



NEWS FOR AND ABOUT
BWFH NURSING STAFF

NURSE



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Faulkner Hospital

SUPPORTING DIVERSITY IN NURSING

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Since 2007, Brigham and Women's Faulkner Hospital has played an active role in supporting the Clinical Leadership Collaborative for Diversity in Nursing (CLCDN). The CLCDN is a Partners Health-Care/UMass Boston School of Nursing initiative designed to promote diversity in nursing by supporting minority nursing students and facilitating their transition to practice in the year following graduation.

Members of the nursing staff at BWFH have provided support through membership on the Steering Committee, as well as by providing consistent mentors to undergraduate students. This past year saw a dramatic increase in the number of BWFH staff involved with the CLCDN in a number of different ways. Emma Chong, a 2013 graduate of UMass Boston and a CLCDN student, was hired as an NLN on 6 South. Emma joins Larissa Alves, another CLCDN graduate who has been working on 6 North since the Fall of 2010.

Two UMass undergraduate students and members of the CLCDN have also been working as PCAs on 6 North and are now completing their senior practicum placements at BWFH. Selamawit Wrufael will be on 7 North and Aracelis Puello on 6 South. In addition to these new hires Pauline Clark, a nurse on 7 North, was the recipient of a CLCDN Scholarship for current Partners employees who are enrolled in graduate school. Pauline is completing a Masters in Nursing at St. Joseph's College and expects to graduate in 2014. Potential new mentors joined two long time BWFH mentors from 6 North, Mila Guinto and Latonya Bacon, at two of the CLCDN educational programs this past year.

Next steps: Members of the CLCDN from BWFH will be meeting in the Spring to explore the possibilities of establishing a diversity committee at BWFH. Stay tuned for more information!



FALL 2013 CLCDN ANNIVERSARY EVENT AND MENTOR CELEBRATION

Back row from left: Selamawit Wrufael, Pauline Clark, Aracelis Puello, Larissa Alves, Emma Chong. Front row from left: Latonya Bacon, Mila Guinto

DEAR NURSING COLLEAGUES

This has been a long winter and so many of you have risen to the occasion and made sure that our patient's were well cared for. In reviewing this issue of BWFH Nurse it is obvious to me that we have had as much innovation and change as we have had snow.

It is so impressive to see the work that has been accomplished and how we are sharing that work literally around the world. Nursing research and evidenced based care is at the cornerstone of achieving positive patient care outcomes. You will read about the research we participated in as a department, Turning Point. Implementation of the Butterfly Project is an example of a proven care intervention that is evidence based.

Benchmarking the outcomes of care is also critical to informing us. To that end we have joined NDNQI, a national data base that you can read about in this issue



**Judy Hayes, MSN, RN,
Vice President of Nursing**

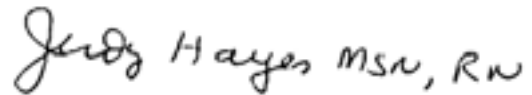
as well. We have established new leadership both at the departmental and unit level, including two new Nursing Directors and continued staff leadership for our ever evolving unit councils.

I would like to close by thanking Pat McCarthy, MSN, RN, Nurse Director for OR/POH. Pat had been the Editor for BWFH Nurse for the past two years and will step-

ping down to meet her new commitments as Nurse Director. We will be reaching out to staff to fill the role of editorial board for this important newsletter.

I hope that you all enjoy the Spring and I look forward to the formal celebration of Nurse's Week May 4-10.

Sincerely,



Judy Hayes, MSN, RN, Vice President of Nursing

CONGRATULATIONS TO OUR NEWLY CERTIFIED NURSES!

Professional certification is a voluntary process that validates nursing knowledge and promotes continuing excellence. Congratulations to some of our newly certified nurses at Brigham and Women's Faulkner Hospital:

Maura Carrier, CCDC
Susan Clark, CNOR
Janet Donovan, CNOR
Donna Folloni, CCDC
Caroline King, RN-BC

Maura Laurenstein, CNOR
Phil Malleon, RN-BC
Mary Martin, CNOR
Cora McHugh, CNOR
Linda Sabo, CNOR

Kathleen Scott, CNOR
Sandra Spaulding, CNOR
Jeanne Smith, CNOR
Carol Schneider, CPAN



Please congratulate these nurses for their dedication to excellence!
Please look for the full listing of all BWFH nurses who are certified in the next edition of the BWFH Nurse.



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We welcome your feedback and
suggestions for future issues.

NEW NURSE DIRECTOR OF BWFH'S EMERGENCY DEPARTMENT



Robin Powell, RN

Robin Powell, RN, was recently hired as Nurse Director of Brigham and Women's Faulkner Hospital's Emergency Department. She has a Bachelor of Science in Nursing degree from Boston University, and will soon be pursuing her Master's degree in Nursing. Powell has been a staff nurse at BWFH for the past 27 years, working in BWFH's Emergency Department, and taking on roles such as triage and charge nurse, as well as clinical leader for almost 15 years of her career.

In her new role, Powell is in charge of a staff of about 70-80 people, including nursing, unit service techs, and secretarial staff. She oversees issues of budget, staffing, procedures, and policy creation, and will be working with Dr. Luis Lobon, Chief of Emergency Medicine, to ensure the best quality care possible for all patients.

Powell explains that a lot of upgrades have taken place within BWFH's Emergency Department as of late. "We try to keep our Emergency Department's waiting room empty," she says, "and implementing bedside registration has helped move patients

quicker through the system." Another recent upgrade includes the utilization of Medhost, an electronic medical records system, which is used by the Emergency Department's staff to track patients at every stage of their care.

"Using Medhost in the Emergency Department has put us at a huge advantage for when Partners eCare comes online," Powell says. "Our staff will already be familiar with working within a similar, templated system."

Upcoming goals for Powell and the Emergency Department include completing sepsis audits, and adding new sepsis screening functionality into Medhost.

When asked what she likes about working at BWFH, Powell says she appreciates the community aspect of the hospital and its smaller feel, but she is glad that BWFH is partnered with the resources of Brigham and Women's Hospital. She also states that people within the BWFH community have been very welcoming and supportive of her in her new role.

When not working, Powell likes to paddleboard on her lake in Sharon, Massachusetts. She also enjoys attending live music concerts, and spending time with her family and her dog, Lacey.

NEW NURSE DIRECTOR OF NURSING SUPPORT HIRED

Juliet Gleason, RN, was recently promoted to the newly created role of Nurse Director of Nursing Support at Brigham and Women's Faulkner Hospital. Gleason received her Bachelor of Science in Health Policy Management from Providence College, her Diploma in Nursing from Bridgeport Hospital School of Nursing, a Master's in Nursing from Salem State University, and a Master's in Business Administration from Quinnipiac University. Previously, Gleason had been a staff nurse at BWFH for eight years, beginning in 2005.

In her new role, Gleason oversees a float pool staff of nurses, PCAs, nursing supervisors, and administrative support. This float pool supports all of the hospital's inpatient

units by providing extra staff when needed. She also works scheduling staff shifts, outlining budgets, overseeing employee evaluations, and disseminating "need to know" information, such as new hospital policies, to her staff. Other duties include coordinating with Professional Development to help train employees how to use new equipment, and coordinating with other nursing directors to anticipate which areas of the hospital will require float pool coverage.

Gleason hopes that she can create a sense of cohesiveness within her area of the Nursing Department. "I've never had a management type of position before so I'm excited to gain new experiences in an

environment in which I'm already comfortable," says Gleason. "Even though I was sad to leave my staff nurse position, it's great to move forward. The other Nursing Directors have been very supportive and welcoming to me."

When not working, Gleason takes care of her two girls, ages three and nine-months, and is also an avid reader of books of fiction.



Juliet Gleason, RN

INTERNATIONAL COLLABORATIONS

Last year, Brigham and Women's Faulkner Hospital's Department of Nursing sponsored its first research project titled "Turning Point," which is a joint collaboration between Partners HealthCare International, the University of Sydney in Australia, and BWFH.

Turning Point used an innovative online program called QStream to provide staff nurses at BWFH with an opportunity to review current quality care issues for patients. Using a technique involving spaced repetition, nurses received short case studies by email over a twelve-week period.

Case studies were developed specifically for BWFH and focused on ten different quality care issues for our patients. Each short case study was followed by one multiple-choice question. After answering the question, the nurse received specific information about the topic and important 'take home messages.' Using the principles of spaced repetition, each case study was repeated at least twice or until the individual answered the question correctly. In previous research studies, QStream had been shown to positively impact learning and behavior in health care providers more effectively than traditional online education. Over 74 percent of nurses within the department participated in the study.

A unique aspect of Turning Point was an element of 'friendly competition.' Each individual nurse and every nursing unit was assigned the name of a rock band. Participants were able to follow individual and unit scores through a leaderboard.



From left, Tim Shaw, University of Sydney, 1st Place Individual Winner AC/DC from DFCI (aka Margaret McCarthy) and Judy Hayes, Chief Nursing Officer.

INDIVIDUAL WINNERS:

1st place: AC/DC from DFCI
2nd place: Bare Naked Ladies from the ICU
3rd place: Daft Punk from 6 North

Feedback from participant evaluations and focus groups has been very positive with many strong recommendations for how to improve the process. Final research results will be shared in a future newsletter.

Shared Governance

In early December 2013, a small group of nurses from Brigham and Women's Faulkner Hospital participated in a Video Tele Conference (VTC) to discuss shared governance with colleagues in England. The Nottingham University Hospital system hosted the first UK forum for shared governance that was attended by 42 nurses representing hospitals throughout the UK.

The Nottingham Post described the forum as an opportunity to "link colleagues from across the NHS (National Health Services) with counterparts from America to share learning on a global platform."

Laura Hailes, a Roosevelt Scholar, who toured the US in 2012 to study Shared Governance and visited BWFH, coordinated the forum. Linda Gagnon, Pat Marinelli, Juliet Gleason, Helene Bowen Brady, Kitty Rafferty and Judy Hayes participated in the conference.

Participants from the UK were interested in the practical aspects of setting up shared governance through committees and unit based councils. Among the many topics discussed were administrative support and guidance for shared governance, committee structures, establishing a unit based councils, writing a charter for a unit council and supporting the practice of evidence based nursing through the unit based journal program.

The goal for 2014 is for BWFH nursing staff to participate in this global sharing forum to advance shared governance on both sides of the Atlantic.

UNIT BASED COUNCIL

By: Linda Gagnon

At the heart of the Shared Governance



organizational model is the unit based council. Unit based councils are organized to provide nurses and their support staff, who are not in management but rather at the front line of direct patient care, a voice in nursing care practice within each nursing unit. This is not to say that all unit councils are created equally.

The hallmark of an effective unit based council is structure. A Unit Council Charter is the foundation on which to build an effective unit council. At first, the proposition of formulating a unit based charter for the ICU unit council seemed overwhelming, after all where would I begin? Then the realization that I was not reinventing the wheel occurred to me. I explored the basic definition of a shared governance model, researched existing unit council charters and learned that committee charters have specific components including:

1. Goals, purpose and function of the council
2. Membership
3. Decision making and voting
4. Meetings
5. Communication
6. Evaluation

After establishing the structure of the charter, I was able to tailor these components to fit the needs of the ICU. I formulated a rough draft of the ICU charter and brought it back to the council members for review and feedback. Working together, the ICU unit council was able to ratify a unit council charter.

Since its inception in July of 2012 the ICU unit council, driven by evidence based practice, has made multiple changes to the way that patient care is being delivered in the ICU. Included in these changes are: implementing bedside shift report, team huddles at the beginning of each shift, the creation of a communication board design for individual patient rooms, creation of a Family/Visitor brochure, projects related to infection control practices and environmental improvements to name a few. The charter, together with meeting agendas and minutes, has given the ICU unit council purpose and structure, as well as increased council productivity.

NURSING QUALITY INDICATORS: NDNQI

By: Lisa A. Cole, MS, RN, CPHQ

Providing patient and family centered care is our core value - using data and evidence based practices are invaluable tools in improving and sustaining excellent outcomes.



The National Database of Nursing Quality Indicators (NDNQI) allows participating hospitals to benchmark their performance and to measure patient outcomes. Benchmarking with approximately 2,000 hospitals across the United States is a powerful tool for nurses at Brigham and Women's Faulkner Hospital to use as part of our quality improvement work and to achieve excellence in patient care. BWFH currently submits data to NDNQI for the nursing quality indicators Falls/Injury Falls, Pressure Ulcer Prevalence, Restraint Use, Physical & Sexual Assault, and 3 of the infection control indicators (VAE, CLABSI, VAP).

DIRECT CARE STAFF INVOLVEMENT NDNQI INDICATOR

DONNA RANDO, RN, CWS	PRESSURE ULCER PREVALENCE
COURTNEY WELCH, BSN, RN	RESTRAINT USE

JEANNE HUTCHINS, BSN, RN, CCRN	FALLS
KATHY BELANGER	INJURY FALLS

CHRIS RICHARD, RN	PHYSICAL & SEXUAL ASSAULT
FRANK KELLEY, RN	

The benefits of benchmarking at the national level is that we are able to know where our performance is compared to hospitals across the United States, as well as to compare to hospitals that are the same size and those with Magnet Status. One of the advantages is that we can add these nationally compared results to the analysis and review of our local and state data to gain a better understanding of how we can improve the care of our patients.

The Nursing Quality Committee, along with those staff already involved with the data collection and preparation, are learning more about how to use the quarterly reports and how to better communicate out the information to support unit based councils and other committees in performance improvement work. Additionally, participating in NDNQI contributes to activities and preparation related to our Magnet application.

Nursing Quality Committee Members

Donna Folloni, RN, ACM, CCDS	Donna Rando, RN, CWS
Kathy Glennon, RN	Jane Shufro, BSN, RN, CPAN
Lillian Go, RN	Courtney Welch, BSN, RN
Gail Nuzzi, RN	

I CARE AWARD RECIPIENT IS A ROMANTIC AT HEART



Marisa Proia, RN

Brigham and Women's Faulkner Hospital's I CARE Award recognizes staff members who go above and beyond their regular job responsibilities to make BWFH a great place to work and receive care. A recent winner of an I CARE Award was Marisa Proia, RN, who has worked on the 6th floor of BWFH for the past two years.

Proia was nominated for her award by going out of her way to assist a patient who was celebrating his 60th wedding anniversary. Proia explains that the patient originally felt too sick to shave and get cleaned up for his wife who was coming to visit later on in the day. As the day progressed, the patient felt better and Proia decided to take the extra time out of her schedule to help him shave, which would not normally be realistic on any given day due to time constraints.

"I knew I had to make time for this man," she explains, "because it was his 60th wedding anniversary and I wanted to help him feel good about himself."

Proia says she learned a lot about the patient while assisting him get ready for his wife's visit. "I asked the patient whether his wife was a flowers or chocolate kind of girl. He said definitely chocolate," she states. "I'm just a romantic at heart and I wanted to help make this day special for the two of them. After all, in today's world, staying married for 60 years really is a great achievement." Proia then bought a Hershey's chocolate bar and tied a purple, satin ribbon around it for the patient's wife, which he gave to her along with an anniversary card.

When asked how it felt to be recognized with an I Care Award, Proia says it was nice to be acknowledged, but the simple act of helping the patient and seeing the look on his wife's face was reward enough.

Do you know a BWFH employee who has gone above and beyond to demonstrate BWFH's I CARE standards? To nominate a fellow colleague for an I CARE Award, please visit www.Faulkner411.org. A team of colleagues will personally recognize the employee by presenting them with balloons, a thank you card, and a gift certificate redeemable in the cafeteria or Atrium Cafe. At the end of the year, all I CARE Award recipients will be invited to a reception.

NEW DIRECTOR OF CASE MANAGEMENT AT BWFH



Nancy Schmitter, RN, MS, BSN

Nancy Schmitter, RN, MS, BSN, recently joined the staff of Brigham and Women's Faulkner Hospital as Director of the Case Management Department. Schmitter earned her Bachelor of Science in Nursing and her Master of Health Care Administration and Management

from Salve Regina University. Prior to joining the team at BWFH, she held positions as Director of Care Coordination for Southcoast Hospitals Systems, which includes St. Luke's, Charlton, and Tobey Hospitals in the Fall River, MA area, as well as Director of Inpatient Case Management with Cambridge Health Alliance, which includes Cambridge and Whidden Hospitals in the Cambridge, MA area. In these positions, Schmitter worked to provide oversight for case management and utilization review, working towards improving the overall patient experience.

In her new role as BWFH's Director of Case Management, her many duties include daily review of patient admission and discharge practices. "I look at BWFH's daily discharge processes and make sure we are being effective," she explains, "and help to ensure that our patients have had a positive experience."

In the future, Schmitter hopes to streamline the appeals process in her department, as well as update the methodology of record keeping by BWFH's case managers so that they are able to spend more time with patients and less time on paperwork. She also hopes to look at improving the overall process of the Case Management Department.

When asked why she chose to work at BWFH, Schmitter replies that, "The people at BWFH are very friendly and are also very progressive. Everybody seems to work well together. I think BWFH is a very good choice for me." When not working, Schmitter enjoys golfing with her husband, travelling to places such as the Bahamas, Florida, New Hampshire, Vermont, and Martha's Vineyard to tee off.

NEW NURSE DIRECTOR OF BWFH'S PROFESSIONAL DEVELOPMENT



Bette Bertini, MS, RN, CCRN

Bette Bertini, MS, RN, CCRN, was recently hired as Nurse Director of Brigham and Women's Faulkner Hospital's Professional Development Department. Bertini graduated from Boston University with a Bachelor's degree in Nursing, and a Master's in Nursing from University of Massachusetts Boston. Her most recent position was working at Cambridge Hospital, through Cambridge Health Alliance, as a Nurse Manager for a 32 bed telemetry unit and an eight bed critical care unit.

In her new role, Bertini manages BWFH's professional development staff around educational initiatives. Working collaboratively with all eleven of BWFH's inpatient unit directors, as well as with Senior Leadership, she helps spearhead organizational initiatives. The Professional Development Department provides live staff support for CPR training twice a year, maintains records around staff competency, as well as providing inservicing for any new products purchased and used on the nursing units.

Upcoming plans for Bertini's department include looking at newer and more efficient ways to run monthly nursing orientation sessions, as well as beginning to provide organizational readiness around Partners eCare implementation.

Bertini used to work as a staff development instructor at BWFH in the 1990s, and is happy to be back. "I had a great experience when I worked here before and was sad to leave," she explains. "I've always had a soft spot in my heart for BWFH. Additionally, I had foot surgery here about four years ago, and the excellent care I received was a reinforcement for me about this place. Being a nurse, you want to be associated with an institution that consistently provides excellent care." She also says it has been great to come back to BWFH and see how much the organization has grown in a positive direction.

When asked what she looks forward to in her new role, Bertini says she is excited to move into a more evidence-based practice, collaborating with the other nursing directors on working towards Magnet designation, which identifies an organization as having exemplary nursing care, and looks forward to the implementation of both Partners eCare and EPIC.

When not working, Bertini likes to cook and travel, having recently returned from a trip to Napa Valley in California.

WHAT A SHOCK!:

Anaphylaxis Rapid Recognition and Treatment: A Perianesthesia Case Review

Team Leader: Jane Shufro, BSN, RN, CPAN

Team members: Carol P. Schneider, MSN, RN, CCRN, Educator/ Nursing Professional and Practice Development; Chris Anderson, AD, RN; Christina Blair, CRNA



Background: The incidence of anaphylaxis during general anesthesia is reported to be rare and there is limited evidence of known surgical cases. The manifestations of intraoperative reactions differ from those outside of anesthesia and can be difficult to detect, thus compromising recognition of an allergic reaction. Management requires the collaboration of an interdisciplinary team. How did we prepare for such an event? Our PACU received a “call out” and had minutes to accept this unexpected admission.

Objectives: To document in a teaching format how such a patient scenario was managed, and how it impacted our unit. We found that as nurses in the PACU setting we are often in a “bubble” meaning that we have specialized training, experience and skill sets to care for complex patients, but lack opportunities to formally discuss that care with others.

Implementation: We developed a PowerPoint presentation to share an interesting and challenging case in a forum we called “Fall into Success” that encompasses an actual patient case, literature research and feedback.

Statement of Successful Practice: Staff demonstrated responsibility for their own learning and practice; using PowerPoint we were able to communicate this patient care experience to the entire Perianesthesia team, not just those directly involved.

Implications for advancing the practice: Collaboration with others can be enhanced when we have opportunities to display and explore our own practices. We are expanding our forum by posting the presentation on our hospital's sharepoint site, thereby allowing us to reach all the patient care areas.

A GLIMPSE INTO THE LABORATORY OF YESTERYEAR

Many people are aware that Brigham and Women's Faulkner Hospital once had a School of Nursing, but not many people know that the hospital also had a School of Medical Technology. Pauline E. Turner graduated from UMass Amherst, then completed her internship and graduated from Faulkner Hospital's School of Medical Technology in 1955. She recently returned for a visit to donate some very special documents, mementoes and memorabilia to BWFH's archives.

Pauline brought one of the original hospital bricks from the early 1900s, which she had saved since she was given it when the hospital was rebuilt in the 1970s. She also donated cards of removable buttons with metal clips from the 1950s that made laundering uniforms easier, copies of her graduation certificate and certification from the American Society of Clinical Pathologists.



Cara Marcus (left), Director of Library Services, receives a donation of an original Faulkner Hospital brick from Pauline Turner.

In addition to these generous donations, Pauline shared her stories and recollections of what it was like working here over fifty years ago. She fondly remembered “Clinics” as the most popular brand of white nursing shoes, when the hospital laundry was in the basement of the original nurses' home (Ladd House) and the cement tunnel connecting it to the administration building was kept warm by steam pipes running along the ceiling. Pauline became Chief Technologist at Faulkner Hospital in the 1960s. She then served on a U.S. Public Health Service Surgical Team in Nha Trang, Vietnam as Laboratory Advisor and established a blood bank at the Province Hospital.

She enjoyed reading about Faulkner Hospital's history in *Images of America: Faulkner Hospital* (Arcadia Publishing, 2010). “The snowy photos reminded me of a time probably in the early 60s when a big storm was predicted,” she reminisced. “Chief of Pathology Dr. Philip LeCompte decided it would be best if none of the laboratory people went home that night. It was pretty quiet after 6 pm. Everyone in Boston hunkered down. What did we do? A bunch of us, not just lab people, took trays from the cafeteria and went sliding down the driveway! We had a great time.”

You can view some of Pauline Turner's donations in the third floor archives display cabinets, where her legacy and memories will be preserved for generations to come.



Giving wings to 6 South with the "Butterfly Project"

As part of a 6 South unit council based initiative here at Brigham and Women's Faulkner Hospital, we are pleased to welcome the "Butterfly Project" on our 36 bed telemetry floor to provide calmness and serenity to our patients.

The purpose of this project is to enhance patient and family centered care for those nearing the end of life. The Butterfly Project begins when a patient or family decides to focus on comfort measures only, meaning that any invasive treatments such as labs or vital signs are stopped.

A colorful foam butterfly is then placed outside of the patient's door next to their name, communicating comfort to all who pass by.

Supported by evidence based research, the Butterfly Project was accepted as a poster presentation at the Horizons 2014 Critical Care Symposium this spring.

Our staff recognizes a butterfly outside of a patient's room as comfort measures only and serves as a reminder to be quiet and respectful outside of the room. To date, staff, patients, and family have had positive reception to the Butterfly Project on our floor.

"We want to thank you ALL for the care you gave our loved one at the end of her life, each and every one of you made us feel comfortable and secure. Your sincere and professional ways will stay with us forever," said one family member.

The Butterfly Project is an interdisciplinary effort including chaplaincy, social work, and palliative care supporting the patient and family. A framed educational poster is hanging on 6 South to inform any visitors to the floor of what the project entails.

From all of the staff on 6 South, thank you for welcoming the Butterfly Project to our floor.



**BRIGHAM AND WOMEN'S
Faulkner Hospital**

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