



Nursing Annual Report 2007



EXCEPTIONAL CARE. WITHOUT EXCEPTION

Nursing Annual Report 2007

“With regard to excellence, it is not enough to know, but we must try to have and use it.”

- ARISTOTLE



Dear Friends and Colleagues,

As I complete my first year as Vice President of Nursing at Boston Medical Center, I want to express my sincere appreciation to each of you who make a commitment to provide exceptional care, without exception, to all of our patients. It is an honor to work with you – at the bedside, as educators and with those in leadership.

This past year has seen many changes in health care, from delivery to insurance reform. I am proud that amid an increased focus on nursing care and outcomes, we continue to strive for excellence in the clinical care we provide our patients and their families. Nursing is not easy. There are daily opportunities, as well as challenges, that each of you face during the course of your work. With your help BMC continues to manage increases in patient volume, new technology and the rising costs of providing health care.

I am proud to present our progress and contributions in the pages that follow. This annual report is evidence of our success and our commitment to collaborative decision making at BMC.

With gratitude,

Lisa O'Connor, RN, BSN, MS, CNAA

Vice President of Nursing

“I credit a great deal of my mother’s recovery to the excellent nursing care she received while at Boston Medical Center. She was in the Cardiac Care Unit, the Surgical Intensive Care Unit, and then the Progressive Care Unit. At all times, I felt that she received wonderful care from your nursing staff.”

Nursing Leadership

The Nursing Leadership Team has evolved over the past year with new additions and others who were internally promoted. Together, they are setting the vision for excellence for the department, focusing on patient safety, collaboration with other members of the health care team, and participative decision making among nursing staff.



Kate Whalen, RN, MS, Director of Critical Care and Emergency Services
Rhodora Reynado, RN-BC, MSN, MBA, MSE, Director of Finance
Kim Perryman, RN, BSN, CNA-BC, Director of Maternal Child Health
Ina Rey-Mora, RN, BSN, MHA, Director of Perioperative Services
Martha Griffin, RN, PhD, CS, Director of Education and Research
Ann Piette, RN-BC, MS, Director of Ambulatory Care Services
Janet Gorman, RN, BSN, Director of Medical Surgical Nursing
***Not pictured:* Cheryl Warren RN, MS, Director of Care Management,**
Social Work and Admitting

Cultural Beliefs

Each day, nurses live Boston Medical Center's cultural beliefs through their professional practice as clinicians and leaders in the delivery of quality patient care.



Own It!

The Nurse Practice Council has made great progress with the assistance of the two staff nurse co-chairs, new members, and renewed commitment from existing members. The staff nurse representatives from all clinical areas have taken ownership of practice issues and have a stronger voice in decisions that affect their patients, such as patient transition from the emergency rooms to the floors, establishing unit-based councils, and reviewing all nursing policies and procedures.



Members of the Nurse Practice Council

“The purpose of this letter is to share with you my sincere appreciation and heartfelt thanks to the doctors, nurses, and others who facilitated the excellent care my daughter received in the Emergency Department. I am proud to say that these caregivers are a credit to the overall excellence of Boston Medical Center.”

Patient First!

Easter Sunday was a very busy day for the Cardiac Catheterization Lab and Cardiac Care Unit (CCU). We had three back-to-back cases, all very sick patients needing critical care services. There were no available beds and we had our second patient arriving from the Emergency Department before we even had the first off the table. I want you to know how proud I am to work with such dedicated professional nurses. Everyone was extremely helpful. I want to compliment all the nurses working in CCU that day. They were all instrumental in making a very stressful situation tolerable. They all deserve a pat on the back.

I also want to recognize the housekeeping supervisor who did an outstanding job of turning over the rooms quickly. He was professional and courteous and sensed the urgency of the situation. This truly was a team effort and exemplified our commitment to our patients: Exceptional Care without Exception!

The day didn't end there. Three hours later we were back to the Catheterization Lab with another emergency, this time with a cardiac arrest. I called one of the nurses from home to let her know we were coming back and needed another CCU bed. Again, everyone made it happen. The best part is that all of the patients are going home. It turned out to be a very Happy Easter. I just wanted you to know how rewarding it was to be a nurse at Boston Medical Center and to work with such a great staff.

- STEVE HURRELL RN, BS, CCRN, CARDIAC CATHETERIZATION LAB

Step Up!

The Radiology Department has experienced marked increases in patient acuity. In order to best care for these complex patients, several staff embraced the new challenge and completed an internship program in the critical care areas over the past year. As part of the training, other seasoned nurses in these specialty units welcomed and precepted their colleagues. They spent 100 hours or more in the Cardiac Catheterization Lab, Intensive Care Units, Emergency Departments and other “customized” areas, depending on the needs and requests of the staff to help them feel more comfortable with these patients. Coupled with the Intensive Care Unit's core programs that they attended, this has truly enhanced their ability to care for the sicker patients now seen in the procedural areas.

I Can!

Scott was a 44 y.o. patient that was diagnosed with stage three colorectal cancer about seven years ago. He had numerous admissions to Boston Medical Center over the years. He has had multiple surgeries and was very familiar to the nurses and staff on 8 West. Yesterday, we heard he was home with hospice and not doing well. Michelle Trojano, RN, had become very friendly to both the patient and his family over the years. After hearing this unfortunate news during her 3-11 shift, she called his wife and asked how she could help. Michelle completed her shift and then proceeded to spend the night with the patient at his home to provide care for Scott and support for his family. Scott passed away peacefully at 5:15 the next morning with Michelle at his bedside. She is truly dedicated to her nursing profession and continues to be a role model for her colleagues.

- 8 WEST STAFF NURSES, NEWTON PAVILION

“To all the staff on the third floor and Labor and Delivery Unit: I want to thank all of you for being great to my wife and little daughter who came into the world on March 6th. I will miss all of you and the relationship we have already established. I will never forget all of you, including your services. Thank you.”



Teams Work!

Baby A was admitted to the Pediatric Intensive Care Unit (PICU) with a diagnosis that was devastating to his parents who were from Guinea Africa. His mother was extremely upset because her role as the baby's mother was interrupted. He was in respiratory distress and she was not allowed to feed him. She became angry at the staff and wanted to take him home. The entire PICU team (physicians, nurses, social services, case management, interpreter services and patient advocacy) met with the family to discuss their options. Over time we were able to regain this mother's trust and continue to care for this baby. Baby A stabilized and went home with O2 and a CPAP machine and tube feedings.

He came back in a few weeks with a severe respiratory illness that required intubation and ventilator support. Baby A eventually had a tracheotomy and G-tube placed and plans started for discharge home. Mom requested that she be allowed to perform some rituals that were important to her to make her son well. The nurses in the PICU assisted her in her daily baths of pepper water (peppercorns, pepper and dissolved slips of paper with prayers from her home country) and administration of goji juice. The goji fruit from the Himalayas is supposed to bring strength to her son.

Baby A went home after 3 months of living in the PICU where he became everybody's baby. His mother learned how to care for him within the supportive environment of his PICU home. He is doing well at home now, and when he needs to come to the hospital for an appointment, his mother always makes time to come visit the PICU and show us his progress. - PAM COREY, RN, BSN, STAFF NURSE, PICU

Nursing Highlights

The Nursing Workforce

Boston Medical Center has a highly diverse nursing workforce, including 8% male nurses. The vacancy rate is less than 1% and the turnover rate is 3.4%, far below regional and national averages.

Palliative Care Consult Service

Led by an advanced practice nurse, Anne Carr, RN, MS, NP-C, the new Palliative Care Consult Service was established to ensure appropriate care is provided to patients with chronic or terminal illnesses. The demand for consults has been strong and growing.

Nursing Education and Research

The Nursing Education and Research Department continues to strengthen with the addition of new director, Martha Griffin, RN, PhD, CS.

The clinical instructors have been active in several hospitalwide patient care initiatives and help to enhance practice through annual competency days.

The consultant from Regis College School of Nursing, Maureen Beirne Streff, RN, EdD, CS, continues to engage staff nurses in embracing evidenced-based practice and provides consultation to nurses interested in and conducting research. She also guides the development of unit-specific, staff-led journal clubs.

The education and research department offered the 'Second Annual Nursing Research and Evidenced-Based Practice Day' in April 2007 that included a poster session, panel discussion with novice to expert nurse researchers, and a key note presentation from Laurel Radwin, RN, PhD,

CS, a Yvonne L. Munn Nurse Researcher, Massachusetts General Hospital: *Understanding Patient-Centered Nursing Care*. Dr. Radwin's research was conducted on 7 East, Newton Pavilion with Gail Wilkes, RN, MS, and the staff nurses of this unit.



Nurses at the Second Annual Nursing Research and Evidence-Based Practice Day

Nurses in the Spotlight

Deborah Harrison, RN, was selected as a speaker for the annual Johnson & Johnson *The Promise of Nursing* fundraising gala.

Caroline Onyiriuka, RN, was selected to appear in the Johnson & Johnson nationally televised commercials to promote the profession of nursing.

Nurses Return from Iraq

Four Boston Medical Center nurses returned safely from their duties in Iraq serving with the U.S. Army Reserve's 399th Combat Support Hospital: Lt. Col. Joe Blansfield, First Lt. Bob Czarniak, Capt. James Kirby, and Maj. Jack Twomey.



Lt. Col. Joe Blansfield is welcomed back



Nurses in Iraq

Simulation Laboratory

The first Nursing Simulation Laboratory was established to teach complex clinical information within a multidisciplinary group, using computerized simulated scenarios followed by a realistic debriefing session for active learning. The Simulation Lab is the start of a strategic plan for an expanded program for nurses to gain valuable experience working in teams, strengthening bedside leadership and advanced decision making skills in critical situations.

Journal Clubs

The nurses in Labor and Delivery, Mother Baby, and the Neonatal Intensive Care Unit started their monthly journal clubs. They are led by staff nurses and rotate among the three units. Additional journal clubs are emerging in medical/surgical units and in the Pediatric Emergency Department. Monthly journal critique and discussion sessions are highly supported by the managers, who foster evidence-based practice.

Neonatal Intensive Care Nurses Give to the Community

The nursing staff of the Neonatal Intensive Care Unit (NICU) formed a Boston Medical Center team to raise money for the annual March of Dimes March for Babies walk.

The NICU staff, led by Virginia Fernandez, RN, supported "take our daughters and sons to work day" to give children the opportunity to see what the workplace is like for their mothers. All the guests were impressed, and excited to see a new baby!



NICU Nurses and guests on "Take Our Daughters & Sons To Work Day"

“During the three weeks I spent at Boston Medical Center there were some good days and some bad days. In between those good and bad days were some very special ones that I will always remember. Those were the days I was under the care of my nurse, Debbie. She was extremely professional, caring and compassionate and made me feel I was her only patient, which I knew I was not. I sincerely appreciate everything you did for me and it was a pleasure to get to know you as a nurse and a person.”

Nursing Continuing Education

The Division of Nursing’s Education Department supports many on-site learning opportunities for nurses, including Nursing Grand Rounds, annual Competency Days, BCLS certification, new graduate and new hire orientation, and a host of specialty-specific education workshops, such as neonatal resuscitation, promoting nurse excellence in palliative care, targeted therapy in cancer care, wound care, pain free pediatrics, basic dysrhythmias, and basic neurological assessment.

Critical Care Resource Nurse

Nursing added a new role to support critical care staff and patient needs. The Critical Care Resource Nurse is first responder for the following emergency teams: Code Blue, Rapid Response, and Proceed Out. She rounds daily on the units, is a clinical resource for bedside nurses, and assists with transporting critically ill patients. In addition, she is often deployed to the Emergency Department during times of high acuity and surges in patient volume. The resource nurse is also an extra resource in the radiology department and Catheterization Lab as needed.



Staff Nurses and Nurse Educators at Competency Day



VSSC Goals

Nursing made significant contributions to the organization's goals to increase volume, enhance patient safety, improve patient satisfaction, and contain costs. Below are shining examples.

Volume

Direct Admit 1111

In an effort to streamline admissions from referring institutions, nursing created this new and successful program. This is a one-call system to pager 1111, covered by a nurse 24 hours each day, 7 days a week. The nurse coordinates each call, assesses the patient's medical needs, and serves as the liaison between the referring and BMC attending physician. Due to the success of the process in its first year, we exceeded our goal by 200 direct admissions.

Safety

Nurses are an integral part of the organization's initiatives to advance patient safety

The organization invited the Institute for Safe Medication Practices to assess our processes around medication administration and to identify areas of continued improvement. Nurses are actively participating in implementing many of the recommendations to ensure we are promoting best safety practices for providers and patients.

By implementing evidence-based Ventilator Associated Pneumonia (VAP) interventions, the nursing staff in the Pediatric Intensive Care Unit has prevented a VAP case for more than 200 consecutive days.

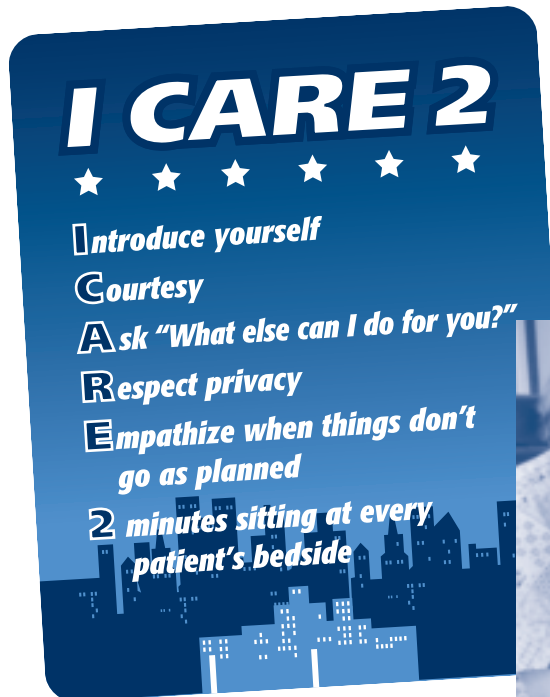
The 2007-2008 Inpatient 'Flu Shot Campaign' was a tremendous success. We reached our goal to vaccinate over 1500 patients in early March. This patient safety priority was a multidisciplinary achievement involving personnel such as physicians, nurses, pharmacists, managers and nurse practitioners.

Labor and Delivery embarked on a patient safety journey in November 2007 called 'Teams Training', using peer-taught collaborative classes for everyone who works on the unit. Topics covered include advanced communication, mutual support when things go well or not so well, and situation monitoring of both the individual patient as well as a busy unit. The result is a safer practice environment for our patients through stronger teamwork and better communication among the provider team members.

“On December 16 my son-in-law was in a car accident and he was brought to Boston Medical Center. He spent three days in intensive care and was transferred to 7 East. I want to thank all of you for the wonderful care he received, and for the kindness and compassion you showed him and his family. Never were any of you less than kind and understanding.”

Satisfaction

Nursing has taken a lead role to improve patient care experiences by developing and adopting “I CARE 2.”



Cost

The multidisciplinary Products Committee identified a significant expense: the use of pulse oximetry sensors. The committee collaborated with the nurse manager to educate them about the issue and related costs. Working together, they employed strategies to change the culture around product utilization. They moved the more expensive disposable products to a less convenient location, and made the reusable products more readily available. The managers, especially members from the Critical Care and Emergency Services areas, spent a lot of time educating their staff. The change has resulted in a 60% reduction in the use of disposable sensors, and saves the hospital \$88,000 each month.



A sample of presentations, awards, and special achievements from the Division of Nursing

Presentations and Posters

Carolyn Drew, RN, MS, CCRN, was a planning committee member and speaker for the Contemporary Forums conference: *Care of the Hospitalized Child*. She presented: "Pediatric Neurological Assessment Including ICP."

Steveanna Johnson, RN, taught "Nurses Hands-On Endoscopy workshop," which was held in conjunction with the Boston International Live Endoscopy course.

Michelle Barrella, RN, BSN, presented at the Maine Organization of Nurse Executives summer meeting on "The Massachusetts Magnet Networking Group," which Boston Medical Center founded as a networking group for nurse leaders.

Maureen R. Curtis Cooper, RN, BSN, taught Trauma Nurse Core Course and Emergency Nurse Pediatric Course at a nursing educational forum in Bermuda.

Linda Alexander, RN, MSN, CWOCN, had her poster "Identifying Nosocomial Pressure Ulcer Trends at Boston Medical Center" accepted for presentation at the 40th Annual Wound, Ostomy and Continence Nurses (WOCN) Society Annual Conference.

Janet Crimlisk, RN, MS, and colleagues, presented a poster at the American Thoracic Society's Internal Conference: "A Virtual Code Cart Tour Available 24/7: A Model of an Interactive Web Site."

Gail Wilkes, RN, MS, presented "Targeted Therapy Side Effect Management & Opportunities for Research" at the 32nd Annual Oncology Nursing Society Congress.

Janet Eagan, RN, MS, presented "Advance 12-lead EKG Interpretations" in London, England. She also presented at the annual convention of the American Association of Critical Care Nurses in Atlanta, Georgia: "Hypothermia, the Tip of the Iceberg in Cardiac Arrest."

Bob Burke, RN, MA, CIC, had his poster titled "Measuring Hand Hygiene Performance: Product Volume Tracking versus Direct Observation" accepted for presentation at the Association for Professionals in Infection Control and Epidemiology Annual Educational Conference.

Diane Gauthier, MS, ARNP-BC, presented at the American Heart Association's 18th Annual Conference on Cardiovascular Nursing: "Management of the Acute, Decompensated Heart Failure Patient."

“I was brought to the ER for what I thought was a badly sprained ankle. I was transferred to Urgent Care where my nurse brought a touch of tenderness that made an otherwise terrible situation a bit more bearable. The staff in Urgent Care displayed professionalism and dedication. The staff was phenomenal!”

Awards and Special Achievements

The following RNs received Boston Medical Center Nursing Excellence awards during Nurses Week 2007: Patricia Conte, RN; Evena Charles, RN; Patricia Green, RN; Mary Sullivan, RN; Doris Burford, RN; Brian Dean, RN; Jane Makson, RN; Julie Green, RN; Elaine Sutton, RN; and Mary Ann Wilcox, RN.

The 2007 Peggy Cenci Award Winner was Dominga Bonilla, CNA.

The 2007 Anne Hargreaves Award winner was Mary Woods, RN.

The 2007 Lynn Ronan Award winner was Linda Rockwood, RN.

Eleven nurses were nominated for the 2007 BostonWorks Salute to Nurses awards: Carole Moloney, RN; Jeanne Thomas, RN; Christine DeAngelis, RN; Susan Gilmore, RN; Donna Manning, RN; Ann Hernon, RN; Amy Tortora, RN; Marsha Stevens, RN; Nancy Garner, RN; Linda Rockwood, RN; and Diane Gauthier, RN.

Nine nurses were nominated for the 2008 New England Region Black Nurses Association Excellence awards: Fatima Pires, RN; Teila Jenkins, RN; Romano Silva, RN; Virginia Fernandez, RN; Patricia Edman, RN; Stanley Gerald, RN; Rachell Salley, RN; Dale Kelly, RN; and Gloria Burrill, RN. There were five awardees: Virginia Fernandez, Patricia Edman, Teila Jenkins, Rachell Salley and Stanley Gerald.

Sheila Norton, RN, BA, MSN, CNM, EdM, OCN, APRN-BC, was selected to participate in the Oncology Nursing Certification Corporation Breast Care Role Delineation Study Task Force.

Cathy Korn, RN, BSN, MPH, CIC, and Aryn Allaire, RN, BSN, were selected as regional finalists in the national Nursing Spectrum Nurse Excellence Awards.

Terri Birmingham, RN, staff nurse, from the Moakley Cancer Care Unit was nominated by a patient for the Extraordinary Healer Award.

Deborah Whalen, APRN-C, MSN, MBA, and the Cardiology Team was recognized with a *Get with the Guidelines Gold Award* from the American Heart Association.

Jennifer Cunningham, RN, BSN, nurse manager, was accepted into the 2008 American Organization of Nurse Executives Nurse Manager Fellowship program.

Jennifer Emerson, RN, MSN, NP, has been awarded the American Academy of Nurse Practitioners State Award for Excellence.

Annie Lewis-O'Connor, RNCS, PhD, MPH, earned her Doctor of Philosophy in Nursing from Boston College.

“To the staff in the CCU: I want to thank you for your exceptional care that you gave our father. Because of your efforts to do all you could to help him, you saved his life. We are so grateful and would not have our father today if it were not for you.”

Shirley Sargent, RN, MSN, has matriculated into the PhD program at the University of Rhode Island's School of Nursing.

Kate C. Whalen, RN, MS, is a member of the American Heart Association's New England Cardiovascular Nursing Planning Committee for its annual Conference on Cardiovascular Nursing.

Boston Medical Center was selected to participate in a study funded by the Robert Wood Johnson Foundation, "Lessons from State Roll-Outs of the NQF Nursing Sensitive Measures." Participants were: Lisa O'Connor, RN, MS, CNAA; Cathy Korn, RN, MPH, CIC, Murray Corliss, RN, BSN, CWOCN, and Michelle Barrella, RN, BSN.

Publications

Janet Crimlisk, Carolyn Drew and Donald Coleman. (2007). A virtual code cart tour available 24/7: A model of an interactive website. *American Journal of Respiratory and Critical Care Medicine*.

John Kelly and M. Frakes. (2007) A survey of adherence to community-generated safety guidelines in rotor-wing air medical programs. *Air Medical Journal*.

M. Frakes and John Kelly. (2007). Sleep debt and outside employment patterns in helicopter air medical staff working 24-hour shifts. *Air Medical Journal*.

Gail Wilkes. (2007). Impact of new clinical data on oncology nurse practitioners and oncology physician assistants: Clinician interview. *Johns Hopkins Advanced Studies in Nursing*.

Gail Wilkes. (2007): Peripheral neuropathy related to chemotherapy. *Seminars in Oncology Nursing*.

Gail Wilkes and M. Burke. (2008) *Oncology Nursing Drug Handbook 2007*, 11th Edition. Sudbury, Mass: Jones and Bartlett Publishers.

“Terri has treated and touched family members including mothers, daughters and sisters with breast or ovarian cancer. Throughout my treatment, Terri was always there for me. She was like my best friend or my sister. Terri’s energy and enthusiasm encircles her like a halo. She always gives her patients an emotional boost when we are depressed, sad, angry, or just feeling sick. She is a compassionate caregiver.”

Certifications

Several nurses received certification in operating room nursing: Ellie Ames, RN; Denise Cronin, RN; Lance Maggiacomo, RN; Kristina McManus, RN; Janet Killarney, RN; Jeannea Paine, RN; and Jeanne Thomas, RN.

Debra Mabel, RN, BSN, received certification as a diabetes educator.

Jennifer Greenberg, RN, BSN, received certification in critical care nursing.

Ann Piette, RN-BC, MS, received certification in ambulatory care nursing.

Gilda Castillo, RNC, received certification in pediatric nursing.

Janet Treece, RN, and MaryLee Muise, RN, received certification in oncology nursing.

Mary Jo Pedulla, RNC, MS, was recertified in maternal newborn nursing.

Laura Delany, RN, MS, APRN-BC, was recertified as a clinical nurse specialist in public/community health.

Appointments

Deborah Whalen, APRN-C, MSN, MBA, is the Chair of the Quality Improvement Subcommittee New England Affiliate of the American Heart Association 2006-present. She is also a member of the NY Dept of Health Cardiac Services Advisory Board Member 2004-present and was just appointed to a 2-year term with the American Heart Association’s National Quality Improvement program.

Joanne Timmons, MPH, Domestic Violence Program Coordinator, was appointed to the Governor’s Council to address Sexual and Domestic Violence.

Gail Wilkes, RN, MS, was appointed as associate clinical scientist with the Dana Farber Cancer Institute from 2005-present.

Janet Crimlisk, RN, MS, has been named the Chairperson of the Nursing Practice Committee, Massachusetts Thoracic Society.

Photography - Nicholas Hyacinthe; Vivian Borek, Department of Corporate Communications page 7
Editors - Michelle Barrella, RN, BSN; and Linda Guy, RN, MBA
Design - Mediumstudio



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