RN, FNP*
June Nichols, BSN, RN, CPAN
Charlene Salvi, BSN, RN, CPAN

Pre-Operative Holding

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

Professional Development

Meigan Amaral, MSN, RN, CCRN
Phillip Malleson, MSN, RN, NP-D-BC
Kathryn McCarragher, MHA, BSN, RN, CPAN
Alexandra O'Malley, MSN, RN, CNOR
Patricia Rabbett, MSN, RN, CCRN
Maura Stapleton, MSN, RN, CAPA*
Erin Thomas, MSN, RN, CNOR, NP-D-BC
Beth Waters, MSN, RN, CPEN

Advanced Practice Registered Nurses

Addiction Recovery and Inpatient Counseling
Madeline Spinosa, MSN, RN, ANP-BC, CNS

Anesthesiology

Beth Brown, MSN, RN, CRNA
Ashley Broyles, MSN, RN, CRNA
Arthur Dayton, MSN, RN, CRNA
Stephanie Diaz, MSN, RN, CRNA
Kathleen Evangelista, MSN, RN, CRNA
Raya Goldenberg, MSN, RN, CRNA
Diane Hake, MSN, RN, CRNA
Michael Kerns, MSN, RN, CRNA
Kimberly Kleinsorge, MSN, RN, CRNA
Krista Klopfenstein, MSN, RN, CRNA
Letitia Mazzaferro, MSN, RN, CRNA
Michael Maguire, DNP, 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
Ann Rich, 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, BSN, 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
Cassandra Antoine, MSN, RN, PMHNP-BC
Johanna Baldassari, MSN, RN, FNP-BC
Sharran Burney, MSN, RN, FNP-BC
Christine Cahalan, MSN, RN, FNP-BC
Cynthia Dunn, MSN, RN, FNP-C
Heidi Duran, MSN, RN, NP-C
Megan Flicker, MSN, RN, AGPCNP-BC
Janice Galinsky, MSN, RN, ACNP-BC
Richard Garstka, MSN, RN, ACNP-BC
Andrea Guarente, MSN, RN, MEDSURG-BC, FNP-BC
Daniel Kelleher, MSN, RN, ANCP-BC
Jess Lara, MS, RN, FNP-BC
Daniel McMunn, MSN, RN, AGACNP-BC
Rebecca Mogensen, MSN, RN, ACNP-BC
Kathryn Pescatello, MSN, RN, CNP
Joanna Rowland, MSN, RN, AGACNP-BC, CEN, CCRN
Alla Sherer, MSN, RN, NP-C
Rosevan Vickery, MSN, RN, FNP-BC
Julie Vosit-Steller, DNP, RN, FNP-BC, CHPN, AOCN

Occupational Health

Greg Marcellin, MSN, FNP-C, PMHNP-BC
Orthopaedic Spine Surgery
Lindsay Bandazian, MSN, RN, ANP-BC
Samantha Erikson, MSN, RN, NP-C
Katherine Kane, MSN, RN, ONP-C, ANP-BC
Jillian Martin, MSN, RN, NP-C
Laurie Rieger, MSN, RN, NP-C

*New certification in 2023

Commitment to education

The Campaign for Action (2023) 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 2023, over 90 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.

Congratulations to the following Brigham and Women’s Faulkner Hospital nurses who committed to advancing their education and graduated in 2023!

Jacqueline Slattery, **MSN**, RN,
MEDSURG-BC, FNP-C
Regis College, May 2023

Kelly Mastroianni, **MSN**, RN, FNP
Regis College, May 2023

Jennifer James, **MSN**, RN, FNP-C
St. Joseph’s College, June 2023

Omar Hernandez, **BSN**, RN
Laboure College, August 2023

Karen MacLean, **BSN**, RN
Curry College, October 2023



Nursing Graduate Forum: Investing in the future

As part of Brigham and Women's Faulkner Hospital's commitment to investing in the future of its nursing workforce and developing the next generation of nurse leaders, the Department of Nursing hosts a monthly Nursing Graduate Forum for nurses enrolled in or interested in graduate nursing programs.

The purpose of the forum is to promote interaction and the exchange of ideas between nurses in advanced degree programs and the nurse scientists. Participating in the forum provides nurses with dedicated time to collaborate with the nurse scientists who discuss and clarify focus for school-related projects, provide support through the Brigham and Women's Faulkner Hospital/Mass General Brigham project approval process and provide peer feedback for academic papers and presentations.

The group has a Microsoft Teams site that is regularly updated, providing nurses with access to helpful resources to support them along their academic journey.

Are you interested in participating in the Nursing Graduate Forum? Or perhaps you simply want to explore which graduate program might support your career goals.

Contact Helene Bowen Brady, DNP, MEd, RN, NEA-BC, NPD-BC, at hbowen-brady@bwh.harvard.edu or Kathleen Ahern Gould, PhD, RN, at kgould2@mgh.harvard.edu.

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 2023 recipient was Chief Cardiology APP Jessica Lara, MSN, RN, FNP-BC.



From left: Chief Advanced Practice Provider Johanna Baldassari, MSN, RN, FNP-BC, Section Chief of Cardiology Leonard Lilly, MD, and Chief Cardiology APP Jessica Lara, MSN, RN, FNP-BC

Building for the future: Recruiting and retaining the best and brightest

At Brigham and Women's Faulkner Hospital, recruiting and retaining a diverse, multigenerational workforce has been a goal of our diversity, equity and inclusion efforts for some time. That's in part because 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. It's also because we want our patients to have the best care and, to do that, we need the best and brightest workforce. In 2023, recruitment and retention efforts were at the forefront. Several innovative programs have been key in those efforts.

Innovative NLN Preceptor Program



Innovative NLN Preceptor Program participants

This year, Brigham and Women's Faulkner Hospital hired 54 newly licensed nurses (NLNs), which was a 23% increase from 2022. One of the 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. 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 INPP was first implemented on 6 North with Kim Danna, BSN, RN, as the designated Innovative NLN Preceptor (INP). "I think the INPP has been a great asset for the unit and the new grads," she says. "This program I believe lessens the fear new grads have when starting their first job. Having peers in the same position has allowed them to feel a sense of camaraderie. I have been doing this from the beginning, and it is nice to see all the new grads I have precepted flourishing in their careers."

Lusy Gonzalez, MSN, RN, MEDSURG-BC, from 6 South is another INP. She says, "I found that the INPP was a positive experience both for myself and the NLNs. I got to see firsthand how this program allowed the NLNs to familiarize themselves not only with the floor and workflow, but the staff. I enjoyed seeing their confidence grow even in three short weeks. I feel this program gave them an even starting point and allowed for consistency in their first few weeks on the floor, thus allowing them to feel more comfortable going forward."

PeriOp 101 Program

The PeriOp 101 Program gives registered nurses the opportunity to learn the ins and outs of the Operating Room through comprehensive on-the-job training through the Association of Peri Operative Registered Nurses' Periop 101 core curriculum. Since the inception of the program, we have trained 20 clinical nurses. This year, for the first time, nurses new to the Operating Room are paired with facilitators in a similar setup as the INPP.

Catherine O'Leary, BSN, RN, is one of those facilitators. "This year, I acted as the first Periop 101 Facilitator for Brigham and Women's Faulkner Hospital's PeriOp 101 Program. In this role, I provided direct support and education in conjunction with the Professional Development Manager to five nurses who are new to the Operating Room," she says. "This role was created to provide a resource to these new nurses to better support and lead them through the challenging PeriOp 101 Program. This experience taught me that precepting is more than sharing knowledge but is also about building relationships and bonds between staff. These personal connections help to make a very serious work environment more comfortable and fun along the way. I am hopeful that my role as the PeriOp 101 Facilitator helped to promote the professional success of my colleagues and unit!"

Omar Hernandez, BSN, RN, was one of the participants in the program this year. "Prior to advancing my career as an Operating Room nurse, I worked as a med-surg nurse on 6 North. While med-surg truly helped shape my nursing career, my true passion was to pursue a career within the Operating Room," he says. "When the opportunity to apply for the PeriOp 101 Program arose, I knew it was something I couldn't just let pass me by. While the application process was rather competitive, to my surprise I was one of the lucky ones to be chosen for the program. It's been a little over two months since I've started working in the Operating Room and while there's still so much to learn, it feels good to walk into work and do something that I truly enjoy. The program's didactic is built in a manner that helps shape our Operating Room nursing skills by the utilization of classroom style learning while simultaneously applying hands-on training, which has helped shape my foundation within the Operating Room setting. The staff within the Operating Room have been great mentors and colleagues whom I feel at ease to turn towards during times of need. While my journey is only beginning, I'm excited and eager to further my career as an Operating Room nurse here at BWFH."



PeriOp 101 Program participants; left to right: Thora Ho, BSN, RN; Bridget Walsh, RN; Omar Hernandez, BSN, RN; Pooja Modhi, BSN, RN; and Dylan Parker-Roach, BSN, RN

National nurses association recognizes Brigham and Women's Faulkner Hospital's ICU



The ICU team celebrates their Beacon Award for Excellence

In 2023, the American Association of Critical-Care Nurses (AACN) conferred a silver-level Beacon Award for Excellence on Brigham and Women's Faulkner Hospital's ICU.

The Beacon Award for Excellence—a significant milestone on the path to exceptional patient care and healthy work environments—recognizes unit caregivers who successfully improve patient outcomes and align practices with AACN's six Healthy Work Environment Standards. Units that achieve this three-year, three-level award with a gold, silver or bronze designation meet national criteria consistent with the ANCC Magnet Recognition Program®, the Malcolm Baldrige National Quality Award and the National Quality Healthcare Award.

The silver-level Beacon Award for Excellence earned by Brigham and Women's Faulkner Hospital's ICU signifies an effective approach to policies, procedures and processes that includes engagement of staff and key stakeholders. The unit has evaluation and improvement strategies in place and good performance measures when compared to relevant benchmarks.

"I was beyond thrilled to learn we had earned the Silver-level Beacon Award for Excellence," says ICU Nurse Director Estier Sayegh, MBA, BSN, RN, CNRN, PCCN-K, CCRN, NEA-BC. "This award proves what I have known for a long time—that our team is committed to providing the best, safest patient-centered care and evidence-based practice at the bedside."

For ICU team members, the honor is particularly meaningful. Clinical nurse Briana Murphy, BSN, RN, says, "I feel privileged to work in a Beacon unit. It demonstrates that our unit utilizes evidence-based practice to improve our patients' outcomes."

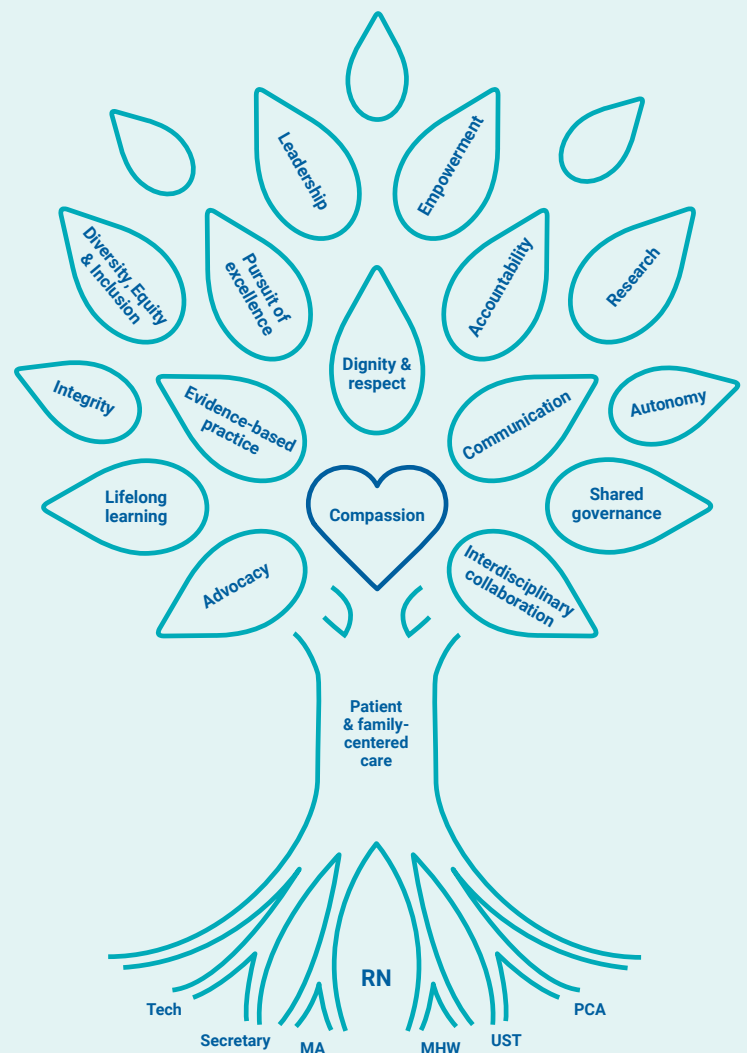
Her colleague, Monica Pina, BSN, RN, agrees. "To me, working on a Beacon unit means I belong to a team that prioritizes efficient, knowledge-based, patient-specific care that impacts not only patient outcomes, but their overall experiences during their stay in the ICU."

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.

In 2012, nurses chose the image of a tree in the development of the Professional Practice Model. Over the years, the Professional Practice Model has been reviewed and updated to ensure alignment with nursing practice.

Our current 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 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.

Peer facilitators will continue to play a key role the success of peer review by leading education, facilitating peer review sessions and providing support to nurses on their individual units.

2023 peer facilitators

2 South

Dennis Callahan, BSN, RN

6 North

Omar Hernandez, BSN, RN

Thora (Tho) Ho, BSN, RN

Hannah Murphy, BSN, RN

Caroline Quinonez, RN

6 South

Lusy Gonzales, MSN, RN, MEDSURG-BC

7 North

Catherine Hutchison, BSN, RN

7 South

Sheila Derby, BSN, RN

Michelle Carignan, RN

IV Team

Anne Bosse, RN

ICU

Monica Pina, BSN, RN

Sarah McRoberts, BSN, RN

Med/Surg Float Pool

Karen Buenaventura, BSN, RN

ED

Sara Lampeter, BSN, RN

Elizabeth Metivier, BSN, RN

OPIC

Judy Driscoll, BSN, RN

IR/IN

Bobbi King, BSN, RN

GI (and Ambulatory Float Pool)

Helen Driscoll, MSN, RN, CGRN

Pain Management

Yvonne Koelsch-Brown, BSN, RN

CPE

Maria Doherty, BSN, RN

POH

Dan Rec, BSN, RN, CAPA

PACU

Jill Benoit, BSN, RN

OR

Sabine Jean-Giles, BSN, RN

Catherine O'Leary, BSN, RN

Periop Float Pool

Laura Donovan, BSN, RN

Case Management

Meredith Wolff, BSN, RN

Nursing Supervisors

Samantha Andreasen, MSN, RN

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. One way they do that is through participation in our Shared Governance committees. 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.

Nursing Practice

Chair: Yoko Davis, BSN, RN (Inpatient)

Executive Sponsor: Colleen West, DNP, MBA, RN, CPHQ (Inpatient); Alexandra Penzias, DNP, MEd, APRN, ACNS-BC, CEN (Ambulatory)

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.

Nursing Quality

Chair: Ron Cassesso, BSN, RN, MEDSURG-BC

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.

Professional Recognition and Advancement

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

Executive Sponsor: Rose LaPlante, MBA, MSN, 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.



Nursing Informatics

Co-Chair: Sarah McRoberts, BSN, RN

Executive Sponsor: Paula Wolski, MSN, RN, NI-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.

Evidence-Based Practice/Research Committee

Co-Chair: Cassandra Ramsey, MPH, BSN, RN

Executive Sponsors: Helene Bowen Brady, DNP, MEd, RN, NPJ-BC, NEA-BC

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.

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 Karen Reilly, DNP, MBA, 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.

Are you interested in joining one of these Shared Governance committees? Contact the Chair(s) or Executive Sponsor for more information.

Quality data

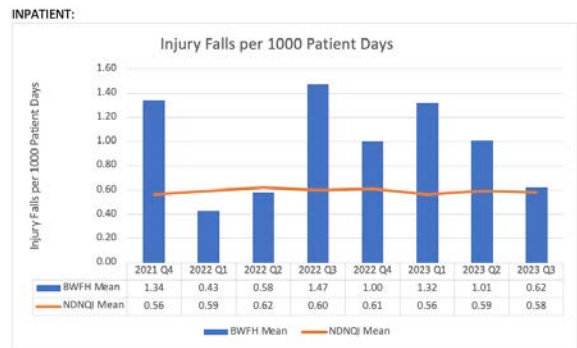
As nurses at Brigham and Women’s Faulkner Hospital, we strive for a culture of exemplary professional practice involving quality and safety monitoring to ensure the highest delivery standards. Nurses throughout the hospital collaborate with multiple disciplines to make sure that care is efficient, effective, 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 (catheter associated urinary tract infections, central line associated blood stream infections, falls with injury and hospital acquired pressure injuries stage 2 and above).

For the 2023 Annual Report, we are focusing on falls with injury in both the inpatient and ambulatory setting. This NSI is continuously monitored and our performance is shared as part of Magnet redesignation. We have displayed data from NDNQI showing the hospital-level rate of falls with injury in the inpatient and ambulatory areas, as well as a graphic showcasing unit-level performance in these areas to highlight our progress.

In August of 2023, the Falls Committee rolled out a new Falls Bundle in the inpatient and Emergency Department settings. The falls bundle is initiated for any patient who scores greater than 45 on their Morse Fall Scale. The bundle includes a yellow fall risk sign on the patient’s door, a yellow fall risk bracelet and yellow socks. It also provides education materials for the patient as well as advice on utilization of the Fall TIPS and the importance of assisting and staying with the patient during toileting. Nurse leaders are conducting daily leadership rounds to ensure bundle compliance and make real-time corrections. In other ambulatory units, rolling stools and stretchers have been removed and replaced.

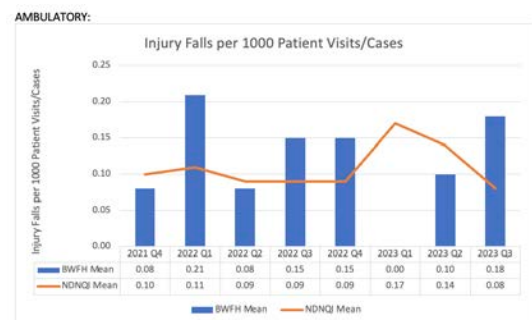
The data is displayed showing falls with injury at the hospital level for both inpatient (see Graph A) and ambulatory (see Graph B). Below each graph is a table showing performance on individual units that we report to NDNQI. For the unit-level data, red indicates the unit underperformed the NDNQI benchmark of similar hospitals (bed-size 100-199) 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.



Inpatient Units Injury Falls Per 1000 Patient Days

Unit	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023
2 South	Red	Green	Green	Green	Green	Green	Green	Green
ICU	Green	Green	Green	Green	Green	Green	Green	Green
6 North	Red	Red	Red	Red	Red	Red	Red	Red
6 South*	Red	Red	Red	Red	Red	Red	Red	Red
7 North	Green	Green	Green	Green	Green	Green	Green	Green
7 South	Green	Green	Green	Green	Green	Green	Green	Green

*bed size by teaching benchmark



Ambulatory Units: Injury Falls Per 1000 Patient Visits/Cases

Unit	2021 Q4	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3
IR/IN	Green	Green	Green	Green	Green	Green	Green	Green
Endo	Green	Green	Green	Green	Green	Green	Green	Green
PMC	Green	Green	Green	Green	Green	Green	Green	Green
OPIC	Green	Green	Green	Green	Green	Green	Green	Green
CPE	Green	Green	Green	Green	Green	Green	Green	Green
Cardiac Re	Green	Green	Green	Green	Green	Green	Green	Green
POH	Green	Green	Green	Green	Green	Green	Green	Green
PACU	Green	Green	Green	Green	Green	Green	Green	Green
ED	Red	Red	Red	Red	Red	Red	Red	Red

Continued focus on the patient experience

In the Department of Nursing at Brigham and Women's Faulkner Hospital, providing high-quality, safe patient care is always a top priority. In addition to expert care, patients and their families expect and deserve to have a positive experience when they come to us for care. In 2023, several key initiatives were put into place to further improve the patient experience.

Emergency Department

The Emergency Department focused its efforts on reducing wait times. It was noted that in the first half of FY22 that total Emergency Department volume was higher than the same period in FY21. The team decided to focus their efforts on reducing wait times in the waiting room during the 8 a.m. to 12 noon time frame. The hope was this would decrease average length of stay in the Emergency Department, in turn decreasing the workload for the evening clinical team, increasing capacity to see more patients and decreasing the rate of patients who leave without being seen. To achieve this goal, Emergency Department attendings are encouraged to assign themselves to patients as early as possible during the 8 a.m. to 12 noon time frame before the afternoon volume increases. All Emergency Department staff are encouraged to bring patients out of the waiting room as quickly as possible and increase the use of the Results Pending area and hallways in order to see more patients.

6 South

6 South focused its work on reducing interruptions to their patients' sleep. On 6 South, patients are typically woken up for vital signs overnight every four hours. Noting that this can have negative outcomes such as delirium, aggression and dissatisfaction with hospitalization, the team decided to decrease vital sign checks in patients who are medically appropriate between the hours of 11 p.m. and 6 a.m. In addition to reducing the number of patients whose sleep was disrupted, these efforts helped to raise awareness of the importance of sleep promotion on the unit.



NRC Health survey results and letters from our patients have reflected the effectiveness of these efforts.

One Emergency Department patient wrote, "When we first arrived it wasn't too crowded, but that changed quickly. In our observations, every staff member remained calm and were kind with their responses to everyone. It was wonderful to see such camaraderie. One always says you hope you don't need an Emergency Room but Brigham and Women's Faulkner Hospital will be my family's go-to place. Our experience was seamless. It was so much better than going into the main campus in Boston. I hope I don't have to return anytime soon but if I do I pray I have a repeat experience."

6 South has received several comments from patients underscoring the benefits of their efforts. One patient said, "I slept for the first time in three days. No one woke me up." Another commented, "I hope they can keep that up. They did a good job last night not disturbing my rest."

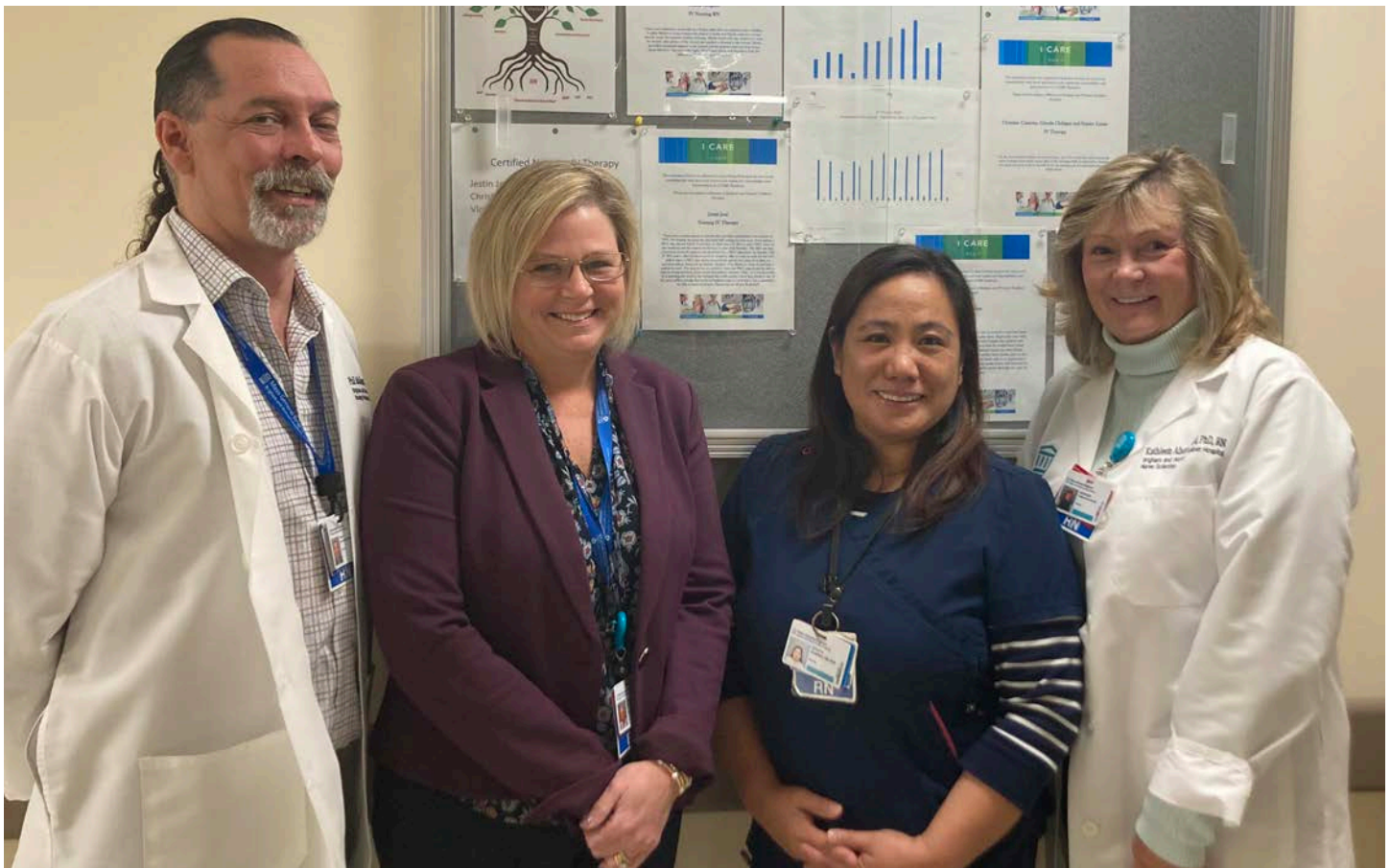
Changes to peripheral intravenous catheter policy reflect best practices

IV Team clinical nurse Violeta Ramirez, BSN, RN, CRNI, worked with nursing leadership, including 7 South and IV Team Nurse Director Jennifer Capone, MSN, RN; Nursing Professional Development Manager for 6 North, 6 South and the IV Team Phil Malleison, MSN, RN, NPD-BC; former 7 South and IV Team Nurse Director Mary Ann Barry, MBA, BSN, RN; and Nurse Scientist Kathleen Ahern Gould, PhD, RN, on Brigham and Women's Faulkner Hospital's peripheral intravenous catheter (PIVC) policy.

Ramirez specifically requested to move to a PIVC rotation when clinically indicated. This change would provide greater autonomy for clinical nurses,

reduce unnecessary PIVC insertions and improve patient satisfaction. Ramirez worked with Capone, Malleison, Barry and Gould to review the literature. They identified that this aligned with the Infusion Nurses Society standards. After working with various stakeholder groups, this update is reflected in the current PIVC policy, which went live in June of 2023.

Ramirez says, "Patient satisfaction is a priority to me. When I have patients complaining about having to have their IVs changed, even if the IV is still functional, I felt I needed to advocate for them by aligning our practice with the evidence."



From left: Nursing Professional Development Manager for 6 North, 6 South and the IV Team Phil Malleison, MSN, RN, NPD-BC, 7 South and IV Team Nurse Director Jennifer Capone, MSN, RN, Violeta Ramirez, BSN, RN, CRNI, and Nurse Scientist Kathleen Ahern Gould, PhD, RN

Publications and presentations

Publications

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Gould, K.A. (2023). Embracing inclusive language as a powerful communication tool. *Dimensions of Critical Care Nursing*, 42(6), 366.

Grafton, J., Bowen Brady, H., Kelly, J., Kelly, M., Lang, K., Wolski, P., Ray, S., Loescher, C., Pearson, M., & Mendu, M. Implementation of a modified early screening for discharge tool to optimize case manager efficiency and impact length of stay. *Professional Case Management*, 28(6), 262-270.

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Auerbach, A.D., Astik, G.J., O'Leary, K.J., Barish, P.N., Kantor, M.A., Raffel, K.R., Ranji, S.R., Mueller, S.K., Burney, S.N., Galinsky, J., Gershanik, E.F., Goyal, A., Chitneni, P.R., Rastegar, S., Esmaili, A.M., Fenton, C., Virapongse, A., Ngov, L.K., Burden, M., Keniston, A., ... Schnipper, J.L. (2023). Prevalence and causes of diagnostic errors in hospitalized patients under investigation for COVID-19. *Journal of General Internal Medicine*, 1-9. Advance online publication.

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Podium Presentations

Associations between Weight Discrimination and Health Outcomes by Racial and Ethnic Groups: A Scoping Review. Julie Sanders, MSN, RN; Rose LaPlante, MBA, MSN, RN, NEA-BC; Cherie Magny-Normilus, PhD, RN RNP-BC, FNYAM. Sigma Theta Tau 34th International Nursing Research Congress. Virtual Oral Presentation, August 2-4, 2023.

Nurse Practitioner's Self-Efficacy in Leading Advance Care Planning Conversations with Healthy Adults. Yelena Geiler, DNP, MSN, RN, FNP-C; Helene Bowen Brady, DNP, MEd, RN, NPD-BC, NEA-BC; Manuel Cifuentes, MPH, MD, ScD. Sigma Theta Tau 34th International Nursing Research Congress. Virtual Oral Presentation, August 2-4, 2023.

Predicting Cognitive Change Among Nursing Home Residents: A Cross-National Perspective. Elizabeth Howard; Sharran Burney, Boston College, William F. Connell School of Nursing; Anna Laytham, Boston College, William F. Connell School of Nursing; John N Morris, Hinda and Marcus Institute for Aging Research. Eastern Nursing Research Society (ENRS) 35th Annual Scientific Sessions, Philadelphia, PA., March 23-24, 2023

Poster Presentations

Implementation of a Modified Early Screening for Discharge Tool to Optimize Case Manager Efficiency and Impact Length of Stay. James Grafton, MSN, MHA, RN, CCM; Helene Bowen Brady, DNP, MEd, RN, NPD-BC, NEA-BC; Joanne Kelly, BSN, RN, CCM; Margaret Kelly, BSN, RN, CCM; Kathleen Lang, BSN, RN, CCM; Paula Wolski, MSN, RN, NI-BC; Soumi Ray, PhD; Cori Loescher, MM, BSN, RN, NEA-BC; Madelyn Pearson, DNP, RN, NEA-BC; Mallika Mendu, MD, MBA. New England Organization of Nurse Leaders (ONL) Winter Quarterly Meeting, Framingham, MA, December 8, 2023.

Guided ACLS Mobile App Improves Trainee Experience and Performance During Simulated Cardiac Arrest: A Randomized Controlled Trial. Michael Senter-Zapata, MD; Dylan V. Neel, PhD; Isabella Colocci, BA; Afaf Alblooshi, MD, PhD; Faten Abdullah M. AlRadini, MD; Brian Quach, BA; Samuel Lyon, MD; Maxwell Coll, MD; Andrew Chu, MD, MPH, MBA; Katharine W Rainer, MD; Beth Waters, MSN, RN, CPEN; Christopher W. Baugh, MD, MBA; Roger D. Dias, MD, PhD, MBA; Haipeng Zhang, DO, MMSc; Andrew Eyre, MD, MS; Eric Isselbacher, MD, MSC; Jared Conley, MD, PhD, MPH; Narath Carlile, MD, MPH. American Heart Association - AHA Scientific Sessions 2023, Pennsylvania, PA. November 11-13, 2023.

Mini-Mock Codes: Beginnings Matter. Patti Rabbett, MSN, RN, CCRN-K; Beth Waters, MSN, RN, CPEN. 2023 Association for Nursing Professional Development (ANPD) 2023 Virtual Symposium (Poster and audio recording). November 7, 2023.

Authorship: "Begin with the End in Mind." Helene Bowen Brady, DNP, MEd, RN, NPD-BC, NEA-BC; Kathleen Ahern Gould, PhD, RN. American Medical Writers Association - 2023 Medical Writing & Communication Conference. Baltimore, MD. October 23-28, 2023.

Enhancing Patient Outcomes through PeriAnesthesia Clinical Leader Engagement, Development and Unit-Level Shared Governance. Kathryn B. McCarragher, MHA, BSN, RN, CPAN. Massachusetts Society of PeriAnesthesia Nurses – MASPAN Fall Conference 2023, Waltham, MA, October 28, 2023.

Using Implementation Science to Introduce a Wireless Monitoring System Integrated Within the Care Environment. Paula Wolski, MSN, RN, NI-BC. Sigma Theta Tau 34th International Nursing Research Congress. Virtual Poster Presentation, August 2-4, 2023.

Could AMWA bolster your editorial skills? Kathleen Ahern Gould, PhD, RN; Judy Davidson, DNP, RN, MCCM, FAAN. International Association of Nurse Editors (INANE) 2023. Dublin, Ireland, July 31-August 3, 2023.

Nurse Driven Palliative Care Consults in the ICU. Meigan Amaral, MSN, RN; Meaghan McCarthy, MSN, RN, CCRN; Ellen McCarthy, DNP, MSN, RN, CCRN. American Association of Critical-Care Nurses (AACN) National Teaching Institute (NTI), Philadelphia, PA, May 22-24, 2023.

Using Implementation Science to Introduce a Wireless Monitoring System Integrated Within the Care Environment. Darren Scully, BSN, RN; Paula Wolski, MSN, RN, NI-BC. New England Nursing Informatics Consortium 19th Annual Symposium Trends in Clinical Informatics: A Nursing Perspective, Waltham, MA. May 19, 2023.

An Innovative Program to Precept Newly Licensed Nurses. Jennifer Capone, MS, RN; Suzelle Saint-Eloi, MS, RN. Karsh Nursing Scholars' Day, Brigham and Women's Hospital, May 4, 2023.

Implementation of a Modified Early Screening for Discharge Tool to Optimize Case Manager Efficiency and Impact Length of Stay. James Grafton, MSN, MHA, RN, CCM; Helene Bowen Brady, DNP, MEd, RN, NPD-BC, NEA-BC; Joanne Kelly, BSN, RN, CCM; Margaret Kelly, BSN, RN, CCM; Kathleen Lang, BSN, RN, CCM; Paula Wolski, MSN, RN-BC; Soumi Ray, PhD; Cori Loescher, MM, BSN, RN, NEA-BC; Madelyn Pearson, DNP, RN, NEA-BC; Mallika Mendu, MD, MBA. Karsh Nursing Scholars' Day, Brigham and Women's Hospital, May 4, 2023.

Measuring the Effectiveness of Central Nursing Shared Governance Committees in a Community Teaching Hospital. Helene Bowen Brady, DNP, MEd, RN, NPD-BC, NEA-BC; Kathleen Ahern Gould, PhD, RN. Karsh Nursing Scholars' Day, Brigham and Women's Hospital, May 4, 2023.

Mini-Mock Codes – Beginnings Matter. Patti Rabbett, MSN, RN, CCRN-K; Beth Waters, MSN, RN, CPEN. Karsh Nursing Scholars' Day, Brigham and Women's Hospital, May 4, 2023.

Nurse Driven Palliative Care Consults in the ICU. Meigan Amaral, MSN, RN; Meaghan McCarthy, MSN, RN, CCRN; Ellen McCarthy, DNP, MSN, RN, CCRN. Karsh Nursing Scholars' Day, Brigham and Women's Hospital, May 4, 2023.

The PARIHS Framework as a Guide for Implementation Science to Introduce a Wireless Monitoring System. Darren A. Scully, BSN, RN; Paula Wolski, MSN, RN, NI-BC; Karsh Nursing Scholars' Day, Brigham and Women's Hospital, May 4, 2023.

Evaluating Key Stakeholder Perceptions of Newly Licensed Nurse Residency Programs. Helene Bowen Brady, DNP, MEd, RN, NPD-BC, NEA-BC; Jennifer Capone, MSN, RN; Kimberly Danna, BSN, RN; Tracy Lane, MS, RN, MEDSURG-BC; Christine Sgroi, BSN, RN; Rose LaPlante, MBA, MSN, RN, NEA-BC; Kathleen Ahern Gould, PhD, RN; Colleen West, DNP, MBA, RN, CPHQ. Karsh Nursing Scholars' Day, Brigham and Women's Hospital, May 4, 2023.

Developing a New PACU Overnight Unit Through Mentorship and Empowerment. Ian Trefethen, BSN, RN; Evelyn Kelleher, BSN, RN, CPAN; Kerry Kelly, BSN, RN; Erin Moore, BSN, RN; Charlene Salvi, BSN, RN, CPAN. American Society of PeriAnesthesia Nurses 42nd National Conference, Denver, CO, April 28-May 1, 2023.

Enhancing Patient Outcomes through PeriAnesthesia Clinical Leader Engagement, Development and Unit-Level Shared Governance. Robin Kaufman, DNP, RN, NEA-BC; Kathryn B. McCarragher, MHA, BSN, RN, CPAN. American Society of PeriAnesthesia Nurses 42nd National Conference, Denver, CO, April 28-May 1, 2023.

Improving Flow of Out of OR Interventional Psychiatry Procedures Using a Collaborative Model of Care. June Nichols, BSN, RN, CPAN; Michelle Bowler, BSN, RN. American Society of PeriAnesthesia Nurses 42nd National Conference, Denver, CO, April 28-May 1, 2023.

May the Task Force Be with You: Nurse Led Collaboration and Innovation in Developing A Novel Staffing Matrix for a Newly Blended Perianesthesia Unit. Kelly Mastroianni, BSN, RN; Barbara O'Coin, BSN, RN; Carolyn Geoghegan, RN, CAPA. American Society of PeriAnesthesia Nurses 42nd National Conference, Denver, CO, April 28-May 1, 2023.

Nurse Led Collaboration and Innovation: Relieving In-Patient Bed Shortage by Creating an Extended Recovery Unit (ERU). Charlene Salvi, BSN, RN, CPAN; Molly Porter, BSN, RN. American Society of PeriAnesthesia Nurses 42nd National Conference, Denver, CO, April 28-May 1, 2023.

Improving Patient Safety During off Campus LOA "Leave of Absence" Diagnostic Testing. Erin O'Fallon MD MPH;1, 2, 3 Caitlin Manca MPH;1 Johanna Baldassari MSN, RN, FNP-BC.1 Brigham and Women's Faulkner Hospital,1 Brigham and Women's Hospital2 and Harvard Medical School.3 Society of Hospital Medicine (SHM) Converge 2023, Austin, TX, March 26-29, 2023.

Evaluating Key Stakeholder Perceptions of Newly Licensed Nurse Residency Programs. Helene Bowen Brady, DNP, MEd, RN, NPD-BC, NEA-BC; Jennifer Capone, MSN, RN; Kimberly Danna, BSN, RN. Eastern Nursing Research Society (ENRS) 35th Annual Scientific Sessions, Philadelphia, PA., March 23-24, 2023

Mental Health Disorders in African Caribbean Adults with Noncommunicable Diseases and Implications for Self-Management: A Systematic Review. Cherie Magny-Normilus, Boston College, William F. Connell School of Nursing; Saria Hassan, Emory University Nell Hodgson Woodruff School of Nursing; Rose LaPlante, Boston College, William F. Connell School of Nursing; Julie Sanders, Boston College, William F. Connell School of Nursing; Catrina Longhurst, Boston College, William F. Connell School of Nursing; Christopher Lee, Boston College, William F. Connell School of Nursing; Corrine Jurgen. Eastern Nursing Research Society (ENRS) 35th Annual Scientific Sessions, Philadelphia, PA., March 23-24, 2023

Mini-Mock Codes – Beginnings Matter. Patti Rabbett, MSN, RN, CCRN-K; Beth Waters, MSN, RN, CPEN. Association for Nursing Professional Development (ANPD) Annual Aspire Convention, Atlanta, GA, March 2023.

To view presentations: www.brighamandwomensfaulkner.org/about-bwfh/nursing/research-and-best-practices

Brigham and Women's Faulkner Hospital represented during Karsh Nursing Scholars Day



Brigham and Women's Faulkner Hospital nurses pose for a photo during the Estrellita & Yousuf Karsh Nursing Scholars Day at Brigham and Women's Hospital.

As evident from the extensive list of poster and podium presentations highlighted in this year's Annual Report, Brigham and Women's Faulkner Hospital's Department of Nursing is committed to its improvement projects and disseminating the new knowledge gleaned from those projects.

One of the highlights of 2023 came when Brigham and Women's Faulkner Hospital nurses were invited to join the Estrellita & Yousuf Karsh Nursing Scholars Day at Brigham and Women's Hospital. Karsh Nursing Scholars Day celebrates nurses' contributions to research, innovation and

improvement initiatives. The event is named in honor of the generosity and vision of Estrellita Karsh, a longtime friend of the Department of Nursing and the Brigham.

"It was very validating to see Brigham and Women's Faulkner Hospital nurses invited to share their research and best practices with the entire Brigham family," says Helene Bowen Brady, DNP, MEd, RN, NEA-BC, NPD-BC, Nurse Scientist. "The fact that we were able to showcase seven projects made it even more special."

Voalte: A digital toolkit for nursing

In the fall of 2023, a new communication application called Voalte was rolled out across the inpatient and Emergency Department areas at Brigham and Women's Faulkner Hospital.

Voalte is a secure HIPAA-compliant interdisciplinary mobile communication application. The platform creates one unified directory to enhance patient care, with the ability to search and then call or text staff. Voalte also allows one-way Epic integration for visualization of the patient chart and documentation, as well as access to other applications such as Lippincott, the phone and paging directory, Lexicomp and AMN interpreter services.

Program Director for Informatics/Patient Care Services Paula Wolski, MSN, RN, NI-BC, has been advocating for a digital toolkit for nursing for quite some time. She says, "Working with IT leaders, our Chief Medical Information Officer and our Deputy Chief Information Officer, Informatics has been working on a mid- and long-term plan for increased use of digital tools across the Brigham family. I see the Voalte device as containing a digital toolkit due to that planning. My hope is that this device will

give staff content they can use in the palm of their hands that is easily accessible and clinically useful. Members of the Nursing Informatics Committee gave feedback on what applications they felt would be useful to have as they cared for their patients as well. This feedback led to the inclusion of the AMN interpreter services application."

So far, clinical nurses have had a positive experience with Voalte and say it's a helpful innovation for patient care.

IV Team Clinical Nurse Anne Bosse, RN, says, "Communication with staff is greatly improved with no loss of call in certain areas. I also really appreciate the easy access to team members."

6 South Clinical Nurse Darren Scully, BSN, RN, has a similar opinion. "Communication has really improved," he says. "Contacting providers has never been easier and, as a result, our workflow has been more efficient."



New innovations

Brigham and Women's Faulkner Hospital is committed to providing the highest quality, safe patient care. Across the hospital, teams work to continuously improve to achieve that goal. That is evident in the Department of Nursing where leaders and clinical nurses collaborate with their interdisciplinary team members to bring the latest innovations to our patients. This year, several new innovations were introduced:

Continuous veno-venous hemofiltration

In the past, patients in Brigham and Women's Faulkner Hospital's ICU with acute or chronic renal failure who were not a good candidate for hemodialysis, were transferred to Brigham and Women's Hospital for a specialized treatment known as continuous veno-venous hemofiltration (CVVH). Now, thanks to on-going championing by the providers and nursing staff in the ICU, CVVH is available onsite at Brigham and Women's Faulkner Hospital.

Unlike hemodialysis and peritoneal dialysis, which are long-term options, CVVH is a temporary treatment intended to provide life-saving renal replacement therapy for a short period of time until the patient's kidney function recovers (in the case of acute kidney failure) or until the patient is well enough to tolerate intermittent hemodialysis or peritoneal dialysis.

Extracorporeal membrane oxygenation

Extracorporeal membrane oxygenation (ECMO) is the most extreme form of life support for patients with heart or lung failure. This life-saving treatment is only available at a handful of academic medical centers in the United States, including both Massachusetts General Hospital and Brigham and Women's Hospital. Now, thanks to the Brigham's ECMO Transport Program and the close collaboration between our two campuses, critically ill Brigham and Women's Faulkner Hospital patients have access to ECMO.

If an ICU attending provider identifies a patient in need of ECMO, they make a call to the main Brigham campus and arrange for the mobile ECMO transport team to come to Brigham and Women's Faulkner Hospital, cannulate the patient and start them on ECMO right there in the community hospital ICU. Once the patient is properly supported, they are transferred by Boston MedFlight ambulance to an awaiting bed in the Brigham's ICU where they can receive the treatment they need.

R&R Rounds

At Brigham and Women's Faulkner Hospital, staff have long had access to Ethics Consults, Schwartz Rounds, Social Work and Spiritual Care Services to help cope with the stresses of their work. Now, a new program in the ICU is offering a unique approach to support staff when faced with challenging patient care situations. The concept has been named R&R Rounds. Depending on the day and the staff's needs, the Rs can stand for Restoration, Reflection or Remembrance. R&R Rounds are informal with a goal of bringing staff together and providing them with an opportunity to reflect on challenging cases and celebrate memories of their patients.

Superior Surgical Treatment for Seniors Pathway

On 7 South, a new program has been developed to ensure age-appropriate care during the post-operative period. The Superior Surgical Treatment for Seniors Pathway (SSTEP) is tailored to patients 70 years of age and older and aims to make improvements in several areas: post-op delirium, post-op complications and 30-day readmission rates.

One of the key components of the multidisciplinary program is the implementation of a sleep/wake cycle. This means patients may have uninterrupted sleep if medically appropriate, they are out of bed for meals and encouraged to ambulate. In addition, collaboration between providers and the pharmacy focuses on medication-related changes including dosing, frequency and deliriogenic medications.

Endobronchial ultrasound

In the past, patients on Brigham and Women's Faulkner Hospital's inpatient units with enlarged lymph nodes in their chests were transferred to Brigham and Women's Hospital for a specialized procedure known as endobronchial ultrasound (EBUS). Now, EBUS is available onsite in the Gregory Endoscopy Centre.

EBUS is best described as an add-on to traditional bronchoscopy, which has long been offered here at Brigham and Women's Faulkner Hospital. It's a minimally invasive way to sample pathologically enlarged lymph nodes in the chest. For patients, in addition to the ease of access experienced here at Brigham and Women's Faulkner Hospital, there is peace of mind knowing the procedure is far less invasive than surgical resection of enlarged lymph nodes. In addition, the team at Brigham and Women's Faulkner Hospital is highly trained to perform the procedure using the state-of-the-art technology available in the Gregory Endoscopy Centre.

OR Black Box

Much like an airplane's black box, which captures flight data to help airlines learn from past experiences, new technology now being piloted in two operating rooms at Brigham and Women's Faulkner Hospital is designed to capture key data during surgery to help the medical team improve quality and efficiency.

OR Black Box technology captures audio, video, patient physiology, environmental factors and device feeds. The data collected is then electronically relayed to Surgical Safety Technologies Inc., the company that created the technology. Surgical Safety Technologies Inc. then analyzes the data and provides a report back to Brigham and Women's Faulkner Hospital that includes assessments of risk, surgical team performance, surgical technology and efficiency, as well as analysis of safety threats and resilience.



The ICU team with their CVVH machine; from left: clinical nurse Meaghan Boulger, MSN, RN, CCRN, Program Director for Informatics for Nursing/Patient Care Services Paula Wolski, MSN, RN, NI-BC, clinical nurse Sarah McRoberts, BSN, RN, Chief of Nephrology Adina Voiculescu, MD, FASDIN, Clinical Leader Ellen McCarthy, DNP, MSN, RN, CCRN, Nurse Director for the ICU, Dialysis and Respiratory Estier Sayegh, MBA, BSN, RN, CNRN, PCCN, CCRN, NEA-BC, ICU Professional Development Manager Meigan Amaral, MSN, RN, CCRN, and clinical nurse Yoko Davis, BSN, RN

Care Continuum Management Early Screen for Discharge Planning team receives Evidence-Based Practice Award

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. This year, the award was given by the Evidence-Based Practice/Research Committee during the Fall Nursing Summit to the Care Continuum Management Early Screen for Discharge Planning (ESDP) team.

The scope of the project was explained in the team's nomination: Their project, Implementation of a Modified Early Screening for Discharge Tool to Optimize Case Manager Efficiency and Impact Length of Stay, reflects an exemplary evidence-based practice project. The objective of this project was to design and implement a modified version of the Early Screen Discharge Planning tool to prioritize patients with complex discharge needs and increase case manager efficiency, with the primary outcome of decreasing length of stay. The findings from this project reflected improved case manager efficiency and hospital throughput resulting in a decreased length of stay for patients. The modified ESDP tool is now being implemented at Brigham and Women's Hospital. The project has been presented at numerous conferences as a poster presentation. A manuscript was also published in the 2023 November/December issue of Professional Case Management where it was selected as a CEU offering.

On hand at the Fall Nursing Summit to accept the award was James Grafton, MSN, MHA, RN, CCM, who served as the Director of Care Continuum Management at BWFH for the duration of the project and now serves as Interim Director of Care Continuum Management at BWH. He was joined by Case Manager Margaret Kelly, BSN, RN, CCM, Nurse Scientist Helene Bowen Brady, DNP, MEd, RN, NPD-BC, NEA-BC, and Program Director for Informatics for Nursing and Patient Care Services Paula Wolski,

MSN, RN, NI-BC, who joined virtually. Other members of the team include Case Managers Joanne Kelly, BSN, RN, CCM, and Kathleen Lang, BSN, RN, CCM, and retired Chief Nursing Officer and Vice President of Patient Care Services Cori Loescher, MM, BSN, RN, NEA-BC, as well as BWH Senior Analyst for Care Continuum Management Soumi Ray, PhD, former BWH Chief Nursing Officer and Senior Vice President of Patient Care Services Madelyn Pearson, DNP, RN, NEA-BC, and BWH Associate Chief Medical Officer and Vice President of Medical Affairs, Mallika Mendu, MD, MBA.

"I am so happy to have shared in working on this project with BWFH and now to be working with the BWH team on ways to implement it," says Grafton.



The Care Continuum Management ESDP team receives their Evidence-Based Practice Award from Chief Nursing Officer and Vice President of Patient Care Services Karen Reilly, DNP, MBA, RN, NEA-BC

Project Drop Clicks: Easing the burden of documentation

Documentation burden has long been recognized as a problem for healthcare practitioners. In fact, in September of 2021, Mass General Brigham system-level committees met to discuss how to reduce documentation burden for clinical nurses and established a workgroup, dubbed the Structured Documentation Workgroup, to address the issue by the spring of 2023. Brigham and Women's Faulkner Hospital's Program Director for Informatics/Patient Care Services Paula Wolski, MSN, RN, NI-BC, who is a member of the American Medical Informatics Association taskforce to reduce documentation burden, was part of the system-level workgroup.

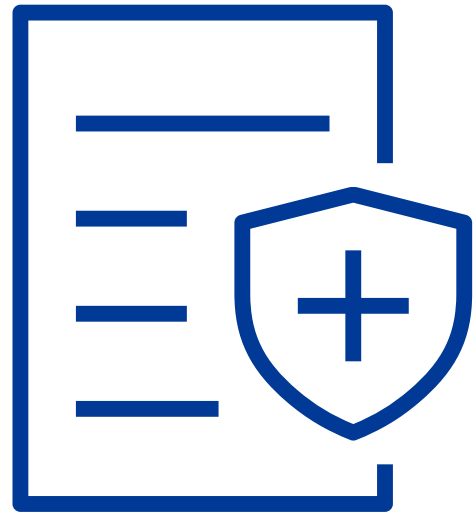
In March of 2022, Structured Documentation Workgroup members, including Wolski, were asked to identify clinical nurses to provide feedback on changes planned within our electronic medical record system. Wolski invited Nursing Informatics Committee clinical nurse members Sarah McRoberts, BSN, RN, from the ICU, and Nina Nguyen, BSN, RN, from 7 North, to participate in the work.

The project, Project Drop Clicks, grew from there. Clinical nurses were asked to participate in usability testing. McRoberts and Emergency Department clinical nurse Susan Flavin, BSN, RN, were asked to represent Brigham and Women's Faulkner Hospital.

After usability testing within the electronic medical record was complete, Project Drop Clicks went live on February 28, 2023, across the Mass General Brigham system.

Throughout the process, clinical nurses were integral to ensuring the program's success. There has been a decrease in documentation/clicks since rollout. Wolski has also received positive feedback from staff.

"Representing the voice of the clinical nurse on an enterprise basis is very rewarding," Wolski says. "I perceive my role in this work to be that of a liaison between the clinical workflow and the technical build in the electronic medical record. This project could lead the way for other projects that will help



to streamline documentation even more, giving staff more time to spend with patients and their families."

McRoberts was also happy to have participated in the project. "Project Drop Clicks was created to refine the charting burden that weighed heavily on nurses' shoulders," she says. "Collegial collaboration helped mold universal standards of what 'within defined limits' meant for each system. I am a proud participant in the group who helped develop modifications in charting that gives nurses time back to be more present at bedside. Nurses within our ICU have adapted well to this documentation change and attest to the efficacy in this style of charting."

Since the rollout, there has been roughly a 20 to 30 percent reduction in the number of flowsheet rows documented in the Emergency Department assessment. There has been roughly a 20 to 30 percent reduction in inpatient simple assessment number of flowsheet rows documented in and roughly a 15 to 20 percent reduction in the complex assessment number of flowsheet rows documented in. The perioperative areas saw roughly 10 percent reduction in number of flowsheet rows documented.



Spiritual Care Services offered a Blessing of the Hands to ICU staff during Nurses Week.



Westwood Elementary School's 2nd graders made beautiful butterflies for our patients! The Patient Experience team visited inpatient units around the hospital and handed out the butterflies, which included messages of healing and hope from the students to our patients.



Brigham and Women's Faulkner Hospital's former Associate Chief Nurse of Perioperative, Procedural and Ambulatory Services Robin Kaufman, DNP, APRN, FNP-C, NEA-BC, sat down with former Chief Nursing Officer and Vice President for Patient Care Services Cori Loescher, BSN, MM, RN, NEA-BC, for a fireside chat in honor of her retirement.



Brigham and Women's Faulkner Hospital's new Chief Nursing Officer and Vice President of Patient Care Services Karen Reilly, DNP, MBA, RN, NEA-BC, met 7 North Clinical Leader Jacqueline DeJean, BSN, RN, NEA-BC, during her first week on the job while rounding on the units.



6 North's Kim Danna, BSN, RN, (center) was nominated for an I CARE Award by her four newly licensed nurses for her role as their Innovative NLN Preceptor.



In January, Brigham and Women's Faulkner Hospital celebrated National IV Nurse Day.



Emergency Department nurse and member of the Massachusetts Emergency Nurses Association Joanne Hallahan, BSN, RN, traveled to Washington, DC, to advocate for measures to reduce workplace violence and provide more access to behavioral healthcare.



Nurses from 6 North volunteered at the Boston Marathon where they provided medical support to runners and participants.



ED staff took part in a mock Code Blue event with help from the STRATUS Center for Medical Simulation.



Pre-Op Holding clinical nurse Phyllis Garr, BSN, RN, had the opportunity to travel to Jerusalem where she took part in Ha-dassah's 100th National Convention. She joined the convention as part of the Nurses and Allied Health Professionals Council, whose mission it is to work together to mentor, support and empower one another to help heal our world.



During Turner Syndrome Awareness Month in February, 7 South clinical nurse Emilija Sipaviciute, BSN, RN, presented a case study on Turner Syndrome to her colleagues.

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