

# Nursing In the Loop

Fall 2010

A Newsletter for all Hallmark Health Nursing Staff

## Notes from Nancy



### Your Voice Matters

Nancy Gaden, RN, MS, System Vice President for Patient Care Services/Chief Nursing Officer

If I do my job right as a nursing leader, you will know that this is true. When you look around at how we have committed resources to reinvest in the organization such as new IV pumps, clinical equipment, inpatient renovation and even new task chairs, you will see the imprint of your nursing colleagues' voices on the decisions.

When you gather with other staff nurses on your unit to prepare for the certification exams, you will know that because of nurses' input, we are reimbursing not only for passed exams, but also for failed exams, if the nurse participated in a review program. Our shared governance structure, every unit-based council and nursing initiative is powered by the innovation and energy of you, our staff nurses. The way that we do our work, from nursing report to the online documentation system was designed by staff – and can be redesigned if that is what is called for!

Our journey to Magnet designation is built around the creation of a work environment that is the result of listening to our staff. So our number one priority this year is to cultivate opportunities for nurses to drive

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JOSEPHINE OLUPONA, RN, in front of the Cheers for Peers board on West 2.

## Cheers for Peers

By Terri Johnson, RN-BC, BSM, Director W2, Lawrence Memorial Hospital

There are so many times healthcare workers not only help their patients but help each other in the course of their busy work day. Staff are grateful and appreciative for their co-workers assistance but this appreciation sometimes is only recognized by the receiver of the help.

When West 2 at LMH was brainstorming how to capture that spirit of appreciation for their team members and help boost morale and teamwork, one of the staff nurses, **Josephine Olupona, RN** shared her past recognition experiences. Josephine explained that she worked on a unit that had a board in a central location that was called "Cheers For Peers." Next to the board were slips of paper that staff used to write down a cheer for a fellow employee to recognize them for their work. These notes of appreciation stated things like "thanks for helping start that difficult IV on my patient" or "thanks for helping me manage a busy patient load" or "thanks for coming in extra hours to help when the census was high."

These brief notes were pinned to the brightly colored board and were read by staff, patients and visitors. At the end of each month the notes were removed and one was pulled out and the person

who was recognized was given a small prize from the units "sunshine fund." The announcement of the winner was done at the change of shift to recognize the individual in the presence of their peers and also acknowledge the person who wrote out the thanks. Josephine explained that this program built team spirit and all of the nurses looked forward to reading the notes at the end of the month.

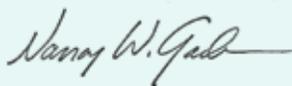
West 2 has implemented this "Cheers for Peers" program. We have noticed that staff focus more on the positive aspects of their busy world rather than the negative. It has lifted morale and the program has sprung up on other units throughout the system. West 2 staff encourage and commend each other in this public way and often you will here someone mention how excited they are because a co-worker wrote them a "cheer."

At times it seems in healthcare we are trained to look at what's wrong. "Cheers for Peers" is a way to focus on what is right. There are so many wonderful acts of teamwork in our settings that need to be recognized. This program provides a way for staff to realize that they are appreciated not only from their patients but also from their co-workers.

## Notes from Nancy continued from page 1

change and then to broadcast your great work as you transform the way patient care is delivered at Hallmark Health.

Every nursing unit has a board titled “Your Voice Makes A Difference - Shared Decision Making - Shared Governance” which will inform you of the projects and initiatives that you have driven or impacted.



## Clinical Advancements: Preventing Patient Falls

Preventing patient falls at Hallmark Health hospitals is a top priority. According to **Kathy Charbonnier, BSN, CCRN**, Director of Critical Care, nursing staff follow a systematic approach to identify patients who may be at risk for a fall and put safeguards in place to protect the patient's safety and well being.



Tamir Alvi, (L), a student at the Mass College of Pharmacy, Ellen Rawnsley, RPh, from the Pharmacy, Dan Chawalit, RPh, Ashley Mesquita, RN, Med 3 and AnnMarie Muse, RN, photographed at the MWH Fall Prevention program.

Some of these procedures may involve closer monitoring of the patient, using vibrant colors to identify a patient who may be at risk of falling, making sure chairs, stretchers and beds are working properly and having the patient wear non-skid footwear. A multidisciplinary team, the Falls Task Force meets regularly to review cases and seek out the best strategies to prevent patient falls.

Recently, special programs were held at both LMH and MWH to increase staff awareness on the steps Hallmark Health has taken to protect patients and reduce falls. Staff learned the signs to be aware of for patients who may be at risk, new strategies that have significantly reduced the number of patient falls and enjoyed contests to test their knowledge on ways to enhance patient safety.

The Falls Task Force has also prepared a helpful brochure for patients, family members and caregivers to prevent falls during hospitalization as well as when the patient returns home. For a copy, please contact Kathy at (781) 306-6484.

## Hallmark Staff volunteer at the Pan Mass Challenge



Pictured from left to right are: Gerrilyn D'Amato, PCT, Surgical 5, Paul Champagne, RN, Clinical Practice Leader Medical 4/Surgical 5, AnnaMarie Murphy, RN, Surgical 5.

**Paul Champagne, RN, PCCN**, Clinical Practice Leader for Medical 4 and Surgical 5 at MWH and two time Hodgkin's Lymphoma survivor brought some friends along to volunteer at the Pan Mass Challenge (PMC) bike-a-thon that benefits cancer research.

Paul explains, “I originally got involved with the ride two years ago after my first battle with Hodgkin's. My very good friend Bill wanted to do something to help me during this very difficult time and decided to ride on my behalf. Once I was in remission, I started volunteering in the medical area at the finish line and brought some friends along.

“I am happy to report that I continue to be in remission,” Paul continues. “Thank you to all my friends and colleagues at Hallmark who gave me so much love and support to get me through.”

If you would like more information on the 2011 PMC, e-mail Paul at [pchampagne@hallmarkhealth.org](mailto:pchampagne@hallmarkhealth.org)

## Measuring staff satisfaction

Diane Hanley, MS, RN-BC, EJD, ACNO, Professional Practice, Nursing Quality and Education

Registered Nurses at Hallmark Health participated in the National Database of Nursing Quality Indicators (NDNQI) RN Survey with Practice Environment Scale last spring. The NDNQI survey is administered in addition to the HHS organization-wide Press Ganey employee survey. The National Quality Forum (NQF) has endorsed the Practice Environment Scale (PES), which is shorter in length, provides baseline reference values and considered by some to be a more sensitive tool for detecting change. The average unit response rate for HHS in 2010 was 74% (N =285) for MWH and 84% for LMH (N=120). National comparator information provided by NDNQI for 2010 reported a 83% unit response rate for all participating hospitals.

Of the HHS RNs responding to the Practice Environment Scale, 65% reported an average of 10 or more years in practice as an RN compared to the median 59% for all reporting hospitals. Forty-three percent of those responding at MWH hold BSN degrees and 30% of LMH respondents hold a BSN degree (49% all reporting hospitals median) and 14% (MWH) and 17% (LMH) hold national certification in their specialty area compared to the median of 16% for all reporting hospitals.

Overall, when asked about plans for the future, 86% of the HHS RNs plan to remain at HHS and on the same unit next year compared to 83% from all reporting hospitals. Six percent of responding RNs plan to remain at Hallmark Health but move to a new unit. 6% plan to leave HHS and 2% plan to leave direct patient care.

NDNQI RN Job Enjoyment scores are presented as T-scores. T-scores are a standardized score where 50 represents the midpoint and 10 is the standard deviation. Scores below 40 represent low satisfaction. Scores of 40-60 represent moderate satisfaction and scores above 60 represent high satisfaction. On the most recent survey, the modified T-score for HHS was 56.13 (MWH) and 56.34 (LMH). This places the overall HHS job enjoyment score in the moderate satisfaction range. This was slightly lower than all other comparator hospitals (all reporting hospitals 56.67).

The HHS Practice Environment Scale (PES) mean score (2.77 MWH, 2.91 LMH), as well as the PES score in each of the five practice areas: Participation in Hospital Affairs; Nursing Foundations for Quality Care; Nurse Manager Ability; Staffing and Resource Adequacy and Collegial Nurse-MD Relations nearly met or exceeded the NDNQI comparator hospitals. Per NDNQI, the higher the score, the more positive the rating reported.

Nurses providing care at HHS rated the quality of care on the last shift (3.49) and in general (3.50) out of a possible 4.0 score. The higher the score, the more positive the rating reported. This exceeds the NDNQI comparator scores for all hospitals (3.48).

Nurses scored HHS at 4.70 out of a possible 6 for recommending the hospital to a friend as a place of employment and 4.81 out of 6 for receiving an adequate orientation to their current position. The higher the score, the more positive the rating reported.

On the Description of Unit Last Shift measure, HHS nurses strongly disagreed with the statement that important things did not get done (4.33 on a scale of 6) on their most recent shift which was higher than the mean scores reported for all hospitals in comparison. HHS nurses also strongly agreed that overall they had a good day on their most recent shift and that individual patient assignments were appropriate. For the maximum number of patients assigned to a nurse at one time and over an entire shift, the average across all units at HHS was 4.5 patients at one time and 6.88 patients over an entire shift.

Finally, 90% of HHS nurses agreed that discharged patients were adequately prepared and 78% stated inadequate staffing assignments did not affect patient admissions, discharges or transfers. This score exceeds the comparator hospital scores.

The results of the 2010 National Database of Nursing Quality Indicators (NDNQI) RN Survey with Practice Environment Scale were reviewed and shared across all levels of the organization. In addition to aggregate results, all nurse directors received unit-level reports that had been graphed and trended for their areas of responsibility. This allowed for comparison of survey data over time and the ability to evaluate targeted unit-level interventions to improve nursing satisfaction.

Unit based councils are reviewing the data and developing action plans to address areas of concern as well as areas to celebrate successes.

## Judy Thorpe, new ACNO at Melrose-Wakefield Hospital



**Judith Ann Thorpe, MS, RN**, is the new Associate Chief Nursing Officer at Melrose-Wakefield Hospital. Judy has more than 30 years of nursing experience, 25 of which were in nursing leadership roles at Boston Medical Center, Memorial Hospital of Rhode Island in Pawtucket and for the last ten years at Newton-Wellesley Hospital.

Judy holds her masters degree from Boston College, graduating as a Cardiovascular Clinical Specialist and her undergraduate degree from Duke University.

## Council Connection

### The Nursing Quality and Practice Council

**Michelle Corrado**, Pharmacy Director, recently reviewed the common canister practice that Hallmark Health has adopted. The policy will be uploaded into Policy Manger prior to the beginning of training. Surveillance will be done before and after this program begins. The pharmacy has also been busy creating a task force to work on a policy for insulin drips. There is ongoing work surrounding Dilaudid PCA's and recommended dosages for the geriatric population. More information is to come regarding this topic. Versed administration guidelines for the pediatric population are also being reviewed. The pharmacy switch to new standard code carts is now complete.

The council is looking at standardization of patient wristband colors and a system wide change for the safety of our patients. The council is reviewing the lifting recommendations to prevent injuries to staff. Council members are discussing MNA legislation that has been approved by the Senate and the House that is presently on the governor's desk which refers to nurse assaults. The council is reviewing policies related to care in the perianesthesia areas and looking at evidence-based practice to strengthen nursing practice. If you are interested in joining or would like to request more information in regards to the Quality and Practice Council, please contact **Kathy Sears**, RN, at ext 6450.

### Nursing Informatics Council

During the last quarter, the Nursing Informatics Council (NIC) was immersed in the development and testing of the Meditech 5.64 upgrade, which happened on Sept. 15. When a version of a software moves up to the a higher level, part of the testing involves assessing how the changes can be incorporated into our nursing workflow.

NIC also gave go-live support on the floors for physicians and nursing staff for four days after the upgrade happened to answer questions and help the staff adjust to the changes.

Thank you, NIC for all of your efforts in making this important upgrade go smoothly. For more information, please contact **Kathy Taylor**, RN, Nursing Informatics Specialist at ext. 3886.

### Nursing Research Council

The partnership between LMH/Regis College and The Nursing Research Council was fortified this summer by the consultative services of **Nancy Phoenix Bittner**, PhD, RN, CCRN, Assistant Dean, School of Nursing, Sciences and Health Professions, Regis College. Her expertise as a nurse scientist guided the revised design of the council and the development of the Evidence Based Research Resource Manual for Hallmark Health.

Co-chaired by **Kathy Deleskey**, PhD, RN, CPAN and **Sharon Codi Turcotte**, BSN, RN, BC, CWS, the council members include staff nurses, professional development instructors and Regis College faculty. The council is currently conducting studies on the effects of Joint Camp participation on patient's post joint replacement recovery, Family Visitation in the PACU and outcomes associated with the Mentoring Program. The council meets monthly. If you are interested in joining, please contact Sharon Codi Turcotte at ext. 6793.

### The Nursing Resource and Government Affairs Council

This council is responsible for coordinating with **Laurie McCadden**, MSN, RN, ACNO for Nursing Resource Management, issues around allocation of nursing resources. The council also monitors and responds to legislation on the local and national levels that involves patient care. The council began research this summer and plans on implementing a Lift Team at both campuses.

The council will meet again on Nov. 5, where they will vote for the next Daisy Award Recipient. The council is also responsible in the selection of the Physician Partner of the Year Award. If you are interested in joining, please contact **Elena Daly**, RN, from the LMH ICU or **Talin Barsoumian**, RN, Clinical Leader W3.

## Awards, Certifications and Recognitions



### What is the Daisy Award?

DAISY is an acronym for Diseases Attacking the Immune System and supports research along with services for patients and families.

The Foundation recognizes the compassion and clinical skills of nurses with programs such as the DAISY Award. The award celebrates the extraordinary clinical skills and compassionate care given by nurse's everyday. Hallmark Health System is honored to be a DAISY Award Hospital Partner, recognizing a nurse from both Melrose-Wakefield and Lawrence Memorial with this special honor quarterly.

If you would like to nominate a nurse for this prestigious award, please watch your mailbox for an upcoming nomination form.

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