

## OO2 – CONTEXTUAL INFORMATION

### REPORTS AND PLANS

*The most recent copies of:*

- *Reports prepared annually for the organization’s stakeholders (including nursing and organizational reports; these may be combined);*
- *Quality plans;*
- *Patient safety plan; and*
- *Strategic plans for the organization and nursing services (including nursing and organizational plans; these may be combined).*

As a campus of NewYork-Presbyterian (NYP), NewYork-Presbyterian Columbia University Irving Medical Center (NYP/Columbia) adheres to NYP plans and is represented in NYP reports, as applicable, and noted below.

#### **Annual Reports**

OO2.1	NYP 2022 Year in Review (Annual Organizational Report)
OO2.2	NYP 2022 Department of Nursing Annual Report

#### **Quality Plans and Patient Safety Plan**

OO2.3	NYP 2023 Quality and Patient Safety Plan
-------	--

#### **Strategic Plans**

OO2.4	Organizational Strategic Plan: NYP Strategic Initiatives
OO2.5	NYP 2022 – 2026 Nursing Strategic Plan

# 2022 Year in Review

2022 was a year of significant advancement for NewYork-Presbyterian in key areas. The Hospital welcomed new executive and clinical leadership; recruited more than 7,000 new team members across departments and campuses; expanded access to specialty care throughout the metropolitan region; formalized a merger with NewYork-Presbyterian Brooklyn Methodist Hospital; continued its digital transformation journey to create a better high touch experience for providers and patients; and further strengthened its robust commitment to addressing healthcare disparities.

## **NewYork-Presbyterian Names New Chief Operating Officer**

NewYork-Presbyterian named Brian Donley, MD, as Executive Vice President and Chief Operating Officer, to succeed Laura L. Forese, MD, who retired after nearly four decades of extraordinary service to NewYork-Presbyterian. Dr. Donley, who most recently served as Chief Executive Officer of Cleveland Clinic London, assumed his new role in January 2023. In addition to directing the strategy and operations of NewYork-Presbyterian, Dr. Donley will be responsible



for achieving the healthcare system's operating targets and implementing its patient-centered strategic vision and culture across the enterprise.

## **Ranked Among Best Hospitals in the Nation**

NewYork-Presbyterian Hospital has once again been recognized as one of the best hospitals in the nation, ranking No. 7 for the second consecutive year by *U.S. News & World Report* 2022-23 "Best Hospitals." This is the 19th year in a row that the Hospital has been cited among the top 10 hospitals in the nation. NewYork-Presbyterian ranks No. 1 in New York for cardiology and heart surgery. The Hospital ranked in the top five nationwide in six specialties: cardiology and heart surgery (No. 4); neurology

and neurosurgery (No. 3); psychiatry (No. 4); diabetes and endocrinology (No. 4); urology (No. 5); and rheumatology (No. 3), a collaborative program with Hospital for Special Surgery; and ranked in the top 20 in 14 of 15 specialties.

## **No. 1 Children's Hospital in New York**

NewYork-Presbyterian Hospital is New York's No. 1 children's hospital and among the best in the nation for children's care, according to *U.S. News & World Report's* 2022-23 "Best Children's Hospitals" rankings. This is the 16th year in a row that the Hospital ranked among the best children's hospitals. Providing pediatric care in every area of medicine at NewYork-Presbyterian Morgan Stanley Children's Hospital and NewYork-Presbyterian Komansky Children's Hospital, the Hospital ranked among the top 50 hospitals across all 10 pediatrics specialties evaluated, including No. 5 in the nation in pediatric cardiology and heart surgery.

## **An Eighth Campus for NewYork-Presbyterian Hospital**

On October 1, 2022, NewYork-Presbyterian Brooklyn Methodist Hospital fully merged with NewYork-Presbyterian Hospital, transitioning from being a separate entity under an active parent relationship to becoming the eighth campus of NewYork-Presbyterian Hospital. The Hospital has been providing outstanding care to Brooklyn and the surrounding communities for over a century. During the Hospital's relationship with NewYork-Presbyterian, which dates back to 2016, NewYork-Presbyterian Brooklyn Methodist has

(continued)

## An Eighth Campus for NewYork-Presbyterian Hospital (continued)



enjoyed a number of significant achievements, including expanding clinical specialties available to its residents and, most notably, opening its new state-of-the-art Center for Community Health.

## Celebrating Clinical Excellence

### ELSO for Excellence in Extracorporeal Life Support

NewYork-Presbyterian/Columbia University Irving Medical Center and NewYork-Presbyterian Morgan Stanley



Children's Hospital have again each been designated a Platinum Center of Excellence by the Extracorporeal Life Support Organization (ELSO).

This award, the highest honor given by ELSO, recognizes extracorporeal membrane oxygenation (ECMO) centers that demonstrate an exceptional commitment to evidence-based processes, quality measures, staff training, continuing education, and excellence in clinical care. NewYork-Presbyterian/Columbia and NewYork-Presbyterian Morgan Stanley have been designated Platinum Centers of Excellence each award cycle since 2016 when the designation was first created and are the only platinum-level centers in the New York tri-state area. In addition, NewYork-Presbyterian/Weill Cornell Medical Center received the ELSO Award for Excellence in Life Support.

### Marking 20 Years of TAVR

For more than two decades, NewYork-Presbyterian has helped advance transcatheter aortic valve replacement (TAVR), a minimally invasive procedure for patients requiring a new heart valve. During the Transcatheter Cardiovascular Therapeutics (TCT) conference in September 2022, Martin B. Leon, MD, Director of the Center for Interventional Cardiac Care at NewYork-Presbyterian/Columbia University Irving Medical Center, and TAVR pioneer along with his Columbia colleagues, celebrated the milestone anniversary with presentations on recent studies aimed at improving cardiovascular care. Dr. Leon and his colleagues were pleased to mark the 20th anniversary of TAVR, its innovators, and the procedure's transformational impact on patient care.

## Enriching the Patient Care Experience

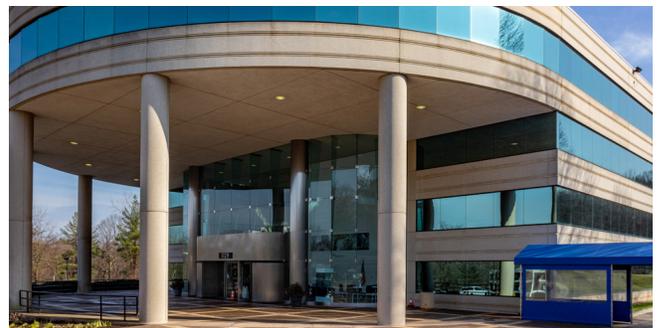
### Expanding Heart Transplant and Heart Failure Services

NewYork-Presbyterian is expanding its renowned heart transplant program and increasing access to its world-class heart failure care. Since its inception in 1977, the Hospital's heart transplant program has been based at NewYork-Presbyterian/Columbia University Irving Medical Center. Now, the same exceptional heart transplant care will be available at NewYork-Presbyterian/Weill Cornell Medical Center, where it is projected to perform 20 to 24 transplants per year over the first three years. Additionally, heart failure services will be expanding throughout the region, particularly in Brooklyn and Queens, enabling patients to access the same exceptional cardiac care closer to home.

### Supporting Access to Outstanding Spine Care

NewYork-Presbyterian announced a foundational gift of \$50 million from the Jane and Daniel Och Family Foundation to expand the renowned Och Spine program. Established in 2015, NewYork-Presbyterian Och Spine Hospital brings together the world's top orthopedic and neurosurgical spine surgeons and other spine care specialists in one location to treat spine problems for adults and children – from the simple to the most complex – using surgical and nonsurgical procedures. The gift will increase access to Och Spine care by establishing Och Spine facilities across the New York Metro area, including in underserved communities. In 2024, Och Spine is expected to open an outpatient center in Hudson Yards on Manhattan's West Side. The new facility will house medical practice space, procedure rooms, and imaging services, as well as physical therapy.

### Augmenting Ambulatory Care Services in Westchester



NewYork-Presbyterian announced it will establish a state-of-the-art, multi-specialty ambulatory care facility in White Plains, New York, bringing an even broader range of its ambulatory, primary, and preventive care services to the communities of Westchester County.

(continued)

## Augmenting Ambulatory Care Services in Westchester (continued)

Featuring care from ColumbiaDoctors clinical teams, this new facility will give patients access to increasingly in-demand specialties for adults and children, housing centers of excellence in areas ranging from women's health to cancer care and neuroscience, wellness services and resources, and facilities that include imaging, endoscopy suites, exam and diagnostic rooms, and ambulatory procedure rooms.

## Expediting Care to Inpatient Rehabilitation

Patients at NewYork-Presbyterian now have the choice to start inpatient rehabilitation sooner and return home more quickly through the new Cross-Campus Inpatient Rehabilitation Access Center. By identifying available rehabilitation beds at NewYork-Presbyterian's Comprehensive Rehabilitation Centers located at NewYork-Presbyterian/Columbia University Irving Medical Center, NewYork-Presbyterian/Weill Cornell Medical Center, and NewYork-Presbyterian Brooklyn Methodist Hospital, patients waiting on medical inpatient units are now presented with the opportunity to be transferred to an available inpatient rehabilitation bed at a targeted campus based on their preferences and medical needs. Benefits of the new center include reducing patient length of stay on medicine units and the Hospital overall and having fewer patients waiting for rehabilitation beds.

## Supplementing Home Recovery with Post-Discharge Call Center

With the opening of a new enterprise-wide Post-Discharge Call Center, NewYork-Presbyterian has enhanced its efforts to connect with patients and support them in their recovery after they have been discharged home. Prior to the implementation of the program, bedside nurses and nursing leaders made discharge calls. The new call center gives precious time back to frontline caregivers to allow for increased attention and care at the bedside. Every adult patient will be contacted shortly after discharge, prompted to complete a brief survey, and given the option to speak with a Clinical Discharge Call Agent for questions or other assistance. These agents are a dedicated group of clinical staff who are trained and qualified to offer support and assistance and escalate concerns to the right experts, if needed.

## Advancing a Culture of Safety

In 2022, NewYork-Presbyterian's commitment to promoting a culture of safety continued with a focus on the reporting of errors as an opportunity to learn, expose system issues, and drive improvement without fear of repercussions. With the understanding that when errors occur, there is often an underlying system issue, NewYork-Presbyterian maintains

a non-punitive culture in which learning from and fixing systemic issues are essential to keeping patients safe while supporting team members. A robust system, including a new and enhanced electronic Quality Assurance platform in KEEPSAFE, has been established to review all incidents reported by frontline team members. A safety event review tool is incorporated within this platform to ensure that every review is performed in accordance with a culture of safety. Epic – the single electronic medical record system implemented across NewYork-Presbyterian – is also enhancing NewYork-Presbyterian's enterprise-wide efforts to achieve and exceed quality and patient safety goals such as reducing hospital-acquired infections and other complications.

As of September 2022, 3,500 NewYork-Presbyterian leaders have completed the organization's six-hour safety culture training course. A series of safety culture e-learning modules are now being rolled out to all staff. In addition, a new safety culture resource page was launched on the Infonet, where employees can find tools and many other resources to promote a culture of safety in everyday huddles and other vehicles of communication.

## Reinforcing Respect as a Way of Life

In November 2022, NewYork-Presbyterian celebrated respect week, with the theme, "Setting a Place at the Table for Everyone."



The week provided an opportunity to review and renew a commitment to the organization's Respect Credo and strengthen the culture of respect, inclusion, and belonging that encompasses every member of NewYork-Presbyterian's workforce. During the week of recognition, employees across the enterprise shared what Respect means to them and held events and activities to recognize and applaud their teammates.



(continued)

## Reinforcing Respect as a Way of Life (continued)

NewYork-Presbyterian's Respect Credo now provides a way for an employee to easily report respect related concerns by using a new QR code that links directly to a dedicated reporting form on HR Connects.



If you have a concern,  
please tell us about it.

### **Celebrating Cultural Heritage**

As part of ongoing efforts to further a culture of respect, diversity, inclusion, and belonging for its employees, NewYork-Presbyterian created a "Cultural Heritage Day" in 2022, enabling all employees of the enterprise to receive one paid day off of their choosing to acknowledge and celebrate their cultural heritage.

### **Dedicated to LGBTQ+ Healthcare Initiatives**

In 2022, NewYork-Presbyterian campuses were designated as LGBTQ+ Health Care Equality Leaders in the Human Rights Campaign's 15th anniversary edition of the Healthcare Equality Index (HEI), including several campuses re-designated as leaders. HEI is the nation's foremost benchmarking survey of healthcare facilities on policies and practices dedicated to the equitable treatment and inclusion of their LGBTQ+ patients, visitors, and employees. A record 906 healthcare facilities actively participated in the 2022 HEI survey and 496 of those earned the leader designation. This important designation recognizes NewYork-Presbyterian's efforts for the LGBTQ+ community within the hospital and beyond.

NewYork-Presbyterian demonstrates its commitment to healthcare equality in many ways, including adding preferred names to patient wristbands, using electronic medical record technology that captures pronouns, sexual orientation, gender identity, and diverse family structures such as same-sex parents of pediatric patients, and collaborating with community-based organizations that support the LGBTQ+ community.



## Recognizing Workplace Excellence

In 2022, NewYork-Presbyterian was recognized with a number of awards and honors from leading organizations for creating a workplace where team members can thrive in their current roles while exploring new opportunities to advance their careers. These include:

### **A Great Place to Work**

According to the July 2022 survey results for Great Place to Work, a global company focused on workplace culture, NewYork-Presbyterian Hospital was certified as a Great Place to Work for the fourth consecutive year, with 74 percent of employees saying that NewYork-Presbyterian Hospital is a great place to work and 82 percent noting that they would be proud to tell others they work here.

### **Workplace Well-Being Platinum Award**

Aetna, a provider of health benefits administration services to NewYork-Presbyterian Hospital, showcased the Hospital's commitment to the well-being of its employees with its top recognition. The Workplace Well-Being Platinum Award acknowledges organizations across the nation that excel in creating happier and healthier work environments.

### **Top Hospitals and Health Systems for Diversity**

NewYork-Presbyterian Hospital and the regional hospitals were included on DiversityInc's nationwide list of Top Hospitals and Health Systems for 2022. DiversityInc is a media special events and data-sharing organization dedicated to advancing best practices, including senior executive accountability, diversity councils, resource groups, and mentoring.

### **Empowering Inclusive Workplaces**

Seramount surveys organizations that are committed to women's advancement, diversity and inclusion, and a family-friendly workplace culture. Its lists and indexes set the standard for best practices around workplace policies and encourage the implementation of programs that improve company culture and measure results. In 2022, NewYork-Presbyterian was recognized by Seramount in a number of areas as follows:

- Working Mother 100 Best Companies
- Best Companies for Multicultural Women
- Top Companies for Executive Women
- 2022 Index for Diversity, Equity, and Inclusion

### **Adoption-Friendly Workplace**

NewYork-Presbyterian Hospital was recognized as among the 100 Best Adoption-Friendly Workplaces for 2022 by the Dave Thomas Foundation for Adoption, which surveys

(continued)

## Recognizing Workplace Excellence

(continued)

employers across the United States, scoring them on three criteria: financial reimbursement, paid leave, and the percentage of employees eligible for those benefits.

### ***HRO Today Healthcare Talent Acquisition Team of the Year***

NewYork-Presbyterian Hospital's recruitment and retention efforts were recognized by HRO, a leading professional human resources association, and its publication, *HRO Today*, as a 2022 HRO Today Healthcare Talent Acquisition Team of the Year. HRO cited a number of innovations by the Hospital designed to address staffing needs, including hosting multiple virtual career events to provide prospective candidates with information about openings, careers, nature of work performed, and the Hospital's Culture of Respect; launching a "boomerang" strategy to rehire Hospital and regional hospital alumni; and establishing an internal Talent Management function to foster internal career development, career enrichment, and pipelining for future career opportunities.

## At the Forefront of Nursing Practice

In February 2022, Wilhelmina Manzano, MA, RN, NEA-BC, FAAN, Group Senior Vice President, Chief Nursing Executive, and Chief Operating Officer, Perioperative Services, was named among the Chief Nursing Officers to Know for 2022 by *Becker's Hospital Review*, a leading healthcare trade publication. Under the leadership of Ms. Manzano, the Department of Nursing continued to develop and implement innovative programs and initiatives that drive nursing excellence and improve outcomes of patients throughout NewYork-Presbyterian.

In 2022, nurse leaders, clinical nurses, and support team members, with Institute for Nursing Excellence and Innovation oversight, made important progress in a number of areas. The Institute is charged with developing and supporting programs integral to the advancement of nursing practice across the enterprise. Through its initiatives, professional nursing practice is defined and supported, and knowledge regarding nursing practice and related issues is disseminated across the enterprise. Accomplishments included:

- **Redesignation of the NewYork-Presbyterian Nurse Residency Program as an accredited practice transition program by the American Nurses Credentialing Center's (ANCC) Commission on Accreditation in Practice Transition Program.** This program provides nurses with the opportunity to enhance their professional growth, leadership, and evidence-based practice skills through the nationally acclaimed Vizient Nurse Residency Program. Over 1,000 nurse residents completed the program enterprise-wide in 2022.

- Accreditation as a provider of nursing continuing professional development through the American Nurses Credentialing Center's Commission on Accreditation. Nursing continuing education (CEU) provider status covers the NewYork-Presbyterian enterprise and educational collaborations with Columbia School of Nursing, Weill Cornell Medicine, and Columbia University Vagelos College of Physicians and Surgeons.
- Relaunch of the Nursing Leadership Academy for Nurse Leaders (NLA). NLA supports the development of authentic and relevant nurse leaders, demonstrating the values of transformational leadership.
- Expansion of the Academic-Practice Research Fellowship Program across the enterprise. This fellowship program provides formal guidance and mentorship from faculty of affiliated nursing schools in the conduct and dissemination of research. Fellows are paired with a PhD-prepared mentor and complete a research study during the two-year fellowship program.

### **Marking Milestones in Magnet® Recognition**

As of 2022, the following campuses of NewYork-Presbyterian Hospital have achieved recognition for excellence in nursing from the American Nurses Credentialing Center (ANCC) Magnet® Recognition Program, beginning in 2018 when NewYork-Presbyterian Westchester Behavioral Health Center and NewYork-Presbyterian/Weill Cornell Medical Center Psychiatry Program became the first campus to achieve Magnet® designation. Since then the following campuses also have received Magnet® designation:

- **NewYork-Presbyterian/Columbia University Irving Medical Center (2019)**
- NewYork-Presbyterian/Weill Cornell Medical Center (2019)
- NewYork-Presbyterian Lower Manhattan Hospital (2020)
- NewYork-Presbyterian Allen Hospital and Ambulatory Care Network West (2021)
- NewYork-Presbyterian Morgan Stanley Children's Hospital (2021)

NewYork-Presbyterian Westchester (formerly NewYork-Presbyterian Lawrence Hospital) has begun its Magnet® journey and Gracie Square Hospital received its first Magnet® designation in December 2022. NewYork-Presbyterian Hudson Valley Hospital, which was first granted Magnet® designation in 2007, prior to its affiliation with NewYork-Presbyterian, received its fourth Magnet® designation.

(continued)

## Prioritizing Quality and Patient Safety

Nursing teams across NewYork-Presbyterian introduced a number of quality and safety programs and initiatives to maximize patient outcomes. Examples include:

- NewYork-Presbyterian Alexandra Cohen Hospital for Women and Newborns: Established an interdisciplinary committee to create unit-based protocols, promote staff education, and implement regular staff support sessions to help members of a Neonatal ICU in meeting the challenging needs of patients and their families, particularly during critical times.
- NewYork-Presbyterian Allen: Developed a CAUTI reduction strategy involving a standardized acute urinary retention algorithm to address variations in clinical practice; the pilot program demonstrated a reduction in the CAUTI rate by 50 percent compared to the previous year and has since been implemented across three medicine units and one surgical unit.
- NewYork-Presbyterian Brooklyn Methodist: Implemented a quality improvement project to decrease the number of self-extubation incidences in the ICU by creating a Self-Extubation Prevention Bundle that focused on reducing risk factors specific to that ICU; the introduction of the bundle resulted in a 62 percent quarterly reduction in self-extubations and was incorporated as a standard practice.
- NewYork-Presbyterian Lower Manhattan Hospital: Created an Emergency Department/ICU Adult Simulation Program to improve clinical team communication and manage low-volume, high-risk patient diagnoses; a post-program survey showed that 75 percent of overall participants “strongly agreed” that the simulation empowered them to make clinical decisions.

## Leading the Way in Innovation and Technology

NewYork-Presbyterian's clinical nurses are at the forefront of innovation, focusing on the use of technology to foster nursing excellence, and collaborating in applications of new and evolving healthcare technologies to promote quality and safety in patient care and optimize workflow. These include projects such as:

- Best Practice Alert reduction and optimization
- Bar Code Medication Administration optimization
- Flowsheet Documentation reduction and optimization
- Baxter IV Pump Integration with Epic

In December 2022, the Department of Nursing held its first Nursing Informatics Summit for more than 100 audience members, showcasing nurses' digital leadership in advancing NewYork-Presbyterian's digital transformation.

## Mobile Technology Debuts for Nursing and Support Services Scheduling

In April 2022, the first group of nursing and support services team members began using Andgo, an absence management system now integrated with Kronos, NewYork-Presbyterian's enhanced scheduling system. Both of these systems aim to make scheduling and staffing easier and more efficient by providing employees with a simple, restructured process. Employees currently using Andgo can now call out sick via an automated process. The sick callout is received in Andgo and then routed and added to Kronos, which triggers an open shift. Eligible employees receive real-time communication regarding open shift(s) and can convey their availability to work. All communication from the staffing office regarding awarded shift(s) is managed through an employee's mobile device.

Andgo is a component of NewYork-Presbyterian's larger Imagine – Workforce Experience effort to automate and streamline processes across the enterprise. More than 1,000+ employees participated in this effort, and they continue to set the stage for the roll-out of this new technology across the nursing and support services workforce.

## Piloting Two New Virtual Nursing Initiatives

NewYork-Presbyterian/Weill Cornell Medical Center and NewYork-Presbyterian Westchester began piloting two virtual nursing care initiatives, Virtual Nursing for Admission and Discharge and Virtual Patient Observation (telesitting), respectively, in November 2022. The pilot programs are evaluating innovative staffing care models to improve workflow efficiencies in reducing clinical documentation burden, particularly the time spent in facilitating admission assessment and reviewing the after-visit summary as part of the discharge process.

Through the guidance of NewYork-Presbyterian's Digital Health and IT teams, the nurses utilized existing audio/video technology such as our pCare, telehealth carts, and telecommunication tools, enabling them to connect with patients virtually to facilitate admission and discharge. To date, nursing teams have expanded the pilot program from 4 units to 10 units and have received positive feedback based on the survey questionnaires completed by patients and nurses.

NewYork-Presbyterian's IT team, together with the project management office, is working diligently to assess vendor products that can support telesitting components for a 1:1 patient safety watch. This is still a work in progress as the team continues to evaluate products that can incorporate artificial intelligence to complement the telesitter workflow.

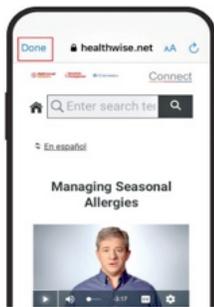
(continued)

### **Piloting Two New Virtual Nursing Initiatives (continued)**

The virtual admission and discharge pilot program will end on April 8, 2023. The virtual clinical workgroup will then share experiences and meaningful insights of IT counterparts on how digital technology can be leveraged safely and effectively to help nursing align with NewYork-Presbyterian's digital healthcare strategic objectives.

### **Patient Education Videos in Connect Bedside**

Connect Bedside is a tool that allows patients while in the hospital to manage their care from a mobile or tablet device to view patient education documents and videos, care team information, test results, and medications received and



their side effects. Inpatient nurses now have the capability of assigning educational videos to patients through the education activity in Epic Hyperspace to Connect Bedside. After patients or their caregivers complete the videos and respond to the learning outcome in Connect Bedside, their responses will be automatically filed to the education

activity in Epic Hyperspace. Connect Bedside provides autonomy and improves experience for our patients.

## **Transforming Technology**

NewYork-Presbyterian continues to undertake new and novel initiatives in the technology arena that facilitate the delivery of care, enhance workforce practices, and accelerate medical and scientific research. A number of projects were inaugurated in 2022 that support efforts by NewYork-Presbyterian, in collaboration with Weill Cornell Medicine and Columbia University Vagelos College of Physicians and Surgeons, to further incorporate technology advances throughout the enterprise.

### **Front Door to Care**

Front Door to Care, a major initiative of the Imagine program, was introduced in 2021 as a multi-year enterprise-wide effort to provide easier, more equitable access to care and improve the workforce experience with simple, seamless workflows among contact centers, online scheduling, and centralized practices. With its first deployment for the Weill Cornell Internal Medicine Associates practice, Front Door to Care continued to expand in 2022, including launches at NewYork-Presbyterian Medical Group Queens and NewYork-Presbyterian Medical Group Westchester. These adult and pediatric primary care practices now offer more convenient options for scheduling patient care on NewYork-Presbyterian's websites through Connect, over the phone, or in person. Eleven dermatology practices and

over 70 primary care practices have been integrated to date. Other specialties, including gastroenterology, cardiology, and obstetrics and gynecology, are expected to begin in 2023. These contact center integrations, coupled with expanded web-based self-service options, are designed to improve access and customer experience.

### **NewYork-Presbyterian Now**

NewYork-Presbyterian Now is a new mobile app that became available in 2022 to provide instant snapshots of daily news and alerts at NewYork-Presbyterian, as well as leadership messages and videos, updates to Human Resources benefits, employee resources, training opportunities, health and well-being information, calendar of events, and much more. The free app can be easily accessed on NewYork-Presbyterian-supported and/or personal mobile devices.

### **Applying AI and Machine Learning to Cardiac Medicine**

NewYork-Presbyterian Hospital, with physicians from Columbia University Vagelos College of Physicians and Surgeons and Weill Cornell Medicine, are collaborating with faculty of Cornell Tech and the Cornell Ann S. Bowers College of Computing and Information Science, in an effort to transform cardiovascular health and heart disease prediction and prevention using artificial intelligence (AI) and machine learning. NewYork-Presbyterian will support Cornell with \$15 million over three years to fund the initiative. Researchers will use AI and machine learning to examine multi-modal data and detect patterns that will help predict who will develop heart failure, inform care decisions, and tailor treatments for patients.

## **Highlighting Health Justice Initiatives**

In the two years since its debut, NewYork-Presbyterian's Dalio Center for Health Justice has made great strides in addressing health disparities and systemic inequities with a



goal of driving measurable improvements in health outcomes. In 2022, the Dalio Center published its first annual health equity report, which presents a comprehensive review of the demographic profile of NewYork-Presbyterian's inpatient discharges, emergency department visits, and outpatient visits and spotlights

its work in health equity in a key clinical area – maternal health. Read more at <https://www.nyp.org/daliocenter>.

(continued)

## Highlighting Health Justice Initiatives

(continued)

In October 2022, the Dalio Center also held its Inaugural conference at the Brooklyn Museum with over 200 people in attendance and an additional 200 people who attended virtually. The conference featured keynote speaker Heather McGhee, JD, author of *The Sum of Us: What Racism Costs Everyone and How We Can Prosper Together*, which spent 10 weeks on the *New York Times* bestseller list and was long-listed for the National Book Award and Carnegie Medal for Excellence in Nonfiction. She is the chair of the board of Color of Change, the nation's largest online racial justice organization, and also serves on the boards of the Rockefeller Brothers Fund, the Open Society Foundations' US Programs, and Demos.

### Northern Manhattan Early Childhood Collaborative

NewYork-Presbyterian's Division of Community and Population Health, with financial support from the Dalio Center for Health Justice, established the Northern Manhattan Early Childhood Collaborative (NEMCC) in 2022 to improve the lifelong trajectory of young children in the community. The collaborative brings stakeholder families and over 14 child-facing community organizations together to share their expertise and experience and identify, collect, analyze, and disseminate relevant data indicators. In its first year, NEMCC launched a community survey to assess needs and resources and hosted 13 meetings with stakeholders.

### Community Conversations

Together with local community-based organizations, the Dalio Center for Health Justice collected local stories, called Community Conversations, on personal perspectives about managing motherhood during the pandemic. The video stories were showcased at the Dalio Center's Summer 2022 Community Celebration, which was held at the Brooklyn Children's Museum and attended by over 700 community members, and also featured on NewYork-Presbyterian social media platforms.

### Vaccine Awareness Program

To help inform and empower the Hospital's community, the Dalio Center partnered with the Harlem Children's Zone and William Julius Wilson Institute to create a national vaccine awareness campaign. The 'One Decision for Us' vaccine campaign achieved over 110 million total impressions.

### Social Determinants of Health Screenings

NewYork-Presbyterian's Center for Community Health Navigation in the Division of Community and Population Health partnered with the Dalio Center to expand health



screenings for at-risk populations across the enterprise, including in Emergency Departments (ED) and ambulatory care clinics at several campuses. In the quarter ending September 30, 2022, 2,300 ED patients were screened. Following the screening, participants were provided with resources that included assistance in connecting patients to primary and specialty care follow-up appointments as well as insurance/financial assistance as needed.

### Supporting Research and Implementation Science

The Dalio Center, in a joint grant program with Columbia and Weill Cornell Medicine, funded six health justice research grants to support research that provides solutions and takes action to address health inequities.

### COMMUNITY Center to Reduce Health Disparities

NewYork-Presbyterian has established a new multi-institutional collaborative center aimed at reducing multiple chronic diseases in the communities that the Hospital serves across the New York City region, particularly in the Black and Latinx communities that face a much higher burden of chronic diseases such as cancer and heart disease. The Center to Improve Chronic Disease Outcomes through Multi-level and Multi-generational Approaches Unifying Novel Interventions and Training for Health Equity (COMMUNITY Center) is rooted in public health tenets, recognizing that medical advances alone can only partially reduce the outpaced burden of disease on racial and ethnic minorities.

## New and Noteworthy

### Leadership Excellence

In December 2022, Steven J. Corwin, MD, President and CEO of NewYork-Presbyterian, was named one of the Most Influential People in Healthcare by *Modern Healthcare* magazine.

In March 2022, *Modern Healthcare* named Laura L. Forese, MD, then Executive Vice President and COO of NewYork-Presbyterian, to its list of the 25 Most Influential Women in Healthcare in 2022.

(continued)

## New and Noteworthy (continued)

### Brushing Up on Emergency Management Skills

In collaboration with the Greater New York Hospital Association and New York City Office of Emergency Management, NewYork-Presbyterian's Emergency Management team hosted an exercise to test the Command Center's response to managing an influx of patients. The exercise focused on a mass casualty event and included approximately 125 participants from across NewYork-Presbyterian's eight campuses as well as Gracie Square Hospital and its regional hospitals.



### Stay Amazing Advertising Campaign Wins an Emmy

NewYork-Presbyterian won the Emmy Award for Best Commercial for a Television Spot that launched the Hospital's new brand platform and campaign "Stay Amazing."



The goal of the commercial is to remind New Yorkers that NewYork-Presbyterian is here for them as their wellness partner, at every stage of their lives, so they can stay amazing. NewYork-Presbyterian received seven nominations in six different categories, including health and medical content, human interest content, and sports story.

### Welcoming a Visit from First Lady Jill Biden and Queen Letizia of Spain



First Lady Jill Biden, EdD, and Queen Letizia of Spain were greeted by NewYork-Presbyterian cancer researchers, clinicians, community partners, and local students during their visit to NewYork-Presbyterian in September 2022.

The luminary guests were provided with a first-hand look at the Herbert Irving Comprehensive Cancer Center and held meetings with Anil K. Rustgi, MD, Director, and other Columbia cancer researchers who spoke with them about cutting-edge research and the Cancer Center's collaborations to transform care, improve diversity and access in clinical trials, and promote diversity and inclusion in science and medicine.

Dr. Biden and Queen Letizia highlighted the importance of patient-centered care and how community and international collaborations are critical in making strides toward a cure.

## Selected Campus Highlights

### NewYork-Presbyterian Hospital

#### NewYork-Presbyterian/ Columbia University Irving Medical Center

##### *A New Home for "In the Heights" Murals*

As an act of appreciation for healthcare workers and in celebration of the community, Lin-Manuel Miranda, the award-winning composer, lyricist, and actor, his family, and Warner Bros. Entertainment gifted the "In the Heights" murals to NewYork-Presbyterian/Columbia. The vibrant artwork, created by Washington Heights artist Danny Peguero, are now permanently displayed in front of the Vivian and Seymour Milstein Family Heart Center and in the Riverview Terrace – areas where patients, families, visitors, and healthcare workers walk through every day.

(continued)

## **A New Home for “In the Heights” Murals (continued)**

One mural is a brightly colored painting featuring smiling people in Washington Heights surrounded by familiar landmarks: the Little Red Lighthouse and the George Washington Bridge.



The second colorful mural is of a man and woman surrounded by blossoming flowers. The murals both proudly display the words, “In the Heights,” for Mr. Miranda’s film, which is both a love story and a love letter to Washington Heights, the neighborhood that NewYork-Presbyterian/Columbia proudly serves.

## **NewYork-Presbyterian/Weill Cornell Medical Center**

### ***Highlighting New Clinical Leaders***

Jedd Wolchok, MD, PhD, an internationally acclaimed medical oncologist whose innovations in immunotherapy have revolutionized melanoma treatment, was recruited as the Meyer Director of the Sandra and Edward Meyer Cancer Center at Weill Cornell Medicine. In this role, Dr. Wolchok leads a multidisciplinary research and clinical enterprise dedicated to translating groundbreaking discoveries on the underlying causes of cancer into cutting-edge treatment approaches and personalized therapies. Dr. Wolchok, who previously served as Chief of the Immuno-Oncology Service at Memorial Sloan Kettering Cancer Center, will also further enhance cancer care for patients in Brooklyn and Queens.

Camilia Martin, MD, a renowned physician-scientist who combines clinical care and innovative research on neonatal nutrition to improve outcomes for premature and newborn babies, was named Chief of the Division of Newborn Medicine at NewYork-Presbyterian Komansky Children’s Hospital and Weill Cornell Medicine. The Division of Newborn Medicine is affiliated with NewYork-Presbyterian Alexandra Cohen Hospital for Women and Newborns. The neonatal team cares for approximately 700 of the 7,300 babies delivered annually and provides individualized care

for babies born with disorders or abnormalities and mothers with high-risk conditions. Dr. Martin succeeded Jeffrey Perlman, MD, who led the division since 2004 and remains on faculty, increasing his focus on global health programs.

## **NewYork-Presbyterian Allen Hospital**

### ***Highlighting a New Clinical Leader***

Dean Chou, MD, a renowned neurosurgeon who specializes in minimally invasive surgical techniques and complex spine surgery, was named Chief of the Spine Division in the Department of Neurosurgery at NewYork-Presbyterian/Columbia, where he will lead the neurosurgical spine program at Och Spine at NewYork-Presbyterian Allen Hospital. Dr. Chou was previously a professor of neurosurgery and orthopedic surgery and the Associate Director of the Neurospine Center in the Department of Neurosurgery at the University of California, San Francisco.

## **NewYork-Presbyterian Brooklyn Methodist Hospital**

### ***Highlighting New Clinical Leaders***

In 2022, NewYork-Presbyterian Brooklyn Methodist Hospital announced several key clinical leadership appointments:

Sandhya K. Balaram, MD, PhD, new Chief of the Department of Cardiothoracic Surgery, will expand the Hospital’s cardiovascular programs, with an emphasis on surgical coronary revascularization, valve repair and replacement, and aortic surgery. Dr. Balaram joins NewYork-Presbyterian Brooklyn Methodist from Mount Sinai Morningside where she most recently served as Director of Clinical Quality and Performance.

Brenna M. Farmer, MD, new Chief of Emergency Medicine, most recently served as Vice Chief of Clinical Services in the Department of Emergency Medicine at NewYork-Presbyterian Brooklyn Methodist. Dr. Farmer will further develop the Hospital’s emergency services, with new initiatives that include implementing quality and patient safety projects and developing evidence-based medicine guidelines for care standardization.

Denise Howard, MD, MPH, was appointed Chief of the Department of Obstetrics and Gynecology, which offers comprehensive health care services across a woman’s lifetime and delivers about 5,000 babies annually. Dr. Howard will further develop the Hospital’s full spectrum of women’s health services in Brooklyn, providing broader access to leading specialists. Dr. Howard previously served as Chief of Gynecology at the Geisinger Health System in Danville, PA.

(continued)

### Highlighting New Clinical Leaders (continued)

Asim Shahid, MD, was named Chief of the Division of Pediatric Neurology. Dr. Shahid will enhance the Hospital's pediatric neurology and epilepsy services, providing patients with convenient access to outstanding care and leading specialists in their own communities. Dr. Shahid previously served as the Division Chief of Pediatric Neurology and Epilepsy at Rainbow Babies & Children's Hospital in Cleveland, OH.

Ilan Weisberg, MD, joins the Hospital as Chief of the Division of Gastroenterology and Hepatology and will focus on expanding gastroenterology and hepatology services locally. Dr. Weisberg previously served as the training program director for the gastroenterology fellowship at Mount Sinai's Beth Israel, Morningside and West locations, and was a faculty member of Mount Sinai School of Medicine.

### NewYork-Presbyterian Lower Manhattan Hospital

#### Designated a Baby-Friendly Hospital

In September 2022, NewYork-Presbyterian Lower Manhattan Hospital earned the prestigious Baby-Friendly designation.



Awarded by Baby-Friendly USA, an initiative of the World Health Organization and the United Nations Children's Fund (UNICEF), the designees

are recognized as hospitals that encourage and promote breastfeeding and mother-baby bonding.

### NewYork-Presbyterian Westchester

#### NewYork-Presbyterian Lawrence Hospital Unveils New Name

NewYork-Presbyterian Lawrence Hospital was renamed to reflect its commitment to providing world-class care to the Westchester community: NewYork-Presbyterian Westchester. The re-branding provides clarity on the Hospital's location, and more closely aligns with the names of other hospitals across the NewYork-Presbyterian enterprise.



### NewYork-Presbyterian Regional Hospital Network

#### NewYork-Presbyterian Hudson Valley Hospital

#### Interventional Cardiology Program Launched



NewYork-Presbyterian Hudson Valley Hospital celebrated the launch of its interventional cardiology program and the opening of its new cardiac catheterization laboratory. The new interventional cardiology program will provide advanced cardiac intervention services and a structured schedule for diagnostic and non-emergent procedures. The program expands Hudson Valley and upper Westchester access to the Hospital's team of cardiac specialists. Its dedicated interventional cardiology suite is equipped with two cardiac catheterization procedure rooms, a dedicated prep and recovery area, and patient and staff support spaces.

### NewYork-Presbyterian Queens

#### Honoring a Local Commitment to Outstanding Care



NewYork-Presbyterian Queens was honored with the Freedom of the Human Spirit Award by the Alliance for Flushing Meadows Corona Park for their extraordinary compassion, dedication and commitment to providing vital services to Queens. A plaque with a dedication to NewYork-Presbyterian Queens will be mounted on a bench in Flushing Meadows Corona Park.



(continued)

## **NewYork-Presbyterian Queens (continued)**

### ***Achieving Clinical Honors***

In January 2022, The Society of Thoracic Surgeons (STS) awarded its three-star rating – the highest category of quality – to NewYork-Presbyterian Queens for excellence in patient care and outcomes in isolated coronary artery bypass grafting (CABG) procedures.

NewYork-Presbyterian Queens has received two American Heart Association (AHA) Achievement Awards for implementing quality improvement measures that assure cardiovascular patients receive efficient and coordinated care:

- Get With the Guidelines®-Stroke Gold Plus with Target: Stroke Honor Roll Elite with Advanced Therapy with Target: Type 2 Diabetes Honor Roll
- Mission: Lifeline® STEMI Receiving Center Gold Award

NewYork-Presbyterian Queens is the only hospital in the Borough of Queens to earn the Mission: Lifeline® STEMI Receiving Center Gold Award, a designation it has received annually since 2018.

NewYork-Presbyterian Queens has earned a distinguished three-star rating – the top rating – from The Society of Thoracic Surgeons (STS) for its patient care and outcomes in isolated coronary artery bypass grafting (CABG) procedures. The three-star rating, which denotes the highest category of quality, places NewYork-Presbyterian Queens among the elite for heart bypass surgery in the United States and Canada. The STS star rating system is one of the most sophisticated and highly regarded overall measures of quality in health care, rating the benchmarked outcomes of cardiothoracic surgery programs across the United States and Canada.

### ***Amenities Unit Enhances Hospital Stay***

In July 2022, NewYork-Presbyterian Queens opened the 8 West Amenity Unit, part of a larger, two-floor \$38 million renovation. The new and private accommodations unit is designed to enhance the inpatient hospital stay, offering concierge service, Manhattan skyline view, private dining rooms, and an extensive room service menu. Also available are business offices and meeting rooms.

**STAY  
AMAZING**

**NewYork-  
Presbyterian**



# Nurses Make a Difference

— NewYork-  
— Presbyterian

NewYork-Presbyterian Department of Nursing  
2022 Annual Report | Journey of Excellence

**NewYork-Presbyterian Department of Nursing  
2022 Annual Report  
Nurses Make a Difference**

---

<b>Welcome</b>	1
<b>Senior Nurse Executives</b>	2
<b>2022 Measures of Distinction</b>	3
<b>Journey of Excellence</b>	4
<b>Nursing Strategic Plan 2022-2026</b>	5
<b>Campus Highlights</b>	
• NewYork-Presbyterian Allen Hospital and Ambulatory Care Network West	6
• NewYork-Presbyterian Brooklyn Methodist Hospital	9
• <b>NewYork-Presbyterian/Columbia University Irving Medical Center</b>	13
• Gracie Square Hospital	17
• NewYork-Presbyterian Hudson Valley Hospital	20
• NewYork-Presbyterian Lower Manhattan Hospital	24
• NewYork-Presbyterian Morgan Stanley Children’s Hospital	29
• NewYork-Presbyterian Queens	33
• NewYork-Presbyterian/Weill Cornell Medical Center	36
• NewYork-Presbyterian Westchester	46
• NewYork-Presbyterian Westchester Behavioral Health Center and NewYork-Presbyterian/Weill Cornell Medical Center Psychiatry Program	53
<b>NewYork-Presbyterian</b>	57



NewYork-Presbyterian Allen Hospital and Ambulatory Care Network West  
 NewYork-Presbyterian/Columbia University Irving Medical Center  
 Gracie Square Hospital  
 NewYork-Presbyterian Hudson Valley Hospital  
 NewYork-Presbyterian Lower Manhattan Hospital  
 NewYork-Presbyterian Morgan Stanley Children’s Hospital  
 NewYork-Presbyterian/Weill Cornell Medical Center  
 NewYork-Presbyterian Westchester Behavioral Health Center and  
 NewYork-Presbyterian/Weill Cornell Medical Center Psychiatry Program



NewYork-Presbyterian Brooklyn Methodist Hospital  
 NewYork-Presbyterian Queens  
 NewYork-Presbyterian Westchester

# Welcome



Wilhelmina Manzano,  
MA, RN, NEA-BC, FAAN

It is with great pride that I present NewYork-Presbyterian's *Department of Nursing 2022 Annual Report*. In 2022, our nurse leaders, clinical nurses, and support team members together made great strides in advancing nursing excellence, innovation, professional development, and patient care.

As you will learn throughout this annual report, our nursing teams in collaboration with their interprofessional colleagues have achieved notable improvements in patient care outcomes through innovative programs and initiatives. Their efforts, for example, led to the creation of an algorithm for C. diff screening leading to a 50 percent decrease in C. diff rates; accomplished significant reduction in hospital-acquired pressure injuries through several strategies including education of skin care champions; and implementation of a colon surgical site infection (SSI) bundle resulting in decreased standardized infection ratio.

I am extremely proud of our team's commitment to nursing excellence. To date, eight campuses of NewYork-Presbyterian have achieved Magnet® Recognition for nursing excellence from the American Nurses Credentialing Center Magnet® Recognition Program. NewYork-Presbyterian Westchester, NewYork-Presbyterian Brooklyn Methodist Hospital, and NewYork-Presbyterian Queens have begun their Magnet® journey.

Our registered nurses continued their professional development throughout 2022, with 243 registered nurses graduating with formal degrees, including 22 doctorates and 125 master's degrees. Over 95 percent of our registered nurses now hold a BSN or higher degree. Also, there were 397 newly obtained national board certifications among our registered nurses.

Every day, our nursing workforce makes a tremendous difference in the lives of their patients and families through their dedication and commitment to excellent patient care. Our nurses are truly an inspirational force, and I am grateful to lead the nursing team at NewYork-Presbyterian.

Sincerely,

A handwritten signature in black ink that reads "Wilhelmina Manzano". The signature is written in a cursive, slightly informal style.

Wilhelmina Manzano, MA, RN, NEA-BC, FAAN  
*Group Senior Vice President and Chief Nursing Executive and  
Chief Operating Officer for Perioperative Services*  
NewYork-Presbyterian

# Senior Nurse Executives



Joan Halpern, MS, RNC, NNP,  
NEA-BC  
*Vice President and  
Chief Nursing Officer*  
NewYork-Presbyterian  
Lower Manhattan Hospital



Emily Jackson, BSN, MBOE,  
RN, NEA-BC  
*Vice President and  
Chief Nursing Officer*  
NewYork-Presbyterian  
Hudson Valley Hospital



Bernadette Khan, DNP,  
RN, NEA-BC  
*Group Vice President and  
Chief Nursing Officer*  
NewYork-Presbyterian/  
Columbia Division



Christa M. Kleinschmidt,  
MS, RN, NEA-BC, FNP-BC  
*Vice President and  
Chief Nursing Officer*  
NewYork-Presbyterian  
Allen Hospital



Alan Levin, DNP, MBA,  
RN, CPHQ, NEA-BC  
*Vice President and  
Chief Nursing Officer*  
NewYork-Presbyterian  
Queens



Timothy P. McGarvey,  
MSN, RN, NEA-BC  
*Executive Director and  
Chief Nursing Officer*  
Gracie Square Hospital



Ernesto Perez-Mir, DNP, RN,  
NEA-BC, CCRN-K  
*Vice President and  
Chief Nursing Officer*  
NewYork-Presbyterian  
Brooklyn Methodist Hospital



MariLou Prado-Inzerillo, DNP,  
RN, NEA-BC  
*Vice President of  
Nursing Operations*  
NewYork-Presbyterian



Michael Radosta, MA, MS,  
RN, NEA-BC, FACHE  
*Vice President of  
Behavioral Health Nursing  
and Patient Care Services  
and Chief Nursing Officer,  
Behavioral Health*  
NewYork-Presbyterian



Rosanne Raso, DNP, RN,  
NEA-BC, FAAN, FAONL  
*Vice President and  
Chief Nursing Officer*  
NewYork-Presbyterian/  
Weill Cornell Medical Center



Laurie A. Walsh, DNP, RN  
*Vice President and  
Chief Nursing Officer*  
NewYork-Presbyterian  
Westchester

# 2022 Measures of Distinction

## Professional Development

### Total

**34%**

National Board Certification Rate for NewYork-Presbyterian

**95%**

Percentage of RNs with BSN Degrees and Higher for NewYork-Presbyterian

### In 2022

**397**

Newly Obtained National Board Certifications

**243**

Total Degrees Awarded

**22**

Doctorate Degrees

**125**

Master's Degrees

**96**

Bachelor's Degrees

## Nursing Research, Shared Knowledge, and Scholarship

**11**

Research Studies

**59**

Podium Presentations

**43**

Professional Publications

**47**

Poster Presentations

## Education

**118**

Continuing Education Programs

**839.4** Continuing Education Contact Hours

**2,375** Interdisciplinary Staff Attendance

**11**

Certification Review Courses

# Journey of Excellence

In 2022, the Department of Nursing continued to develop and implement innovative programs and initiatives that drive nursing excellence and improve outcomes of patients throughout NewYork-Presbyterian.

- NewYork-Presbyterian Allen Hospital: Implemented first case best practices into the operating room's workflow, more than doubling the rate of first cases entering the OR on time from an average of 38 percent to the greatest increase at 78 percent \_\_\_\_\_



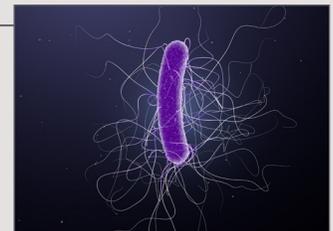
- NewYork-Presbyterian Lower Manhattan Hospital: Developed an evidence-based code multidisciplinary team training program to improve patient outcomes related to maternal cardiac emergencies \_\_\_\_\_
- NewYork-Presbyterian/Weill Cornell Medical Center: Reduced hospital readmissions for patients with congestive heart failure by providing personal emergency response systems so that patients could self-monitor symptoms at home \_\_\_\_\_



- NewYork-Presbyterian Queens: Improved the safety and efficiency of hemodialysis in critically ill patients by establishing bedside hemodialysis in the MICU and SICU in place of transporting patients to a different unit for treatment \_\_\_\_\_



- NewYork-Presbyterian Westchester: Created an algorithm – C. diff Testing Guidance for Adult Patients – reducing the rate of C. difficile infections by 50 percent, with the new protocol ultimately disseminated throughout NewYork-Presbyterian \_\_\_\_\_



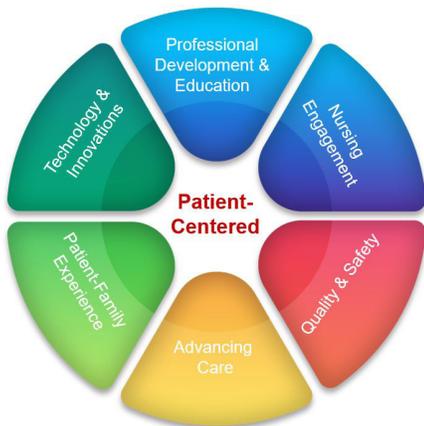
- NewYork-Presbyterian Brooklyn Methodist Hospital: Implemented a tPA/thrombectomy documentation checklist in the ICU to improve staff compliance with the post-procedure monitoring protocol to minimize risk of bleeding in patients \_\_\_\_\_

- NewYork-Presbyterian Morgan Stanley Children's Hospital: Initiated a new practice for pediatric patients using absorbent foam dressings that reduced pressure injuries related to intravenous catheter placement by 100 percent \_\_\_\_\_



- NewYork-Presbyterian Westchester Behavioral Health Center: Revised policies for pediatric psychiatry patients to enable them to enjoy more time outdoors, improving the patient and family experience as indicated by an increase in satisfaction scores \_\_\_\_\_

# Nursing Strategic Plan 2022-2026



Themes   Areas of Focus	What We Want to Accomplish
<p><b>Professional Development and Education</b></p>	<ul style="list-style-type: none"> <li>• Foster ongoing learning as the foundation for professional growth and advancement of nursing practice</li> <li>• Increase the nurses' knowledge of selected recommendations of the <i>Future of Nursing Report</i></li> <li>• Facilitate the integration of new graduate nurses into NewYork-Presbyterian</li> </ul>
<p><b>Quality and Safety</b></p>	<ul style="list-style-type: none"> <li>• Cultivate outstanding nursing practices in the delivery of quality and safe care</li> <li>• Achieve 90th percentile ranking for Nursing Sensitive Indicators</li> <li>• Improve nursing engagement in quality and safety activities</li> </ul>
<p><b>Advancing Care</b></p>	<ul style="list-style-type: none"> <li>• Improve infrastructure to share and integrate best practices by strengthening the partnership with professional governance committees</li> <li>• Incorporate <i>Future of Nursing Report</i> recommendations that align with the Professional Practice Model</li> <li>• Expand Academic Practice Research Fellowship Program at all campuses</li> <li>• Expand Mentoring Program at all campuses</li> </ul>
<p><b>Technology and Innovations</b></p>	<ul style="list-style-type: none"> <li>• Support nurses' workflow at bedside for increased patient-centric and coordinated care through technology and innovation</li> </ul>
<p><b>Nursing Engagement</b></p>	<ul style="list-style-type: none"> <li>• Support a culture of diversity, inclusion, and equity</li> <li>• Promote health and well-being</li> <li>• Cultivate a culture of joy and appreciation</li> </ul>
<p><b>Patient-Family Experience</b></p>	<ul style="list-style-type: none"> <li>• Improve and sustain a culture where patients, families, all clinical teams, and support services collaborate to improve patient experience</li> <li>• Improve medication communication</li> </ul>

# NewYork-Presbyterian Allen Hospital and Ambulatory Care Network West



Christa M. Kleinschmidt, MS, RN, NEA-BC, FNP-BC  
Vice President and Chief Nursing Officer

## Transformational Leadership

### Improving Quality and Safety in High Level Disinfection

Aligned with the nursing strategic priorities, the Labor and Delivery Unit at NewYork-Presbyterian Allen Hospital is committed to cultivating outstanding nursing practices in the delivery of quality and safe care. During rounds by nurse leaders with the Infection Prevention and Control team, nurses were unable to articulate the correct process for disinfection, with less than 60 percent of the staff in compliance.

In early 2022, labor and delivery unit nurse leaders identified opportunities to improve compliance with high level disinfection of ultrasound probes. Aware that the Emergency Department (ED) also uses high level disinfection for ultrasound probes, the patient care director for labor and delivery partnered with the Infection Prevent and Control team, providers, staff, and the patient care director of the ED to review, revise, and standardize the process. Together, they developed a process map, trained unit champions, and reeducated all labor and delivery and ED team members.

#### Outcome

Through transformational leadership by the patient care director of the Labor and Delivery Unit and successful collaboration with an interprofessional team, the Labor and Delivery Unit was able to achieve improved outcomes, increasing compliance with high level disinfection of ultrasound probes. The patient care director guided the team through the new practice, enabling team members to engage with the process. This resulted in team satisfaction and improved compliance with patient safety standards.

## Structural Empowerment

### HIV Prevention/Sexual Health Program

Since its establishment in 2015 with generous grant funding from the New York City Department of Health and Mental Hygiene, the HIV Prevention/Sexual Health Program at NewYork-Presbyterian Ambulatory Care Network West has provided care to thousands of individuals.

The program offers comprehensive, barrier-free care to individuals of all ages, genders, documentation, and insurance statuses, primarily engaging patients from communities of color and gender diverse communities. Services include post-exposure prophylaxis (PEP), pre-exposure prophylaxis (PrEP), testing and treatment for sexually transmitted diseases, Trans\* care, family planning, HIV testing, and referrals to primary care. The program is able to accommodate same day appointments.

#### Outcome

In 2022, the HIV Prevention/Sexual Health Program received over 2,500 clinic visits and is honored that their communities continue to seek judgment-free, open-access care through their services.

## Exemplary Professional Practice

### Interprofessional Collaboration Improves First Case On-Time Starts

First case on-time starts is a vital quality metric assessed and measured within the operating room (OR). During the first quarter of 2022, the spine ORs at NewYork-Presbyterian Allen Hospital had only 33 to 43 percent of first cases entering the OR on time. A nurse-led interdisciplinary workgroup was assembled to facilitate the incorporation of first case best practices into the operating room's workflow. Metrics for first case on-time starts are crucial for an organization's stability.

First case on-time starts, with its strong correlation to positive patient and staff experiences, increased utilization, and decreased costs, was prioritized by the OR team, which developed an action plan for this quality metric. The data collected over a three-month period allowed for the creation of efficient workflows.

#### Outcome

Implementation of the new workflows showed positive outcomes in the months to follow with the greatest increase at 78 percent of first cases entering the operating room suite on time.

## New Knowledge, Innovations, and Improvements

### CAUTI Reduction

A retrospective review of catheter-associated urinary tract infection (CAUTI) cases in late 2021 identified variability in practice around urinary retention management. Nurse leaders obtained additional insight from frontline clinical nurses. A campus-wide CAUTI prevention workgroup was formed to develop an acute urinary retention algorithm. The new algorithm served as a guideline for the multidisciplinary team in implementing standardized steps to manage patients experiencing urinary retention. The algorithm was also instituted to help increase awareness of the appropriate indications for indwelling urinary catheters, ultimately reducing catheter use and decreasing

the CAUTI rate. The new algorithm was first piloted on the 2 River East Stepdown Unit and was successfully implemented with collaborative help from provider partners and local CAUTI prevention nurse champions.

### Outcome

Within three months of trialing the algorithm, a significant decrease of nearly 10 percent in catheter usage was observed compared to the same measurement period of the previous year, despite an increase in patient volume.

As of August 1, 2022, the algorithm has been implemented across three medicine units and one surgical unit.

### Nursing Research

Nursing Research Study Title	Date Approved by IRB	Study Status	Study Principal Investigators (PIs)	Role	Credentials
Stick2PrEP: Teen Single Arm, Open Label Implementation of PrEP	1/26/2021	Completed	Carole Carnevale	Co-I	DNP, MPH, AAHIVS
Stick2PrEP: Teen Survey	7/7/2021	Completed	Carole Carnevale	Co-I	DNP, MPH, AAHIVS

### Publications

Meyers, N., **Maletz, B.**, Berger-Jenkins, E., Lane, M., Shindle, E., Costich, M., Caddle, S., Kostacos, C., Paskin, G., Pethe, K., Shope, S., Catallozi, M., Friedman, S. (2022). Mental Health in the Medical Home: A Longitudinal Curriculum for Pediatric Residents on Behavioral and Mental Health Care. *MedEdPORTAL*, 18: 11270.

McLean, J., Bartram, L., Zucker, J., LaSota, E., Carnevale, C., Richards, P., **Perez, E.**, Mori, K., Mgbako, O., Olender, S., Cohall, A., Gordon, P., Sobieszczyk, M. (2022). Back2PrEP: Rates of Bacterial Sexually Transmitted Infection Diagnosis Among Individuals Returning to HIV Pre-Exposure Prophylaxis Care: A Retrospective Review of a New York City Comprehensive HIV Prevention Program. *AIDS Patient Care STDS*, 36(12):458-461.

### Podium Presentations

**Ivelisse Guevara, FNP-BC; Andrea Randrup, FNP-BC; Mona Perez, AGNP-BC.** *CCTC Current COVID Treatment Process*. 2022: APRN Council, New York, NY.

**Karen McKearney, DNP, CPNP, PMHS, BCB, BCN.** *Pediatric and Adolescent Headache*. May 2022: Columbia Adolescent Pediatrician Grand Rounds, New York, NY.

**Karen McKearney, DNP, CPNP, PMHS, BCB, BCN.** *Pediatric Neurology Review*. November 2022: Columbia Adolescent Pediatrician Grand Rounds, New York, NY.

**Patricia Rojas, BSN, RN; Janyll Joaquin, BSN, RN.** *Stat Team Management of Emergencies*. 2022: American Nurses Association (ANA) – NY Annual Conference, New York, NY.

### Poster Presentations

**Lucia Amendano, FNP-BC; Maribel Jimenez, AMB-BC.** *Telephone Triage Playing Frontline Role in COVID-19 Outbreak*. 2022: American Academy of Ambulatory Care Nursing (AAACN) 47th Annual Conference, Las Vegas, NV.

**Beth Maletz, PMHNP.** *Better Together: An Interprofessional, Two-Generation Approach for Mothers and Young Children*. 2022: American Academy for Professionalism in Health Care (APHC), Philadelphia, PA.

# NewYork-Presbyterian Allen Hospital and ACN West

## 2022 Nursing Accomplishments

### Clinical Excellence Recognition

#### Clinical Nurse Excellence Award



Kristine Batac, BSN, RN, MEDSURG-BC  
Clinical Nurse  
2 River West

#### Nurse in Advanced Practice Role



Fatou Jarjou, MSN, RN, FNP-BC  
Nurse Practitioner  
2 River West

#### Nurse Leader Award



Kyle Musher, MSN, RN, PCCN  
Patient Care Director  
2 River West

#### Nurse Preceptor Award



Denver Cheng, BSN, RN, CMSRN  
Clinical Nurse  
2 River West

#### Rising Star Award



Jia Yan Fung Wu, MSN, RN  
Clinical Nurse  
2 Field West

#### Nursing Support Partner Award



Yvette Reyes  
Unit Assistant  
2 Field West

#### Structural Empowerment Unit Award



2 Field East

#### Quality Cup



Q3 2022  
2 Field East



Q4 2022  
2 Field East

### DAISY Awards

#### Q1 2022

Natalie Peterson, BSN, RN  
2 Field East

Denise Marquez, BS, RN  
Associates in Internal  
Medicine Practice

#### Q3 2022

Maria Paz Aurora  
Sobremisana, BS, RN  
ACN Broadway



#### Q4 2022

Rosanna Senadrin, BS, RN  
2 Field East  
November 2022



Yiset Tavares, BS, RN,  
MEDSURG-BC  
2 River West  
December 2022





## Transformational Leadership

### Inpatient Rehabilitation Unit Achieves CARF Accreditation

2022 was a big year for the 8 South Inpatient Rehabilitation Unit, which was officially awarded accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF). This accreditation affirms that the 8 South rehabilitation team is aligned with the highest quality practices and internationally recognized organizational and program standards.



Throughout the intense two-day survey, the nursing team rose to the occasion, displaying excellence and professionalism in their processes, quality improvement efforts, and patient experience. Nurses and support staff engaged in interviews, delivered presentations, and had the opportunity to showcase stories of excellence in rehabilitation and NewYork-Presbyterian Brooklyn Methodist as a whole. The surveyors were extremely impressed with the staff's preparation for their visit.

### Outcome

In an effort to continually improve and expand rehabilitation services at NewYork-Presbyterian Brooklyn Methodist, the rehabilitation team will be applying for specialty CARF certification for patients with traumatic brain injury in 2023.

## Structural Empowerment

### Psychiatric Inpatient Unit Renovated and Reopened

During the COVID-19 crisis, NewYork-Presbyterian Brooklyn Methodist Hospital was prompted to temporarily close two 25-bed inpatient psychiatric units – one designated for adults and the second for geriatric psychiatry. During COVID, these two units were converted into a 50-bed ICU. After two and half years, committed to serving the mental health population, NewYork-Presbyterian Brooklyn Methodist reopened the psychiatric inpatient unit as a completely renovated, state-of-the-art facility.

The new 24-bed unit features four beds equipped for patients with psychiatric and medical issues, including dialysis capabilities that can be brought to the bedside. In anticipation of unforeseen medical emergencies, each bed has a restricted access panel equipped with medical gases concealed behind the wall.

The 6 South psychiatry team consists of dedicated, compassionate, experienced, and uniquely skilled professionals. This team continues to be essential in responding to the new challenges of the mental health crises now being faced.



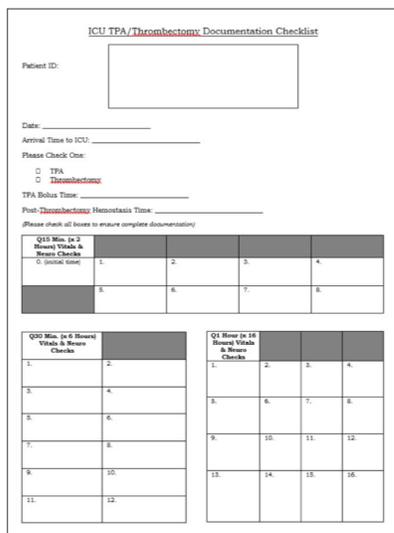
# NewYork-Presbyterian Brooklyn Methodist Hospital

## Exemplary Professional Practice

### Implementing an ICU tPA/Thrombectomy Documentation Checklist

Stroke is the result of a lack of blood supply to an area of the brain due to either a clot (ischemic) or a ruptured blood vessel (hemorrhagic). Time is critically important in the treatment of a stroke as brain cells die with each minute that passes. The ICU at NewYork-Presbyterian Brooklyn Methodist Hospital treats many patients with stroke.

It is imperative that strict monitoring be conducted following administration of tissue plasminogen activator (tPA), which is a clot-buster, or after a thrombectomy for clot removal, due to an increased risk of bleeding. Monitoring practices include checking vital signs, neurological function, and vascular/pulse status at specific increments of time. The ICU nursing team identified an opportunity to improve compliance with the post-tPA/thrombectomy monitoring protocol by developing a printed document checklist to facilitate the monitoring process.



The form is titled "ICU tPA/Thrombectomy Documentation Checklist". It includes fields for Patient ID, Date, and Arrival Time to ICU. There are checkboxes for "Please Check One:" with options for "tPA" and "Thrombectomy". It also has fields for "tPA Bolus Time:" and "Post-Thrombectomy Hemostasis Time:". Below these are three tables for monitoring vital signs and neuro checks. The first table is for Q15 Min (x 2) checks, the second for Q30 Min (x 6) checks, and the third for Q1 Hour (x 16) checks. Each table has columns for time intervals and rows for various vital signs and neuro checks.

### Outcome

After implementing the new practice, the team noted an improvement in compliance. Since its introduction in September 2022, the ICU tPA/Thrombectomy Documentation Checklist has significantly improved documentation with the expectation that it will also improve patient safety and outcomes.

## New Knowledge, Innovations, and Improvements

### Recognizing Excellence in Care for Birthing Parents and Newborns

In 2022, NewYork-Presbyterian Brooklyn Methodist Hospital was designated a Baby-Friendly facility by Baby-Friendly, USA, Inc., the national accrediting body for the implementation of the Baby-Friendly Hospital Initiative. The hospital joins 600 facilities across the United States that have achieved this honor.

The Baby-Friendly Hospital Initiative is a global program sponsored by the World Health Organization and the United Nations Children's Fund to recognize hospitals that offer an optimal level of care for birthing parents and newborns. As part of the designation process, nurses and support staff at NewYork-Presbyterian Brooklyn Methodist completed hundreds of hours of training over the course of four years. Baby-friendly practices are centered on parents making educated, informed decisions regarding feeding choices, bonding after delivery, and keeping the family together during the hospital stay.

### Outcome

With the Baby-Friendly model, nursing care has been moved to the bedside, replacing previous nursing practices that separated parents and baby. The nursing staff are trained to make skilled observations and perform necessary procedures safely at the bedside.

### Publications

Sansolo, H, Wuerz, L, Grandstaff, K., Schwartz, T., Perez-Mir, E. (2022). Nurses as clinical advisors in an interprofessional COVID-19 crisis command center. *Journal of Nursing Administration*, 52(9), 486-490.

### Podium Presentations

Lorelle Wuerz, PhD, RN, VA-BC, NEA-BC. *Leading Safe Vascular Access During COVID-19 and Beyond*. Date: Stronger Together Webinar Series – The Clinician eXchange.

Lorelle Wuerz, PhD, RN, VA-BC, NEA-BC. *Empowerment and Influence in Nursing: Finding and Using Your Voice in Challenging Times*. June 2022: Infusion Nurses Society (INS) Annual Meeting, Orlando, FL.

(continued)

## New Knowledge, Innovations, and Improvements (continued)

### Podium Presentations

**Lorelle Wuerz, PhD, RN, VA-BC, NEA-BC.** *Empowerment and Influence in Nursing: Finding and Using Your Voice in Challenging Times.* Keynote Speaker. 2022: User Group Experience, Nashville, TN.

**Lorelle Wuerz, PhD, RN, VA-BC, NEA-BC.** *Empowerment and Influence in Nursing: Finding and Using Your Voice in Challenging Times.* 2022: National Webinar, Baxter.

**Lorelle Wuerz, PhD, RN, VA-BC, NEA-BC.** *Improving Compliance with Catheter Patency.* 2022: Association for Vascular Access (AVA), Webinar.

**Lorelle Wuerz, PhD, RN, VA-BC, NEA-BC.** *Empowerment and Influence in Nursing: Finding and Using Your Voice in Challenging Times.* November 2022: 13th Annual AVACNY Teaching Day Symposium, Association for Vascular Access Central New York Chapter (AVACNY), Fayetteville, NY.

## 2022 Nursing Accomplishments

### Clinical Excellence Recognition

#### Clinical Nurse Excellence Award



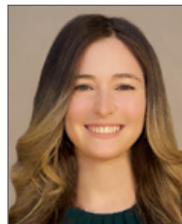
Valery Fosse, BSN, RN  
Infill 4

#### Nurse in Advanced Practice Role



Denise Harris, MSN, RN, FNP-BC  
Pre-Anesthesia Evaluation Center

#### Nurse Leader Award



Nicole Baron, MSN, RN  
Infill 4

#### Nurse Preceptor Award



Patricia Durand, BSN, RN  
Miner 5

#### Nurse Preceptor Award



Carolina Ugarte, BSN, RN  
Surgical Stepdown Unit

#### Rising Star Award



Shahara Bailey, MS, RN  
Infill 4

#### Nursing Support Partner Award



Jacqueline Fraser  
CCU

#### Friend of Nursing Award



Emily Tan  
Patient Services Coordinator

#### Structural Empowerment Unit Award



CCU

(continued)

# NewYork-Presbyterian Brooklyn Methodist Hospital

## 2021 Nursing Accomplishments (continued)

### DAISY Awards

March 2022



Ronald Kwan, BSN, RN  
Infill 4

May 2022



Peter Gikas, BSN, RN  
Buckley 5

July 2022



Gerri M. Bazemore, BSN, RN,  
MEDSURG-BC  
7N

August 2022



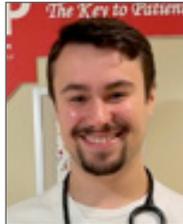
Diane Bonet, MSN, RN, CPN  
Pediatrics

September 2022



Bal Kharel, BSN, RN, PCCN  
CTSD

October 2022



Matthew Urove, BSN, RN  
Infill 6

November 2022



Carolina Ugarte, BSN, RN  
Stepdown Unit

December 2022



Emmanuel Pineiro, BSN, RN  
CCU

### Quality Cup

Q2 2022



8 North

Q3 2022



Buckley 4



Bernadette Khan, DNP, RN, NEA-BC  
Group Vice President and Chief Nursing Officer

## Transformational Leadership

### Enhancing Care for Critically Ill Patients

*"Hospice is a philosophy of care that values life from the moment it begins to the moment it ends."*

– Cicely Saunders, OM, DBE, FRCS, FRCP, FRCN, Founder, St. Christopher's Hospice, the first hospice linking expert pain and symptom control, compassionate care, teaching, and clinical research

In 2022, NewYork-Presbyterian/Columbia University Irving Medical Center began planning a new eight-bed Palliative Care Unit for hospice and palliative care patients to improve the quality of life for those who are experiencing serious or life-threatening illnesses. This initiative, led by Lucille Austria, DNP, MBA, RN, OCN, NE-BC, Director of Nursing, will bring together a dedicated team of nurses, physician's assistants, patient care technicians, respiratory therapists, social workers, and unit assistants to ensure patients and their families receive access to high quality, individualized, and compassionate hospice and palliative care. These efforts align with NewYork-Presbyterian strategic initiatives and values related to "We Put Patients First."

## Structural Empowerment

### Reducing Falls on the Orthopedics/ Transplant Unit

Nurses on the 9 Garden South Orthopedics/Transplant Unit participate in professional development courses offered by NewYork-Presbyterian and use the knowledge gained to improve patient care outcomes. In 2022, Linda Ogbuagu, MS, RN, AGCNS-BC, PCCN, clinical nurse specialist, 9GS, attended the NewYork-Presbyterian quality improvement course to learn Lean Six Sigma methodologies, a process improvement strategy to improve efficiencies and workflows.

After attending the course, Ms. Ogbuagu discussed initiating a patient falls reduction project with the 9GS Unit Council. The 9GS Unit Council championed the falls improvement project, which would involve purposeful rounding guided by Lean Six Sigma practices.

Purposeful rounding is described in the literature as proactively addressing pain, toileting, the patient's position, and possessions, as well as evaluating the environment for safety concerns and informing the patient on when the nurse will return next.

### Outcome

After implementation of purposeful rounding by 9GS nurses, the patient fall rate decreased from 8.72 in January 2022 to 2.81 in March 2022, 0.99 in April 2022, and 1.91 in May 2022.

## Exemplary Professional Practice

### Reducing SSIs After Colorectal Surgeries

Surgical site infections (SSI) contribute to patient morbidity, mortality, prolonged hospital stays, readmissions, and the need for subsequent procedures. To reduce colorectal SSIs and improve patient safety at NewYork-Presbyterian/Columbia University Irving Medical Center, perioperative nurses partnered with surgeons and the Quality and Information Technology departments to implement the Colon SSI Prevention Bundle for colorectal surgeries. The Colon SSI Prevention Bundle includes:

- Bowel preparation completed prior to surgery
- Preoperative showering instructions
- Preoperative antibiotic ordering – developing a new standardized electronic health record ordering set
- Wound protector utilization during surgery
- Gloves changed by team prior to closing
- Closing tray – creating a dedicated set of instruments used only during closing to prevent contamination at the surgical site

### Outcome

The implementation of the Colon SSI Prevention Bundle led to a decrease in the standardized infection ratio (SIR) for colorectal surgeries. The SIR is a ratio of actual number of SSIs in the operating room over the predicted number of infections. The colorectal surgery SIR decreased from 1.28 to 0 in 1Q 2022, 0.66 in 2Q 2022, and 0.53 in 3Q 2022.

## New Knowledge, Innovations, and Improvements

### Researching Stigma Among Nurses Towards Patients with Mental Illness

Kristen Kolb, BSN, RN, PMH-BC, clinical nurse and research nurse fellow, 9 Garden North Psychiatric Unit, conducted research on stigma among nurses in the United States towards patients with mental illness. Individuals with mental illness can experience significant health disparities, including higher rates of premature mortality and adverse events. Stigma among healthcare providers has been identified as a factor that may influence the treatment received by patients. Specific aims of this study were to:

- Assess stigma towards mental illness among United States nurses
- Identify factors associated with stigma
- Compare differences in stigma among nurses working in mental health and medical settings

The study involved participation by 395 nurses. Findings from Ms. Kolb’s study included:

- Medical-surgical nurses demonstrated higher stigma towards mental illness and lower mental health knowledge than the mental health nurses

- Nursing specialty and personal contact with mental illness were the most significant predictors of stigma
- Knowledge was found to partially mediate the relationship between nursing specialty and stigma

The researchers found strong support for the “contact hypothesis,” i.e., having a personal experience with mental illness or a friend or family member who has a mental illness is associated with lower levels of stigma. These findings demonstrate a need to reduce stigma and improve mental health knowledge among United States nurses in medical-surgical settings.

### Outcome

In October 2022, Ms. Kolb disseminated her completed nursing research study in a presentation titled “Stigma towards patients who have a mental illness: An online survey of United States nurses” at the American Psychiatric Nurses Association 36th Annual Conference in Long Beach, California. This conference is the premiere event for psychiatric-mental health nursing and is open to all psychiatric-mental health professionals.

## Nursing Research

Nursing Research Study Title	Date Approved by IRB	Study Status	Study Principal Investigators (PIs)	Role	Credentials
Nursing Comprehension of the Braden Scale and Its Subscales: Applying Specific Interventions Based on the Subscale Scores	8/29/2021	Completed	Lindsey Stevens	Co-I	BSN, RN, CCRN
Perception of Cancer Information by English and Spanish Speakers at a Large Urban Academic Medical Center	1/20/2022	Completed	Christine Yany Kasey Jackman	Co-I Research Team Member	BSN, RN PhD, RN, PMHNP-BC

## Publications

Newkirk, E., Green, J., Feldman, S., Crotty, S., Miller, W., **Green, J.** (2022). Executive Function Assessment and Fall Prevention: A Prospective Study. *MEDSURG Nursing*, 31(1), 37-43.

Patel, M., Hochman, B., Rivera, M., **Tesorio, C.**, Moitra, V., Mittel, A. (May 2022). Impact of a Sedation and Analgesia Protocol in Surgical ICU Patients. *Critical Care Medicine*, 48(1), 433, January 2020.

(continued)

## New Knowledge, Innovations, and Improvements (continued)

### Publications

Greenwald, A. S., Hauw-Berlemont, C., Shan, M., Wang, S., Yip, N., Kurlansky, P., Argenziano, M., **Bennette, B.**, Moitra, V. (2022). The Spillover Effects of Quality Improvement Beyond Target Populations in Mechanical Ventilation. *Critical Care Explorations*, 18;4(11):e0802.

### Podium Presentations

**Darshani Singh, MSN, RN, AGCNS-BC, CEN.**  
*Just-in-Time Training for Nurses During the Pandemic.*  
March 2022: National Association of Clinical Nurse Specialists 2022 Annual Conference, Baltimore, MD.

**Kristen Kolb, BSN, RN-BC.** *Stigma Towards Patients Who Have a Mental Illness: An Online Survey of United States Nurses.* October 2022: American Psychiatric Nurses Association (APNA) 36th Annual Conference, Long Beach, CA.

### Poster Presentations

**Jessica Green, MSN, RN, AGCNS-BC, CVRN;**  
**Bernadette Militar, BSN, RN.** *Falling into Zero Harm.*  
March 2022: National Association of Clinical Nurse Specialists 2022 Annual Conference, Baltimore, MD.

**Elise (Yi) Chen, BSN, RN.** *Examination of Alternative Eastern Therapies on Breast Cancer Symptom Relief.* April 2022: Oncology Nursing Society (ONS) Congress, Anaheim, CA.

## 2022 Nursing Accomplishments

### External Honors

**Beacon Gold Award for Excellence**  
**American Association of Critical Care Nurses**  
Cardiac Care Unit

### Clinical Excellence Recognition

#### Clinical Nurse Excellence Award



Alexandra Taylor Berger,  
BSN, RN, PCCN  
5GN

#### Nurse Leader Award



Christine Walsh, MS, RN  
Per Diem Nurse Administrator  
Milstein/Harkness Nursing Support

#### Nurse Preceptor Award



Nicole Turkoglu, MSN, RN, OCN  
Clinical Nurse III  
6HN

#### Rising Star Award



Bobby Schroeder, BSN,  
RN, PCCN  
8HN

#### Nursing Support Partner Award



Yvonne Tagoe  
ICU Tech  
7HS

#### Structural Empowerment Award



Bone Marrow Transplant Unit

(continued)

2022 Nursing Accomplishments (continued)

**DAISY Awards**

2022



Lester Castor, MSN, RN, CCRN  
Clinical Nurse I  
Bone Marrow Transplant



Anna Czarny, BSN, RN  
Clinical Nurse I  
5GS



Kerry Ann Ranglin  
Nursing Attendant I  
6GN

**Quality Cup**

**September 2022**

Bone Marrow Transplant

**October 2022**

5 Garden South

**November 2022**

6 Garden North

Timothy P. McGarvey, MSN, LMSW, RN, NEA-BC  
Executive Director and Chief Nursing Officer

## Transformational Leadership

### Transforming Care with Patient- and Family-Centered Nurse-Led Behavioral Treatment Plans

The interprofessional team of the Mood Disorders and Young Adult Unit noted an increase in restraint and seclusion use. Maggie Donovan, MSN, RN, Clinical Nurse Manager, led an initiative with psychology, nursing, and social work to strengthen nursing practice using American Psychiatric Nursing Association standards and evidence-based practices. In collaboration with Nadine Chang, PhD, licensed clinical psychologist, the nurses developed and implemented individualized plans for the early identification and consistent application of treatment for targeted symptoms to keep employees and patients safe.

#### Outcome

Following implementation, early results indicated a decrease in restraint use. The unit's interprofessional team continues to engage patients to help them identify triggers and opportunities to self-manage behaviors to facilitate discharge.

## Structural Empowerment

### Taking Care of Each Other: Implementation of a Peer Support and Debriefing Program

Clinical nurses Michaela Gianfrancesco, BSN, RN; Hilary Lamb, BSN, RN; and nursing assistant Alton Finely joined an interprofessional team of trained employee volunteers to launch a Peer Support and Debriefing Program. The program incorporates listening, providing support, and offering resources. Employees are encouraged to contact the team to debrief events at work and in their personal lives, such as challenging psychiatric emergencies, difficult conversations with patients, losses at work and at home, and other situations.

#### Outcome

A number of employees sought support from the team, demonstrating the resilience and significance employees place on taking care of themselves and each other. One resource that is consistently shared

is the Employee Assistance Program, which provides counseling and other supportive resources to all employees and their household members. Keeping each other safe reinforces a sense of belonging and a healthy work environment.

Employee volunteers for the Peer Support and Debriefing Program include:



Sergeant Wilson Acosta  
Security



Dr. Nadine A. Chang  
Clinical Psychologist



Alton Finely, CNA  
Nursing Assistant  
4th floor



Michaela Gianfrancesco, BSN, RN  
Unit Clinical Coordinator  
3rd floor



Hilary Lamb, BSN, RN  
5th floor



Jessica Praskin, MSW  
Director, Social Work



Gaelen Stejbach, LCSW  
Social Work



Chaplain Melissa Trull

# Gracie Square Hospital

## Exemplary Professional Practice

### Commission on Magnet® Cites Exemplary Patient Outcomes

For eight consecutive quarters, Gracie Square Hospital outperformed the national mean and comparison cohort demonstrating excellence in nursing care for nurse satisfaction, patient falls with injury, hospital-acquired pressure injuries, patient hours in physical restraints, patient experience related to patient education, and patient experience related to courtesy and respect.

### Outcome

On December 4, 2022, Jeanette Ives Erickson, DNP, RN, NEA-BC, FAAN, Chair of the American Nurses Credentialing Center's (ANCC) Commission on Magnet Recognition announced Gracie Square Hospital's first Magnet designation. Dr. Erickson reported that the hospital received exemplars in the areas noted above.



Gracie Square Hospital employees celebrate the first Magnet Recognition Program designation awarded December 4, 2022, following the November site visit.

## New Knowledge, Innovations, and Improvements

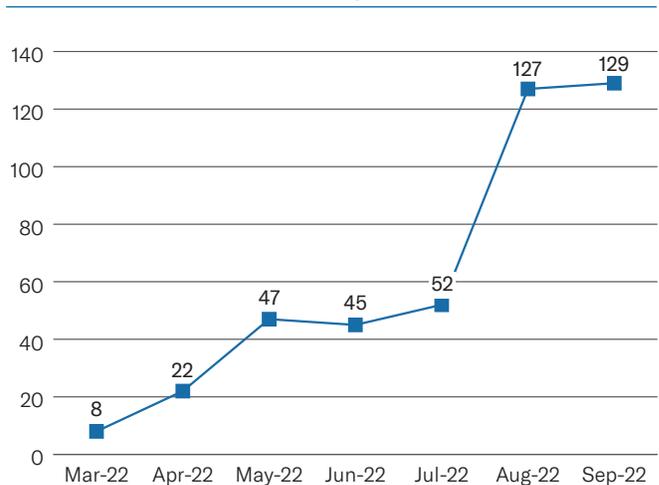
### Innovative Interprofessional Community Program Keeps Community Safe

Dual Focus Program clinical nurses Lindsay Ostrander, BSN, RN, PMH-BC, Co-Chair, Unit Practice Council, and Michaela Gianfrancesco, BSN, RN, Unit Clinical Coordinator and Co-Chair, Unit Practice Council, met with Francine Fakh, MA, RN, NEA-BC, Director of Nursing, to advocate for increasing distribution of Naloxone (Narcan®) kits provided to patients. They also expressed an interest in holding community events throughout the hospital's Upper East Side neighborhoods to distribute the kits, provide education about their value, and how they are administered to save lives. In partnership with Samuel Beshara, PharmD, CCP, Pharmacy Manager, who obtained the kits and reduced barriers for dispensing the medications, the clinical nurses ensured all patients were offered the kits at discharge.

### Outcome

The number of Narcan kits provided at discharge increased from eight kits in March 2022 to 129 kits in September 2022. The nurses also held numerous community sidewalk events at which they distributed the kits.

Gracie Square Hospital  
Number of Narcan Kits Distributed on Discharge  
March 2022 to September 2022



# 2022 Nursing Accomplishments

## Clinical Excellence Recognition

### Clinical Nurse Excellence Award



Lindsay Ostrander, BSN, RN, PMH-BC  
Clinical Nurse Manager  
Dual Focus Program

### Nurse in Advanced Practice Role



Michelle D'Agostino, MSN, RN, PMHNP-BC  
Per Diem Nurse Practitioner  
Psychotic Disorders and  
Crisis Stabilization Unit

### Nurse Leader Award



Chelsea Cote, MSN, RN, PMHNP-BC  
Patient Care Director  
Older Adults and Asian Program

### Nurse Preceptor Award



Shmuel Bieler, BSN, RN, PMH-BC  
Registered Nurse  
Psychotic Disorders and  
Crisis Stabilization Unit

### Rising Star Award



Lauren Finch, MSN, RN  
Registered Nurse  
Psychotic Disorders and  
Crisis Stabilization Unit

### Nursing Support Partner Award



Benjamin Paul Stickney  
Nurse's Aide  
Older Adults and Asian Program

### Friend of Nursing Award



Sergeant Wilson Acosta  
Security and Emergency  
Management Supervisor

### Structural Empowerment Unit Award



Older Adults and Asian Program

## DAISY Awards

### Q1 2022

Wai Ying (Jenny) Chan,  
BSN, RN, PMH-BC  
Registered Nurse  
Older Adults and  
Asian Program

### Q2 2022

Clara Cho, BSN, RN  
Registered Nurse  
Mood Disorders and  
Young Adult Unit

### Q3 2022

Angelo DaSilva, DNP, RN,  
PMHNP-BC  
Nurse Practitioner  
Dual Focus Program

### Q4 2022

Oscar Oliver Baker, MSN, RN  
Registered Nurse  
Mood Disorders and  
Young Adult Unit

## Quality Cup

### Q1 2022

Older Adults and  
Asian Program

### Q2 2022

Older Adults and  
Asian Program

### Q3 2022

Psychotic Disorders and  
Crisis Stabilization Unit

### Q4 2022

Older Adults and  
Asian Program



Emily Jackson, MBOE, RN, NEA-BC  
Vice President of Patient Services and Chief Nursing Officer

## Transformational Leadership

### Influence of Transformational Leadership in Safeguarding Patient Safety

With the transition to a new electronic medical record (EMR) documentation system in January 2022, some reminders and alerts that had been previously in place were no longer available. The Venous Thromboembolism (VTE) Quality and Patient Safety Workgroup at NewYork-Presbyterian Hudson Valley Hospital examined the data related to hospital-acquired deep venous thrombosis and noted a deficit in nurses' charting of sequential compression devices.

As members of the VTE Quality and Patient Safety Workgroup, Ashley Fleischhauer, BSN, RN, Bariatric Manager, and Jayme Sanchez, BSN, RN, Clinical Nurse Manager for 3 South and 4 South, brought this data back to the clinical nurses on the inpatient units and discovered that the alerts in the EMR to document sequential compression devices were not part of the nurse's documentation workflow. Ms. Fleischhauer and Ms. Sanchez presented this concern to the NewYork-Presbyterian Nursing Informatics Council and assisted in the design of a best practice alert in the EMR related to daily application and documentation of sequential compression devices.

### Outcome

This best practice alert now appears in the EMR and was incorporated into documentation across the campuses. In addition, documentation fields were added so that the nurse can specify why the device is off or if the patient refused the device. These transformational leaders advocated for their nurses and addressed the need to safeguard patients and prevent hospital-acquired VTE events.

## Structural Empowerment

### Magnet Conference Experience: Recognize, Retain, and Respect

Beaming with pride, five nurses from NewYork-Presbyterian Hudson Valley walked across the stage at the 2022 ANCC Magnet Conference in recognition of the hospital's achievement as a fourth-time Magnet-designated hospital.

Clinical nurses Milena Tuta-Pachon, BSN, RN, Interventional Radiology; Sue Andersen, BSN, RN, Center for Digestive Health; Brandy Jones, MSN, RN, OCN, Cancer Center; Kathleen Finn, BSN, RN, Progressive Care Unit; and Bryana Walsh, BSN, RN, 3 South, represented NewYork-Presbyterian Hudson Valley in front of an assembly of 11,000 people at the 2022 ANCC Magnet Conference held in Philadelphia, Pennsylvania. The ANCC Magnet Conference is the largest nursing conference in the world.



### Outcome

Aligned with NewYork-Presbyterian's nursing strategic priority of supporting professional development, these selected clinical nurses were provided with the opportunity to attend educational sessions at the ANCC Magnet Conference highlighting best practices in healthcare. It was an exhilarating and rewarding experience for all.

## Exemplary Professional Practice

### 500+ Days Without a Patient Fall: Road to ZERO Patient Falls in the Intensive Care Unit

The Intensive Care Unit (ICU) at NewYork-Presbyterian Hudson Valley recognized an opportunity to reduce patient falls and injury from falls. Patient safety is uppermost on the minds of nurses and technicians in the hospital's dynamic intensive care unit, with a patient population that requires both medical and surgical care. ICU nurses and patient care technicians make every effort to keep their patients safe beyond an assessment for fall risk.

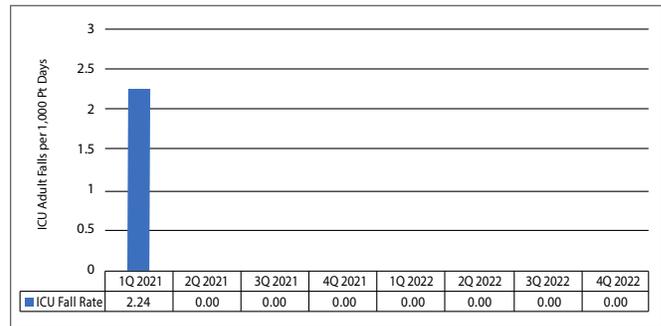
After a spike in patient falls during the first quarter of 2021, the ICU nursing team met to identify best practices in fall prevention. The patient care director and registered nurses reviewed the literature and instituted best practices in fall prevention in a critical care area, including the following strategies:

- Stay with patients when they are in the bathroom or using the commode at the bedside
- Use an ambulatory assistive device to help patients out of the bed
- Anticipate patient needs prior to leaving the room
- Frequent reminders to patients not to get out of bed or chair without calling for assistance
- Keep personal belongings within reach
- Remove cords/cables around the patient's bed, chair, or recliner
- Place call bell within reach
- Use chair alarms when the patient is sitting out of bed
- Respond to call bells as quickly as possible
- Distract patients by turning on the TV
- Discuss unit metrics with staff on an ongoing basis

### Outcome

Since the beginning of the second quarter of 2021, the ICU at NewYork-Presbyterian Hudson Valley has experienced zero falls. The implementation of best practices resulted in over 500 days without a patient fall. The contribution of clinical nurses in adopting best practices in fall prevention in a community hospital intensive care unit resulted in prevention of patient harm and promotion of a safe patient environment.

## NewYork-Presbyterian Hudson Valley Hospital ICU Fall Rate 1Q 2021-4Q 2022 500+ Days Zero Falls



## New Knowledge, Innovations, and Improvements

### “Call! Don’t Fall” Patient Safety Initiative

In 2022, NewYork-Presbyterian Hudson Valley began a pilot program to reduce patient falls based on a best practices approach that a clinical nurse observed at another hospital – the “Call! Don’t Fall” ceiling tile concept. The clinical nurse at NewYork-Presbyterian Hudson Valley presented the idea to Leon George, MSN, RN, NEA-BC, CPXP, Director of Nursing, who introduced the idea to the Environment of Care Committee, which endorsed the program. The pilot program began on the 3 South Medical-Surgical Unit. The ceiling tiles were installed in patient rooms from January to March 2022. The tile provided a visual reminder, in English and Spanish, for the patient to call for assistance before ambulating.



### Outcome

Nine months post installation, 3 South achieved a 22 percent reduction in the patient fall rate. Feedback has been positive, with patients reporting that the tiles served as a safety reminder, thus preventing a possible fall. Thanks to the vision of a transformational leader, patient safety has improved on 3 South. With the success of the pilot program, the “Call! Don’t Fall” tiles have been installed in other inpatient units.

(continued)

# NewYork-Presbyterian Hudson Valley Hospital

## New Knowledge, Innovations, and Improvements (continued)

### Nursing Research

Nursing Research Study Title	Date Approved by IRB	Study Status	Study Principal Investigators (PIs)	Role	Credentials
Emotional Intelligence and Nurse Engagement Among Critical Care Nurses	4/15/22	Completed	Taline Sagherian-Guekjian	PI	DPN, RN, FNP
			Mary E. Quinn	Co-I	DPN, RN
LQBTQ Survey for Healthcare Personnel	5/17/22	Completed	Kasey Jackman Rey Rivera Barbara Reynolds	PI Co-I Co-I	PhD, RN, PHMNP-BC DNP, RN, NEA-BC, FAAN MSN, MA, RN-BC

## 2022 Nursing Accomplishments

### External Honors

#### 2022 Nominee

#### *Hudson Valley Magazine's Excellence in Nursing*

Margaret Adler, MSN, RN, GERO-BC, NEA-BC

### DAISY Award

#### 2022



Emily Muzyka, BSN, RN, CMSRN  
4 South

### Quality Cup

#### May 2022



Interventional Radiology

(continued)

## 2022 Nursing Accomplishments (continued)

### Clinical Excellence Recognition

#### Clinical Nurse Excellence Award



Ma Rosario McVey, BSN, RN  
Ambulatory Surgery Unit

#### Nurse in Advanced Practice Role



Eelsey Rajesh, DNP, AGACNP-BC  
Nurse Practitioner  
ICU

#### Nurse Leader Award



Nancy Monteleone, BSN, RN, CGRN  
Clinical Nurse Manager  
Center for Digestive Health

#### Nurse Preceptor Award



Lorraine Fontana, BSN, RN  
Intensive Care Unit

#### Rising Star Award



Shelby Smith, BSN, RN  
4 South

#### Nursing Support Partner Award



Cindy Bohler  
Progressive Care Unit

#### Friend of Nursing Award



Transport Team

#### Structural Empowerment Unit Award



Emergency Department



Joan Halpern, MS, RNC, NNP, NEA-BC  
Vice President and Chief Nursing Officer

## Transformational Leadership

### Clinical Leadership of Medication Securement Leads to Improved Safety and Organizational Performance

Nurses who are transformational leaders ensure that their work aligns to organizational priorities to improve organizational performance. As a national patient safety goal, medication safety is a top priority for the NewYork-Presbyterian enterprise, and the safe, appropriate securement and storage of medications is a measure used to determine the performance of the organization in meeting this goal.

In January 2022, Shawn Hardy, MS, BSN, RN, CCRN, CEN, clinical nurse, Emergency Department/Intensive Care Unit, identified a gap in the performance of safe medication storage in the Emergency Department (ED) at NewYork-Presbyterian Lower Manhattan Hospital. Mr. Hardy partnered with pharmacists to co-lead an initiative to conduct root cause analyses and implement improvements to ED medication securement practices and workflows. These improvements included comprehensive staff education and the strategic installation of secured medication return bins throughout the ED. The bins were placed to encourage clinicians to return any unused medications into a secure receptacle compliant with medication safety standards.

#### Outcome

After implementation of improvements in the Emergency Department in 2022, the rate of unsecured medications decreased by 80 percent compared to 2021.

## Structural Empowerment

### Maternal Code Team Training and Development Improves Practice and Patient Outcomes

In Magnet® organizations, professional development activities are designed to improve professional practice and patient outcomes. In 2022, the Maternal Child Health team at NewYork-Presbyterian Lower Manhattan Hospital, which includes clinical nurses, obstetric physicians, certified registered nurse anesthetists, anesthesiologists, and physician assistants, identified an increase in the number of maternal cardiac emergencies.

The team agreed that further development of team skills was needed to respond to such scenarios. They determined that evidence-based code team training could significantly improve their practice and patient outcomes and, in September 2022, they embarked on a formal multidisciplinary program for maternal code team training. The comprehensive four-hour training was developed and coordinated by representatives from all disciplines under the leadership of Barbara Alba, PhD, RN, NEA-BC, Director of Nursing for Maternal Child Health.

#### Outcome

After coordinating and conducting 14 training sessions, 95 percent of the multidisciplinary Maternal Child Health team at NewYork-Presbyterian Lower Manhattan fully participated in the maternal code team training.



## Exemplary Professional Practice

### Palliative Care Intervention in the Emergency Department Leads to Improvements in Care

Palliative care is an invaluable approach for patients with advanced and life-limiting illness, but large gaps in the delivery of palliative care exist in the Emergency Department (ED) due to the intense, time-limiting environment. Early referral for palliative care is associated with improved quality of life, decreased costs, and decreased resource utilization. However, even though patients with chronic, progressive illnesses frequently present through the ED, conversations about goals of care are rarely initiated.

(continued)

## Exemplary Professional Practice (continued)

Anna Krakowski, MSN, RN, AGPCNP-BC, ACHPN, CHPN, palliative care nurse practitioner, identified this gap at NewYork-Presbyterian Lower Manhattan Hospital. She partnered with ED clinicians and leaders, which included nurses, physicians, physician assistants, and social workers, to develop and implement evidence-based palliative care referral criteria and an educational program that would increase the utilization of appropriate referrals in the ED setting. Ms. Krakowski led the implementation of the new program in the last quarter of 2021 into the first quarter of 2022.

### Outcome

After implementation of the referral criteria and educational program, palliative care consultations in the ED at NewYork-Presbyterian Lower Manhattan increased by over 80 percent in the first quarter of 2022. Additionally, in a survey about attitudes toward palliative care in the ED, there was a significant increase in ED providers and nurses understanding its importance. The palliative care intervention led to earlier referrals, and patients who received a referral had a decrease in their average hospital length of stay. This initiative was published in a peer-reviewed journal in September 2022. (*American Nurse*, September 6, 2022)

## New Knowledge, Innovations, and Improvements

### Workflow Redesign Improves First Case On-Time Starts: A Collaborative Approach to OR Efficiency

First case on-time starts is a measurable performance indicator of operating room (OR) efficiency, as a delay in the first case is likely to result in multiple downstream effects of delays in the OR, including clinical disruption, incurred overtime, and patient dissatisfaction. In 2022, the OR team collaborated with multiple disciplines and stakeholders to take a multi-pronged approach in redesigning perioperative workflows, including adjustment of nurse shift times, streamlining of preparatory documents and assessments, and integrating an electronic communication tool to provide instantaneous updates to the healthcare team.

### Outcome

The first case on-time starts rate for the main OR at NewYork-Presbyterian Lower Manhattan increased by 51 percent from January to December 2022. This improvement in efficiency was associated with an increase in overall volume of 8 percent for 2022.

### Publications

Brennan N, Dague, S., Elliott, D., **Gallagher, M. A.** (2022). Caring for the nurses who cared for COVID-19 patients. *New York Daily News: National Nurses Week Supplement*, May 8, 2022.

Brennan, N., **Gallagher, M. A.**, Elliott, D., Michela, N., Sellers, K. (2022). Advocacy and policy in action: Developing a financial healthcare safety net for nurses. *Journal of Nursing Scholarship*, 2022 Aug 10. [Epub ahead of print]

Dykes, P.C., Khasnabish, S., Burns, Z., Adkison, L., Alfieri, L., Bogaisky, M., Carroll, D. L., Carter, E. J., Hurley, A. C., Jackson, E., Kurian, S., Lindros, M. E., Ryan, V., Scanlan, M., Sessler, K., **Shelley, A.**, Spivack, L. B., Walsh, M. A., Bates, D. W., Adelman, J. S. (2022). Development and Validation of a Fall Prevention Efficiency Scale. *Journal of Patient Safety*, 18(2), 94-101.

**Gallagher, M. A.**, Chraplyvy, N. (2022). Building a Business Case for Hiring Wound, Ostomy, and Continence Nurses. *Advances in Skin & Wound Care*, 35(9), 493-498.

**Gallagher, M. A.**, Chraplyvy, N. (2022). Building a business case for hiring wound, ostomy, and continence nurses. *Nursing Management*, 53(9), 24-30.

**Gallagher, M. A.**, Torrieri, L. A. (2022). Tracheostomy Thursday: Journey of a Staff-driven COVID-19 Initiative to International Recognition. *Advances in Skin & Wound Care*, 35(9), 1-6.

**Gallagher, M. A.**, Torrieri, L. A. (2022). Tracheostomy Thursday: Journey of a staff-driven COVID-19 initiative to international recognition. *Nursing Management*, 53(9), 12-19.

**Krakowski, A.**, Antequera, K., **Shelley, A.**, Bodnar, D., Farmer, B., Redulla, R., **Halpern, J.** (2022). Palliative care in the emergency department: Quality improvement project increases consultations. *American Nurse Journal*, 17(9).

# NewYork-Presbyterian Lower Manhattan Hospital

## New Knowledge, Innovations, and Improvements (continued)

### Podium Presentations

**Mary Gallagher, DNP, RN, PED-BC.** *Economic Impact of COVID-19 on Frontline Nurses.* July 2022: 43rd Philippine Nurses Association of America National Convention, New York, NY.

**Mary Gallagher, DNP, RN, PED-BC;** Noreen Brennan, PhD, RN-BC, NEA-BC; Deborah Elliott, MBA, BSN, RN; Nancy Michela, DAHS, MS, RN. *Policy and Advocacy for Nurse Leaders.* September 2022: New York Organization for Nursing Leadership (NYONL) Annual Conference, Tarrytown, NY.

**Jeffrey Rehlund, BSN, RN, MEDSURG-BC.** *Stop the Clot: A Collaborative Approach to Decreasing VTE Events.* June 2022: Quality and Safety Education for Nurses International Forum, Denver, CO.

**Alexa Shelley, MS, RN, CV-BC, FNP-BC;** Daniella Camera, MS, RN, CNOR. *Zooming In: Usability of Virtual Tools for Professional Governance.* November 2022: NewYork-Presbyterian Nursing Research, Evidence-Based Practice, and Innovation Symposium, Virtual.

**Alexa Shelley, MS, RN, CV-BC, FNP-BC;** Tzipora Schwartz, MSN, RN, CPHQ. *Rethinking Care for the Caregivers: Innovation and Nurse Wellbeing.* December 2022: Nursing Informatics Summit 2022: Digital Leadership, Virtual.

### Poster Presentations

**Mary Gallagher, DNP, RN, PED-BC;** Noreen Brennan, PhD, RN-BC, NEA-BC; Deborah Elliott, MBA, BSN, RN; Nancy Michela, DAHS, MS, RN. *Policy and Advocacy for Nurse Leaders.* September 2022: New York Organization for Nursing Leadership (NYONL) Annual Conference, Tarrytown, NY.

**Mary Gallagher, DNP, RN, PED-BC.** *Analysis of Gratitude Documents of Nurses Who Received COVID-19 Emergency Grants.* July 2022: 43rd Philippine Nurses Association of America National Convention, New York, NY.

**Shawn Hardy, MS, BSN, RN, CCRN.** *Adopting a Volume Based Feeding Protocol to Safely Meet ICU Patient Calorie Needs.* April 2022: Hunter College Evidence-Based Practice Poster Day, New York, NY.

**Anna Krakowski, MS, RN-BC, AGPCNP-BC, ACHPN, CHPN;** Karen Antequera, MSN, RN, MEDSURG-BC; Brenna Farmer, MD; David Bodnar, MD. *Palliative Care in the Emergency Department.* May 2022: Weill Cornell Medicine Quality Improvement and Patient Safety Poster Symposium, New York, NY.

**Jeffrey Rehlund, BSN, RN, MEDSURG-BC.** *Stop the Clot: A Collaborative Approach to Decreasing VTE Events.* May 2022: Weill Cornell Medicine Quality Improvement and Patient Safety Poster Symposium, New York, NY.

## 2022 Nursing Accomplishments

### External Honors

**New York State Obstetric Hemorrhage Project Quality Improvement Award**  
NewYork-Presbyterian Lower Manhattan Hospital

**2022 Distinguished Alumni Award**  
**NYU Meyers Alumni Association**  
Mary Gallagher, DNP, RN, PED-BC

### Quality Cup Q2 2022



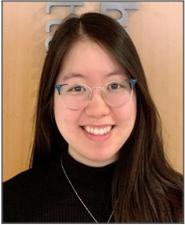
Neonatal Intensive Care Unit

(continued)

## 2022 Nursing Accomplishments (continued)

### Clinical Excellence Recognition

#### Clinical Nurse Excellence Award



Alyson Lee, BSN, RNC-OB, C-EFM  
Clinical Nurse III  
Labor and Delivery

#### Nurse in Advanced Practice Role



Anna Krakowski, MS, RN-BC,  
AGPCNP-BC, ACHPN, CHPN  
Nurse Practitioner  
Palliative Care

#### Nurse Leader Award



Anthony Basile, DNP, RN,  
CCRN, SCRN  
Patient Care Director  
Intensive Care Unit

#### Nurse Preceptor Award



Joan Pajares, BSN, RN, CNOR  
Clinical Nurse  
Operating Room

#### Nurse Preceptor Award



Jeffrey Lin, BSN, RN  
Clinical Nurse  
Emergency Department

#### Rising Star Award



Katie Berry, BSN, RN  
Clinical Nurse  
5C Medical-Surgical Unit

#### Nursing Support Partner Award



Myra Ordiales, CST  
Surgical Technician  
Operating Room

#### Friend of Nursing Award



Biomedical Engineering

#### Structural Empowerment Unit Award



5C Medical-Surgical Unit

(continued)

# NewYork-Presbyterian Lower Manhattan Hospital

## 2022 Nursing Accomplishments (continued)

### DAISY Awards

#### January 2022



Jerry Sun, RN  
5C

#### February 2022



Hewan Tadesse, BSN, RN  
Emergency Department

#### March 2022



Jennifer Fang, BSN, RN,  
MEDSURG-BC  
5C

#### April 2022



Marie Mitton, BSN, RN  
4C

#### May 2022



Ann Marie Lanza Bisciello,  
MSN, APRN, AGPCNP-BC,  
CWOCN  
Wound Care Manager

#### June 2022



William Sinnott, MSN,  
RN, PMGT-BC, ARNP-C  
Pain Management

#### July 2022



Amanda Marciano,  
BSN, RN  
4C

#### September 2022



Nezdett Fejtullah, BSN,  
RN, CCRN  
Intensive Care Unit

#### October 2022



Laura Cole, BSN, RN,  
MEDSURG-BC  
5C

#### November 2022



Romelyn Magno, BSN,  
RN, CRN  
Radiology

#### December 2022



Margarita Spai, BSN, RN  
PACU

#### DAISY Nurse Leader 2022



Arianna Dinelli, MS, RN,  
MEDSURG-BC  
5C

### DAISY Team Award 2022



Neonatal Intensive Care Unit

# NewYork-Presbyterian Morgan Stanley Children's Hospital

Bernadette Khan, DNP, RN, NEA-BC  
Group Vice President and Chief Nursing Officer



## Transformational Leadership

### Improving Communication About Medicines in Labor and Delivery

Ensuring the safe delivery of a newborn requires a team approach. Due to the complex and rapidly changing timeline during this phase of care, communication about medicines has been a challenging domain related to improvements in the patient experience. Patients receive pre- and postpartum medications with a myriad of side effects, which make it difficult for patients to focus on education for long periods of time.

Consequently, the labor and delivery and postpartum teams, led by Esther Schiavello, MSN, RN, C-EFM, and Ugochi Chukwuocha, MPA, RN-CBC, developed medication cards that could be used for short periods of time when team members are with their patients. The medication cards are highlighted regarding any medications administered by our anesthesiology partners prior to going into the delivery and operating rooms. The medication cards are also used during nurse leader rounds to ensure adherence to the practice and also serve as a reminder for patients and loved ones to refer to this resource.

#### Outcome

There was a 20 percent increase in patient experience HCAHPS top box score regarding communication about medicines, with an increase from 56.58 to 70.45 from March 2022 to December 2022. Nurse leaders continue to stress this best practice by reading patient comments, sharing feedback, and reviewing patient experience scores at team meetings and huddles.

## Structural Empowerment

### Breakout Sessions Promote Quality and Patient Safety Goals

The Patient Safety and Quality Council led by Quennie Ramos-Niza, BSN, RN, and Peggy Quinn, MPH, BSN, RN, CPHQ, NEA-BC, Director of Nursing Quality, restructured their council and meetings to improve engagement and accountability for quality and patient safety (QPS) goals.

Individual unit-based champions were identified for each goal: C. diff, CAUTI, CLABSI, elopement, barcoded medication administration, HAPI reduction, and falls reduction. During the council meetings, breakout rooms for each goal were created with Zoom to facilitate focused discussions. For each goal, the team held brainstorming sessions on how they would meet their quality and patient safety goals while discussing barriers and innovations for improvement. Action plans were created for each of the goals and reported out to the full Patient Safety and Quality Council.

#### Outcome

By utilizing this breakout method, the Patient Safety and Quality Council teams achieved their 2022 QPS goals and increased engagement and participation at council meetings.

## Exemplary Professional Practice

### Vascular Team Acts Quickly to Reduce Hospital Acquired Pressure Injuries

Pediatric patients often require multiple intravenous access points to safely and effectively manage their care. Children are vulnerable to skin breakdown due to their fragility and complex care needs in the acute care setting. The vascular access team noticed that patients were experiencing skin breakdown and pressure injuries related to the intravenous access catheter hubs. To address this, wound ostomy care nurses and frontline clinical nurses developed a solution with Mepilex absorbent foam dressings, which are placed under catheter hubs to reduce and relieve pressure on a patient's skin.

#### Outcome

Following implementation of the new practice by the vascular access team, pressure injuries related to intravenous catheter placement were reduced by 100 percent. Next steps include collaboration with perianesthesia and emergency department teams and expanding the protocol hospital-wide.

(continued)

# NewYork-Presbyterian Morgan Stanley Children's Hospital

## New Knowledge, Innovations, and Improvements

### At the Forefront of Artificial Heart Transplant

Due to medical complications, a 16-year-old patient became ineligible for a second heart transplant and required an immediate life-saving intervention. This demand for innovation led NewYork-Presbyterian Morgan Stanley Children's Hospital Perioperative and Critical Care teams to implant the first artificial heart in the Northeastern United States. This groundbreaking procedure involved countless learning initiatives and innovations. Among the innovations, nurses on the

9 Tower Pediatric Cardiac Intensive Care Unit partnered with Nursing Informatics to create an Epic flow sheet to appropriately and safely document the care related to the novel artificial heart provided for this patient.

### Outcome

A young adult's life was saved and groundbreaking care modalities were created. New workflows, educational processes, protocols, and inter-team reliabilities have been solidified through this exciting and evolving venture.

## Nursing Research

Nursing Research Study Title	Date Approved by IRB	Study Status	Study Principal Investigators (PIs)	Role	Credentials
Evaluating Professional Governance for Nursing Excellence	9/22/2017	Completed	Reynaldo R. Rivera Ronald Villata Carolyn Sun Chrystal To Anna Rivkin	PI Co-I Co-I Co-I Co-I	DNP, RN, NEA-BC, FAAN, FAONL MSN, RN, CHN PhD, RN, ANP-BC BSN, RN, CEN MSN, BA, RNC-NIC
Randomized Control Study to Evaluate Impact of the Use of Cyanoacrylate Glue on PICC Line Dressing Care in the Infant Cardiac Care Unit	12/25/2021	Completed	Seon Mi Jeong	Co-I	MN, RN, APRN, NNP-BC, VA-BC
Decreasing Incivility in an Acute Pediatric Setting Using Professional Compartment	2/21/2022	Completed	Kenrick Cato Jasmin Robinson	PI Co-I	PhD, RN, CPHIMS, FAAN BSN, RN, CCRN

## Publications

**Corallo, J.,** Bieda, A., Garland, M., et al. (2022). The impact of a Donor Human Milk Program on the provision of mothers' own milk at discharge in very low birth weight infants. *Journal of Perinatology*, 42, 1473-1479.

**McKenna, L. L.,** Bellini, S., Whalen, M., Magri, E., Akerman, M. (2022). Implementing an Evidence-Based Feeding Protocol: Impact on Nurses' Knowledge, Perceptions, and Feeding Culture in the NICU. *Advances in Neonatal Care*, 2022 Dec 1;22(6): 493-502.

## Podium Presentations

**Francesca M. Leo, BSN, RN, RNC-NIC, IBCLC;** Heidi Thompson, DNP, RN, C-ELBW; Warren Furry, BSN, RN, RNC-NIC; Joy Delisle, MSN, RN, CCRN-K. *Positive Transitions: How to Find Success When Stepping Out of Your Comfort Zone.* April 2022: Synova NICU Leadership Forum, Naples, FL.

**Cory Rivera, MSN, RN, CCRN.** *Preparing Families of Medically Complex Children with Prolonged Hospitalizations for Intensive Care-to-Floor Transfer: Experiences of Multidisciplinary Providers.* July 2022: Pediatric Hospitalist Medicine Conference, Orlando, FL.

(continued)

## New Knowledge, Innovations, and Improvements (continued)

### Podium Presentations (continued)

**Stephen Stoever, DNP, NNP-BC.** *Neonatology Cardiology Review.* August 2022: NeoHeart Conference, Anaheim, CA.

### Poster Presentations

**Camisha Andrews, BSN, RN, RNC-NIC.** *Bare Below the Elbow: Decreasing the Risk of Infection in Neonates.* 2022: Columbia School of Nursing Advanced Clinical Management and Leadership Capstone Quality Improvement Project Poster Presentation, New York, NY.

**Yvette Bautista, BSN, RN, RNC-NIC.** *A New Guideline for Securing Umbilical Lines.* 2022: Columbia School of Nursing Advanced Clinical Management and Leadership Capstone Quality Improvement Project Poster Presentation, New York, NY.

**Mona Francois, BSN, RN.** *Intraventricular Hemorrhage (IVH) in the Neonatal Intensive Care Unit (NICU): Assessing the Knowledge of NICU Nurses.* 2022: Columbia School of Nursing Advanced Clinical Management and Leadership Capstone Quality Improvement Project Poster Presentation, New York, NY.

**Francesca M. Leo, BSN, RN, RNC-NIC, IBCLC;** Sandhya S. Brachio, MD; Kathleen Brennan, MD; **Rose Chapman Rodriguez, MS, RN, CPNP-PC;** Omar Morgan, BBA. *Diversity, Equity and Inclusion in the Neonatal Intensive Care Unit: A Multidisciplinary Approach for Advocacy and Health Equity.* 2022: Synova NICU Leadership Forum, Naples, FL. (Selected as Poster Winner for the National Association of Neonatal Nurses sponsored poster session.)

**Francesca M. Leo, BSN, RN, RNC-NIC, IBCLC;** **Adriana Koziakova, DNP, RN, CLC;** **Sylvia Villaraza-Morales, MSN, RN, RNC-NIC;** Rebecca Adelman, MPH, BSN, RN; **Laura McKenna, DNP, CNNP;** **Seon Mi Jeong, MSN, CNNP;** **Palka R. Gupta, DNP, CPNP-PC;** Victoria Reichman, MD, MPH; Thomas Hays, MD, PhD; Rakesh Sahni, MBBS; Ganga Krishnamurthy, MD; Sandhya Brachio, MD. *Reducing CLABSI in a Level IV Neonatal ICU.* 2022: Synova NICU Leadership Forum, Naples, FL.

**Francesca M. Leo, BSN, RN, RNC-NIC, IBCLC.** *Standardizing Bereavement Care in a Neonatal Intensive Care Unit.* 2022: Columbia School of Nursing Advanced Clinical Management and Leadership Capstone Quality Improvement Project Poster Presentation, New York, NY.

**Kirstin Morrill, BSN, RN, RNC-NIC;** **Eleanor Estebanez, MSN, PNP.** *Nursing Perceived Barrier to Holding: A Quality Improvement Initiative.* 2022: Cardiac Neurodevelopmental Outcome Collaborative, Montreal, Quebec.

**Gabriella Sehne, MSN, FNP-C.** *Just in Time: A Novel Educational Tool for Anticipatory Management of Postoperative Patients in the Infant Cardiac ICU.* 2022: Neonatal Cardiology Review, 33rd National Neonatal Nurse Practitioner Symposium: Clinical Update and Review, Florida Association of Neonatal Nurse Practitioners, Clearwater, FL.

## 2022 Nursing Accomplishments

### External Honors

#### Leadership Award

#### 2022 National Association of Neonatal Nurses (NANN)

Francesca M. Leo, BSN, RN, RNC-NIC, IBCLC  
*The Leadership Award recognizes the individual's outstanding teaching ability, ability to mobilize and unify others for the improvement of neonatal care, and their vision for the future practice of neonatal nursing.*

#### Fellows of the American Association of Nurse Practitioners (FAANP)

**Elected to FAANP 2023 Board of Directors**  
Stephen Stoever, DNP, NNP-BC

(continued)

# NewYork-Presbyterian Morgan Stanley Children's Hospital

## 2022 Nursing Accomplishments (continued)

### Clinical Excellence Recognition

#### Clinical Nurse Excellence Award



Keri Abele, BSN, RN, RNC-NIC  
Clinical Nurse III  
9 North NICU

#### Nurse in Advanced Practice Role



Julie Gomez, MSN, RN, FNPC, CCRN  
Clinical Nurse Educator  
11 Central PICU

#### Nurse Leader Award



Rosalinda Salva, BSN, RN, CPEN  
Nurse Administrator  
Nursing Office

#### Nurse Preceptor Award



Maria Gina Nilo Masong, BSN, RN, RNC-NIC  
Clinical Nurse I  
7 Tower NICU

#### Rising Star Award



Bridget Geyer, BSN, RN  
Clinical Nurse I  
8 Central PICU

#### Nursing Support Partner Award



Emmanuel Quezada  
Unit Assistant  
Cardiology/Neurology

#### Structural Empowerment Unit Award



9 North Infant Cardiac Unit

### DAISY Awards

#### February 2022

Gabi Kats, BSN, RN, CCRN  
9 Central NICU

#### March 2022

Julia Choi, BSN, RN  
7 Tower NICU

#### April 2022

Kat Finley, BSN, RN, CCRN  
9 Central PICU

#### June 2022

Collen McCarthy, MS, PNP, RN, CPN  
8 Central PICU  
Leanna Jabonsky, BSN, RN  
9 North NICU

#### August 2022

Lauren Wildrick, BSN, RN, C-EFM  
10 Tower Antepartum

#### September 2022

Deirdre DeMeo, BSN, RN, CCRN  
9 Central PICU

#### October 2022

Cory Rivera, MSN, RN, CCRN  
11 Central PICU

#### November 2022

Marissa Sinacore, BSN, RN  
8 Central PICU

#### December 2022

Pamela Nyarko, FNP, C-EFM  
10 Central Antepartum

### Quality Cup

#### Q1 2022

8 Central PCU

#### Q2 2022

Postpartum/Nursery  
5/6 Central

# NewYork-Presbyterian Queens

Alan Levin, DNP, MBA, RN, CPHQ, NEA-BC  
Vice President and Chief Nursing Officer



## Transformational Leadership

### Advocating for Resources in Maternal Child Health

Through staff feedback during focused huddles and the employee engagement survey, an opportunity related to staff access to materials and equipment needed was identified. Nurses shared that the lack of supplies was a barrier to safe and efficient patient care, especially during emergencies. During discussions, they learned that many of the supplies used in Maternal Child Health, particularly those for emergencies, were only available through a special order process, which takes longer to obtain. A focus group was formed to brainstorm potential solutions that led to the creation of a supply technician role. This person would be responsible for ordering, stocking, and replenishing supplies for all units at NewYork-Presbyterian Queens. Leadership advocated for this resource and, in August 2022, this role was filled. The supply technician is available to the morning and night shifts for all Maternal Child Health units to help ensure the availability of supplies.

### Outcome

The creation of the supply technician role had significant impact on the Labor and Delivery Unit. The unit's most recent employee engagement survey results increased from 3.55 in October 2021 to 3.89 in October 2022 for the question related to having materials and equipment needed. Leadership continues to huddle with the staff to solicit feedback for ongoing development of the new role.

## Structural Empowerment

### 2022 Toy Drive

As part of its commitment to the community, NewYork-Presbyterian Queens held its 3rd Annual Nurse Driven Toy Drive during the 2022 holiday season championed by the Staff Advisory Council. Throughout the month of December, nursing team members collected toys for children and placed them in beautifully decorated collection boxes on the units.

Over 800 toys were donated to St. Michael's Church in Flushing, where they were then distributed during a Three Kings Day celebration held in January.

### 2022 Toy Drive Team Members



Samantha Ueckerman, BSN, RN, Staff Advisory Chair; Stella Jaleco, BSN, RN, Staff Advisory Co-Chair; Indira Merced, MSN, RN, CEN, Patient Care Director, Emergency Department; and Cindy Noh, MSN, RN, CEN, SANE-2, Patient Care Director, Early Treatment of Admitted Patients Unit

## Exemplary Professional Practice

### Improving Medication Safety Practice in a Level III NICU

Bar code medication administration (BCMA), which involves scanning a patient's wristband and medication to be given, helps to ensure that the clinician is administering the right medication, the right dose, at the right time, to the right patient. Achieving 95 percent or greater compliance with BCMA was one of the 2022 quality and patient safety goals at NewYork-Presbyterian Queens.

The NICU's barcode scanning rate during the fourth quarter of 2021 was only 81 percent. During 2022, the team implemented a performance improvement initiative with the goal of increasing BCMA to  $\geq 95$  percent. Methods included data collection, transparency, daily huddles with the team, real-time correction, reminders, and education in collaboration with the pharmacy. Posting performance dashboards on a weekly basis helped to sustain engagement among stakeholders.

### Outcome

As a result of the initiative, the BCMA rate was sustained consistently above 95 percent for 2022.

## New Knowledge, Innovations, and Improvements

### Improving the Safety of Hemodialysis in Critically Ill Patients

An innovation at NewYork-Presbyterian Queens in 2022 was the performance of bedside hemodialysis in critically ill patients in the MICU and SICU in contrast to transporting patients to the hemodialysis unit. This change in practice was driven by nursing after a few concerning safety events, i.e., a critical patient on a ventilator who had a desaturation event following transfer and a critical patient with a dislodged IV during transport.

Implementation of bedside hemodialysis was a multidisciplinary effort, requiring agreement from the ICU director and the nephrology team. Two portable hemodialysis machines with portable RO systems (water supply for the dialysis machine) and carts designed to move the entire system to the bedside needed to be purchased at a cost of \$40,000. The team worked with the company and chief technician who vetted the equipment and provided education and training to staff.

### Outcome

Performing hemodialysis in critically ill patients on the unit improved patient safety. It also improved efficiency as previously multiple clinicians were required to transport these patients to dialysis and a provider was required to remain with the patient for the duration of the treatment. In addition, the hemodialysis nurse and the primary nurse have cited increased partnership in the care of the patient. When the patient is sent off the unit there is little interaction with the hemodialysis team, and the only information being shared is specific to the treatment.

Care provided at the bedside with both the ICU nurse and the hemodialysis nurse together offers the opportunity for greater collaboration with the patient and/or the family. The ICU nurse is able to observe patient care during the dialysis treatment, while the hemodialysis nurse can observe the care provided in context of the ongoing flow of the ICU. Both nurses are able to provide care to a critically ill patient unencumbered by the need to move the patient through the hospital to another unit, which poses a risk.

### Publications

Rodriguez, G. D., Wu, Y., Karnik, K., Ruddy, S., Kula, A., Warren, N., Yashayev, R., Sajid, F., Yoon, J., Turett, G., Yung, L., Urban, C., **Lee, C. H., Abraham, J.**, Cooke, J. T., Sharma, M., Jaffer, A., Segal-Maurer, S. (2022). Implementation of a Collaborated Antimicrobial Stewardship Program and Outpatient Parenteral Antimicrobial Therapy (OPAT) Unit-driven Monoclonal Antibody Therapy Program for COVID-19 at a NYC Hospital. *International Journal of Infectious Disease*, 118, 214-219.

### Poster Presentations

**Sheryl Gatuz-Jacolbe, MSN, RNC-OB, C-EFM, CLC; Geeta Nandalall, MSA, RN, C-EFM.** *Reducing Maternal Morbidity Through Early Recognition and Intervention of Postpartum Hemorrhage.* November 2022: Association of Women's Health, Obstetrics, and Neonatal Nurses (WHONN) New York Conference, Tarrytown, NY.

**Geeta Nandalall, MSA, RN, C-EFM; Sheryl Gatuz-Jacolbe, MSN, RNC-OB, C-EFM, CLC.** *The Practice of Quantitative Blood Loss in Labor and Delivery Allows for Prompt Recognition of Postpartum Hemorrhage Resulting in Earlier Interventions and Improved Maternal Outcomes.* November 2022: Association of Women's Health, Obstetrics, and Neonatal Nurses (WHONN) New York Conference, Tarrytown, NY.

## 2021 Nursing Accomplishments

### External Honors

#### 2022 Nurse of Distinction

#### 1199SEIU RN League Labor Management Initiatives

Barbara McVea, ASN, RN

Staff Nurse

Recovery Room

### Quality Cup

2022



4 West

(continued)

## 2022 Nursing Accomplishments (continued)

### Clinical Excellence Recognition

#### Clinical Nurse Excellence Award



Ijeoma Okoroafor, MSN, RN  
Staff Nurse  
3 North

#### Nurse in Advanced Practice Role



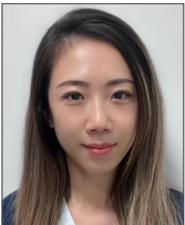
Hoda Abdelaziz, MSN, APRN, FNP  
Nurse Practitioner  
Palliative Care

#### Nurse Leader Award



Dianne Caduhada, MSN, RN  
Patient Care Director  
Operating Room

#### Nurse Preceptor Award



Lucy Qu, BSN, RN  
Clinical Nurse  
MICU

#### Rising Star Award



Victor Coles, BSN, RN  
Clinical Nurse  
3 North

#### Nursing Support Partner Award



Karin Gonzalez  
Nursing Assistant, Support Service  
6 North

#### Friend of Nursing Award



Security

#### Structural Empowerment Unit Award



Infection Control

### DAISY Awards

#### July 2022

Eileen Gilrane, BS, RN  
Clinical Nurse  
Emergency Department

#### September 2022

Adam Jiadi, BSN, RN  
Clinical Nurse  
5 North

#### November 2022

Joanna Banas, BSN, RN  
Clinical Nurse  
PACU

### Employee of the Month

#### January 2022

Xiao Ping Cheng  
Nursing Attendant  
3 North

#### February 2022

Outpatient Parenteral  
Antimicrobial Therapy Team

#### April 2022

Marzena Rzycka, AAS, RN  
Registered Nurse  
Obstetrics/Postpartum



Rosanne Raso, DNP, RN, NEA-BC, FAAN, FAONL  
Vice President and Chief Nursing Officer

## Transformational Leadership

### Innovating In-Home Management for Congestive Heart Failure

Interprofessional Care Coordination teams at NewYork-Presbyterian/Weill Cornell Medical Center recognized an opportunity to reduce hospital readmissions for patients with congestive heart failure. By acquiring personal emergency response systems (PERS), patients would be able to self-monitor symptoms at home and have immediate connectivity to healthcare professionals in the event of symptom onset. The team created virtual dashboards to identify and advocate for patient inclusion and coordinated home discharge, in-home installation, and patient and family education. The team conducted a feasibility study of the approach with five patients.



### Outcome

Using existing technology, the team succeeded in taking a novel approach to preventing readmissions and supporting in-home management of patients with congestive heart failure. Four of the five patients did not need to activate PERS and one patient did activate PERS, leading to rehospitalization. All of the participants reported that having PERS in their homes gave them a sense of security. The study's findings, published in *Professional Case Management* (Vol. 27/No. 6), indicated the potential benefit of using PERS in this setting and demonstrated a need for a larger study on the subject.

## Structural Empowerment

### Learning Leads to Reductions in HAPI

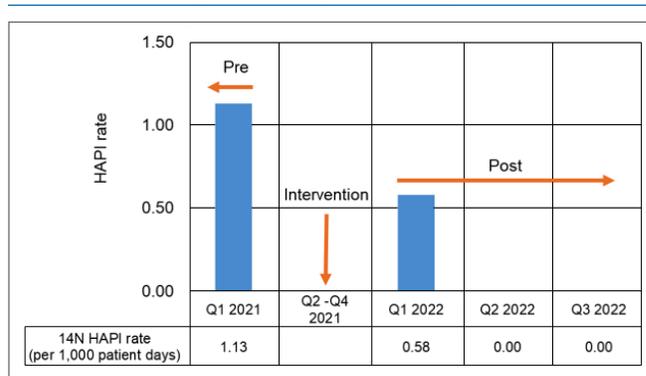
Nurses on GI Surgery (14N) recognized a learning opportunity after completing their annual learning needs assessment. During a continuing education Skin Care Workshop led by wound, ostomy, and continence nurses (WOCN) on prevention strategies for hospital-acquired pressure injuries (HAPI), skin care champions from 14N formed critical partnerships with internal experts in wound, ostomy, and continence care. Together, they evaluated the most frequent risks for pressure injury on the unit and strategized targeted improvement efforts.

The partnership resulted in weekly unit rounds focused on applying preventative interventions in real time, assessing appropriateness of existing interventions, and connecting with and educating peers. As a result, WOCN and skin care champions rallied their collective efforts for successful reductions in HAPI.

### Outcome

Following the implementation of HAPI prevention WOCN and Skin Champion Rounds, the GI Surgery team decreased their HAPI rate per 1,000 patient days from 1.13 in Q1 2021 to 0.58 in Q1 2022, 0.00 in Q2 2022, and 0.00 in Q3 2022.

NewYork-Presbyterian/Weill Cornell Medical Center  
GI Surgery (14N)  
Hospital Acquired Pressure Injury (HAPI) Rate  
(per 1,000 patient days)



## Exemplary Professional Practice

### Navigating a Crisis Situation

On July 26, 2022, at 4:49 am, a fire began in the Medical Intensive Care Unit (5S). Clinical nurses noticed smoke and flames coming from a patient room and immediately activated the fire alarm system. At 4:55 am, the patient was moved from the room and staff attempted to put out the fire with a fire extinguisher. An immediate interprofessional huddle was called and rapid triage was executed to evacuate the entire unit.

By 5:00 am, the New York City Fire Department (FDNY) arrived on site and by 5:10 am, NewYork-Presbyterian/Weill Cornell leadership were on the unit providing assistance. By 5:17 am, the Command Center at NewYork-Presbyterian/Weill Cornell was fully operational. Together with physicians, security, respiratory teams, and hospital leadership, clinical nurses expedited the transfer of all 19 critically ill patients to safety. By 6:35 am, the FDNY gave the all clear announcement.

### Outcome

The quick actions of the 5 South MICU interprofessional team resulted in a complete ICU evacuation, safely transferring patients laterally to neighboring units eager to help. There were no injuries among patients and clinical staff. After the fire, the MICU (5S) and NewYork-Presbyterian/Weill Cornell teams completed a full unit restoration within days.

## New Knowledge, Innovations, and Improvements

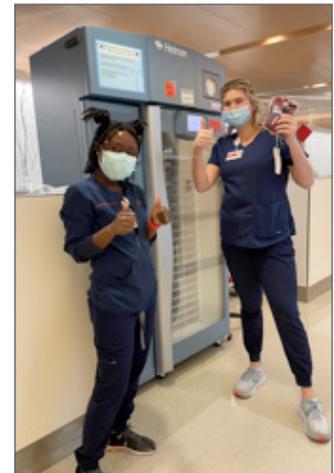
### Reducing Time to Treatment with Technology

The Starr 3 Infusion Center's oncology and hematology patients require a high volume of red blood cell (RBC) transfusions during scheduled treatments. Q-Reviews revealed patient dissatisfaction with wait times from check-in to start of RBC infusions. Prior workflows required a blood bank release and a transport wait for blood arrival. Starr 3 infusion teams recognized an opportunity to decrease wait times by leveraging technology and using a HaemoBank™ 80 local blood refrigerator to improve access.

Through interprofessional collaborations, the infusion teams successfully reduced the times for blood product delivery, thereby increasing patient satisfaction. In partnership with the blood bank, workflows were updated to include night before actions, which allowed cross-matching and loading of blood products into the HaemoBank 80 ahead of treatment times.

### Outcome

Through collaboration and innovative use of emerging technology, Starr 3 infusion teams reduced the average RBC wait time from 75.4 minutes to just 36.8 minutes and increased HaemoBank 80 utilization from 8 percent to 69 percent.



(continued)

# NewYork-Presbyterian/Weill Cornell Medical Center

## New Knowledge, Innovations, and Improvements (continued)

### Nursing Research

Nursing Research Study Title	Date Approved by IRB	Study Status	Study Principal Investigators (PIs)	Role	Credentials
Analysis of Gratitude Documents of Nurses Who Received COVID-19 Emergency Grants	1/1/2021	Completed	Mary Anne Gallagher	Co-PI	DNP, RN, PED-BC
Perceptions of U.S. Nurses and Nurse Leaders on Authentic Nurse Leadership, Healthy Work Environment, Intent to Leave, and Nurse Well-Being During a Second Pandemic Year: A Cross Sectional Study	7/8/2020	Completed	Rosanne Raso	PI	DNP, RN, NEA-BC, FAAN, FAONL
Travel Nurse Perceptions of Work Environment, Authentic Leadership, Well-Being, and Pandemic Impact	8/1/2021	Completed	Rosanne Raso	PI	DNP, RN, NEA-BC, FAAN, FAONL
Evaluating Obstetrics Nurses' Perception of Implicit Bias and Its Influence on Maternal Outcomes	9/2/2022	Completed	Jaclynn Chen Reynaldo R. Rivera	PI Co-I	MPH, BSN, RNC-OB, C-EFM DNP, RN, NEA-BC, FAAN, FAONL

### Publications

**Brennan, N. B., Gallagher, M. A.,** Elliott, D., Michela, N., Sellers, K. (2023). Advocacy and policy in action: Developing a financial and healthcare safety net for nurses. *Journal of Nursing Scholarship*, 55(1), 29-32.

**Gallagher, M. A., Chraplyvy, N.** (2022). Building a business case for hiring wound, ostomy, and continence nurses. *Advances in Skin & Wound Care*, 35(9), 493-498.

**Gallagher, M. A., Torrieri, L. A.** (2022). Tracheostomy Thursday: Journey of a staff-driven COVID-19 initiative to international recognition. *Advances in Skin & Wound Care*, 35(9), 1-6.

Lachs, D. K., Stern, M. E., Elman, A., Gogia, K., Clark, S., Mulcare, M. R., **Greenway, A.,** Golden, D., Sharma, R., Bessey, P. Q., Rosen, T. (2022). Geriatric burn injuries presenting to the emergency department of a major burn center: Clinical characteristics and outcomes. *The Journal of Emergency Medicine*, 63(2), 143-158.

**Jacobs, J. A., Hastu, R. R.,** Cooley, V., Liwanag, S., **Mighty, T., Lee, J. I.** (2022). Congestive Heart Failure Management: At-Home Use of Personal Emergency Response Systems (PERS). *Professional Case Management*, 27(6), 306-312.

**Liu, S. I., Shikar, M., Gante, E., Prufeta, P., Ho, K.,** Barie, P. S., Winchell, R. J., Lee, J. I. (2022). Improving Communication and Response to Clinical Deterioration to Increase Patient Safety in the Intensive Care Unit. *Critical Care Nurse*, 42(5), 33-43.

**Raso, R.** (2022). Racial reckoning: It's personal. *Nursing Management*, 53(12) 4.

**Raso, R.** (2022). Safety issues: Stubborn or solvable? *Nursing Management*, 53(11) 5.

**Raso, R.** (2022). Staffing: Fundamental to nurse and patient experience. *Nursing Management*, 53(10) 5.

(continued)

## New Knowledge, Innovations, and Improvements

### Publications (continued)

**Raso, R.** (2022). Rebuilding our workforce: Revisiting Maslow's hierarchy. *Nursing Management*, 53(8) 5.

**Raso, R.** (2022). Getting back to quality. *Nursing Management*, 53(7) 5.

**Raso, R.** (2022). Ownership of our practice. *Nursing Management*, 53(6) 5.

**Raso, R.** (2022). Two wrongs don't make a right. *Nursing Management*, 53(5) 5.

**Raso, R.** (2022). Mentoring: More important now than ever. *Nursing Management*, 53(4) 5.

**Raso, R.** (2022). Reducing burnout: Everyday recognition and appreciation. *Nursing Management*, 53(3) 5.

**Raso, R.** (2022). Psychological PPE for leaders. *Nursing Management*, 53(2) 5.

**Raso, R.** (2022). Resolutions and wishes. Psychological PPE for leaders. *Nursing Management*, 53(1) 5.

**Raso, R.** (2022). In the eye of the storm: Leadership lessons from the front. *Nursing Administration Quarterly*, 46(2), 177-184.

**Raso, R., Hemway, R. J.** (2022). Relationship-Based Leadership Theories. In J. J. Fitzpatrick & C. M. Alfes (Eds.). *Nurse Leadership and Management: Foundations for Effective Administration* (pp 119-145). Springer Publishing Company.

Shemesh, A. J., Golden, D. L., **Kim, A. Y., Rolon, Y., Kelly, L., Herman, S.**, Weathers, T. N., Wright, D., McGarvey, T., Zhang, Y., Steel, P. A. (2022). Super-High-Utilizer Patients in an Urban Academic Emergency Department: Characteristics, Early Identification, and Impact of Strategic Care Management Interventions. *Health & Social Work*, 47(1), 68-71.

### Podium Presentations

**Dianna Assalone, MSN, RN, OCN, BMTCN, NE-BC.** *It Takes a Village: A Team Approach to Fall Prevention on the Oncology Service Line.* April 2022: Oncology Nursing Society (ONS) Congress, Anaheim, CA.

**Mary Ballin, MSN, GNP-BC, CDCES.** *Diabetes and the Older Adult.* June 2022: Geriatric Nursing Symposium: Building a Strong Nursing Foundation to Meet the Needs of Our Aging Patient Population, Nursing Professional Development, New York, NY.

**Sylvia Dao, MSN, MPA, RN, NE-BC; Ekta Vohra, MSN, RN, CWON.** February 2022: National Leadership Conference Advocacy Week, American Burn Association and Dilipan Sundaramoorthy, Office of Sen. Schumer (D-NY), New York, NY.

**Frankki Degirolamo, BSN, RN, CCRN; Carolyn Collins, MS, CNS, CCRN, ACCNS-AG; Linda Gibbons, MS, RN, NEA-BC.** *Nursing Care of the Severely Burn Injured Patient: A Review and Simulation of the First 12 Hours.* April 2022: American Burn Association Annual Meeting, Las Vegas, NV.

**Michele Dziedzic, MSN, RN, NE-BC; Lisa Schmutter, MPA, BSN, RN.** *Reducing CLABSI with A3 Methodology.* October 2022: Association for Vascular Access Annual Scientific Meeting, Minneapolis, MN.

**Polly Frank, DNP, CCRN, RN.** *Improving VE Prophylaxis Compliance in a Burn ICU.* November 2022: Northeast Region Burn Conference (NERBC), Mashantucket, CT.

**Mary Anne Gallagher, DNP, RN, PED-BC.** *Policy and Advocacy for Nurse Leaders.* September 2022: New York Organization of Nursing Leadership Annual Meeting, Tarrytown, NY.

**Mary Anne Gallagher, DNP, RN, PED-BC.** *Economic Impact of COVID-19 on Frontline Nurses.* July 2022: Philippine Nurses Association of America 43rd Annual National Conference, New York, NY.

**Sunjeet Gill, MSN, MBA, RN.** *Nursing Now Challenge.* NewYork-Presbyterian Nurse Well-being and Retention. December 2022: Nursing Now World Health Organization, Webinar.

**Jamie Heffernan, MSN, RN, CCRN-K, NE-BC.** *Are There Racial Disparities in this Burn Center's Care?* November 2022: Northeast Region Burn Conference (NERBC), Mashantucket, CT.

(continued)

## New Knowledge, Innovations, and Improvements

### Podium Presentations (continued)

**Jamie Heffernan, MSN, RN, CCRN-K, NE-BC.**  
*A Nurse's Place in High and Low Resource Environments.* August 2022: International Society for Burn Injuries, Guadalajara, Mexico.

**Jamie Heffernan, MSN, RN, CCRN-K, NE-BC.** *Under Pressure: Steam Injuries.* February 2022: Con Edison Steam Operations Group, Con Edison, New York, NY.

**Nicole Muccio, BSN, RN, CCRN; Christine Hunt, BSN, RN, CCRN.** *Animal-Assisted Intervention in the Burn ICU.* November 2022: Northeast Region Burn Conference (NERBC), Mashantucket, CT.

**Stephanie O'Neil, BSN, RN-BC, CCTN.** *Nursing Now Challenge Inspiration.* December 2022: Nursing Now World Health Organization, Webinar.

**Camilita Rahat, MSN, RN.** *Reducing Wait Times for RBCs in Outpatient Infusion Center.* October 2022: Nursing World Conference, Magnus, Orlando, FL.

**Rosanne Raso, DNP, RN, NEA-BC, FAAN, FAONL.**  
*Presence of Authentic Nurse Leadership During the Pandemic: Two National Studies.* November 2022: Association for Leadership Science in Nursing International Conference, Cleveland, OH.

**Rosanne Raso, DNP, RN, NEA-BC, FAAN, FAONL.**  
*Linking Leader and Team Member Well-Being.* August 2022: Vocera Caring Greatly, Podcast.

**Rosanne Raso, DNP, RN, NEA-BC, FAAN, FAONL.**  
*Healing and Thriving Again: Revitalizing the Nursing Workforce.* June 2022: Healthcare Burnout Symposium, panel presenter, New York, NY.

**Rosanne Raso, DNP, RN, NEA-BC, FAAN, FAONL.**  
*Promising Approaches to Moral Distress Among Nurses.* June 2022: Columbia University School of Professional Studies, panel presenter, Webinar.

**Rosanne Raso, DNP, RN, NEA-BC, FAAN, FAONL.**  
*Nurses Making a Difference: Celebrating the Leader in All of Us.* May 2022: Press Ganey, panel presenter, Webinar.

**Rosanne Raso, DNP, RN, NEA-BC, FAAN, FAONL.**  
*Synergies of Healthy Work Environments and Nurse Well-Being.* February 2022: International Patient Experience Symposium, United Arab Emirates.

**Rosanne Raso, DNP, RN, NEA-BC, FAAN, FAONL.**  
*Frontline Leader Engagement and Well-Being.* February 2022: International Patient Experience Symposium, panel presenter, United Arab Emirates.

**Tenesia Richards, MPA, RNC-OB, C-ONQS, CCE, C-EFM.** *Emerging Leaders: Our Nursing Journey.* November 2022: Association of Women's Health Obstetric and Neonatal Nurses (AWHONN) New York Annual Conference, Tarrytown, NY.

**Therese Roselli, BSN, RN, OCN; Thanyanee McNinney, BSN, RN, OCN.** *Reducing Central Line-Associated Bloodstream Infections (CLABSIs) through Standardizing Central Venous Catheter (CVC) Blood Draws and Chlorhexidine Gluconate (CHG) Treatment Usage.* April 2022: Oncology Nursing Society (ONS) Congress, Anaheim, CA.

**Amy Staley, BSN, RN, MEDSURG-BC; Laura Forese, MD, MPH.** *COVID, After the Storm?* April 2022: Harvey Cushing Symposium, American Hospital of Paris, France, Virtual.

**Amy Staley, BSN, RN, MEDSURG-BC; Maria Dominique Flores, BS, RN, CPN.** *Retention Through Recognition: The Power of Magnet Nursing in the United States.* November 2022: Nursing Now Challengers' Committee – Americas Region, World Health Organization, Switzerland, Virtual.

**Amy Staley, BSN, RN, MEDSURG-BC.** *Pre-World Health Assembly Workshop.* 2022: World Health Organization, Switzerland, Virtual.

**Amy Staley, BSN, RN, MEDSURG-BC.** *Immunization Advocacy Champion Webinar Series.* 2022: World Health Organization, Switzerland, Virtual.

(continued)

## New Knowledge, Innovations, and Improvements

### Podium Presentations (continued)

**Amy Staley, BSN, RN, MEDSURG-BC.** *Nursing Now Challengers' Committee, Americas Region Annual Webinar.* 2022: World Health Organization, Switzerland, Virtual.

**Amy Staley, BSN, RN, MEDSURG-BC.** Pre-recorded feature for Harvard University curriculum. 2022: World Health Organization, Switzerland, Virtual.

**Amy Staley, BSN, RN, MEDSURG-BC.** *WHO Infodemic Management Workshop.* 2022: World Health Organization, Switzerland, Virtual.

**Amy Staley, BSN, RN, MEDSURG-BC.** *WHO Well-Being Event.* 2022: World Health Organization, Switzerland, Virtual.

**Amy Staley, BSN, RN, MEDSURG-BC.** *Frontline Health Workers Coalition Panel.* September 2022: 77th United Nations General Assembly, United Nations, New York, NY.

**Amy Staley, BSN, RN, MEDSURG-BC.** *Devex Panel.* September 2022: 77th United Nations General Assembly, United Nations, New York, NY.

**Amy Staley, BSN, RN, MEDSURG-BC.** *The Johnson & Johnson Center for Health Worker Innovation – Universal Health Coverage Day.* December 2022: 77th United Nations General Assembly, United Nations, New York, NY.

### Poster Presentations

**Paige Ahearn, BSN, RN, BMTCN; Danica Dorlette, MPH, BSN, RN, OCN.** *Bone Marrow Transplant (BMT) TV: A Television-Based Employee Engagement Intervention.* April 2022: Annual Oncology Nursing Society (ONS) Congress, Anaheim, CA.

**Paige Ahearn, BSN, RN, BMTCN; Danica Dorlette, MPH, BSN, RN, OCN.** *Bone Marrow Transplant (BMT) TV: A Television-Based Employee Engagement Intervention.* April 2022: BMT Tandem Meeting, American Society for Transplantation and Cellular Therapy (ASTCT) and Center for International Blood & Marrow Transplant Research (CIBMTR), Salt Lake City, UT.

**Aideen Ky Briones, DNP, RN, BC, CCRN; Carolyn Sun, PhD, RN, ANP-BC; Caroline Fu, MPH; Riza Matzner, DNP, RNC-OB, C-EFM; Patricia Prufeta, DNP, RN, NEA-BC.** *Patient Care and Tracking Increasing Electronics in Nurses' Use of Time (PATIENT).* November 2022: 12th Annual NewYork-Presbyterian Hospital Nursing Research, Evidence-Based Practice and Innovation Symposium, New York, NY.

**Gary Camelo, DNP, MPA, LMSW, RN, NE-BC; Mary T. Quinn Griffin, PhD, RN, FAAN, ANEF.** *Authentic Nurse Leadership's Relationship to a Culture of Safety.* November 2022: 12th Annual NewYork-Presbyterian Hospital Nursing Research, Evidence-Based Practice and Innovation Symposium, New York, NY.

**Daniel Cernivani, MSN, RN, OCN, BMTCN; Dianna Assalone, MSN, RN, OCN, BMTCN, NE-BC.** *Utilizing Central Line Practice Validation to Reduce CLABSI Incidents on an Oncology Unit.* April 2022: Annual Oncology Nursing Society (ONS) Congress, Anaheim, CA.

**Sylvia Dao, MS, MPA, RN, NE-BC; Deirdre Twohig, BSN, RN, CCRN; Carolyn Collins, MS, RN, CCRN; Andrew Greenway, MSN, RN, CCRN, AGCNS-BC; Jamie Heffernan, MSN, RN, CCRN-K, NE-BC; Kaitlyn Libraro, MS, MPA, RN, CCRN.** *Sustained Multidisciplinary CLABSI Bundle in the Burn Center.* April 2022: American Burn Association Annual Conference, Las Vegas, NV.

**Michele Dziedzic, MASN, RN, NE-BC; Lisa Schmutter, MPA, BSN, RN.** *Reducing CLABSI with A3 Methodology.* October 2022: Annual Scientific Meeting. Association for Vascular Access (AVA), Minneapolis, MN.

**Feruza Esanova, MPA, RN, BSN, NE-BC, CSSM, CNOR.** *In Vitro Fertilization Treatment Patient Readiness Checklist.* May 25, 2022: Weill Cornell Medicine Quality Improvement Academy, Department of Medicine, New York, NY.

**Mary Anne Gallagher, DNP, RN, PED-BC.** *Analysis of Gratitude Documents of Nurses Who Received COVID-19 Emergency Grants.* July 2022: Philippine Nurses Association of America 43rd Annual National Conference, New York, NY.

**Mary Anne Gallagher, DNP, RN, PED-BC.** *Policy and Advocacy for Nurse Leaders.* July 2022: Philippine Nurses Association of America 43rd Annual National Conference, New York, NY.

(continued)

## New Knowledge, Innovations, and Improvements

### Poster Presentations (continued)

**Jaclyn Hughes, BSN, RN, CCRN; Toni Velasquez, BSN, RN-BC, CPAN; Maria Saraceni, BSN, RN, CPAN.** *PACU Education Standardization for PACU Protocols.* April 2022: American Society of Perianesthesia Nurses (ASPAN) National Conference, Philadelphia, PA.

**Stefanie LaFemina, BSN, RN, BMTCN; Dianna Assalone, MSN, RN, OCN, BMTCN, NE-BC;** Christine Garcia, MD. *CLABSI Patient Contract for HSCT Patients.* September 2022: American Society of Clinical Oncology (ASCO) Quality Care Conference, Chicago, IL.

**Stefanie LaFemina, BSN, RN, BMTCN; Dianna Assalone, MSN, RN, OCN, BMTCN, NE-BC.** *Reducing Central-Line Associated Bloodstream Infections (CLABSIs) Through Patient Accountability Contracts: A pilot Project for Patients on Weill Cornell Medicine (WCM) Bone Marrow Transplant (BMT).* September-October 2022: American Society of Clinical Oncology (ASCO) Quality Care Symposium, Chicago, IL.

**Sam Martinez, BSN, RN, CNN; Robee Ravago, BSN, RN, CNN; Marifel (Max) Axalan, BSN, RN, CNN.** *Use of Single-Needle Option in Optimizing Therapeutic Plasma and Red Blood Cell Exchange.* November 2022: 12th Annual NewYork-Presbyterian Hospital Nursing Research, Evidence-Based Practice and Innovation Symposium, New York, NY.

**Thanyanee McNinney, BSN, RN, OCN; Therese Roselli, BSN, RN, OCN.** *Reducing Central Line-Associated Bloodstream Infections (CLABSIs) through Standardizing Central Venous Catheter (CVC) Blood Draws and Chlorhexidine Gluconate (CHG) Treatment Usage.* April 2022: BMT Tandem Meeting. Center for International Blood and Marrow Transplant Research (CIBMTR), Salt Lake City, UT.

Linda Millenbach, PhD, RN; Rhonda Maneval, EdD, RN; Doreen Rogers, DNS, RN, CNE; Kathleen Sellers, PhD, RN; Jennifer L. Pettis, MS, RN, CNE; Deborah Elliott, MBA, BSN, RN; **Mary Anne Gallagher, DNP, RN, PED-BC;** Nancy Michela, DAHS, MS, RN; Noreen B. Brennan, PhD, RN-BC, NEA-BC; Frances E. Crosby, EdD, RN; Jerome Niyirora, PhD, MS, RHIA, RN. *Content Analysis of Notes from Nurses Receiving COVID-19 Emergency Grants.* November 2022:

12th Annual NewYork-Presbyterian Hospital Nursing Research, Evidence-Based Practice and Innovation Symposium, New York, NY.

**Stephanie O'Neil, BSN, RN-BC, CCTN; Carolyn Sun, PhD, RN, ANP-BC; Rosanne Raso, DNP, RN, NEA-BC, FAAN, FAONL.** *Stop Technology Overload: Nurses' Perceptions of Alerts (STOP).* November 2022: 12th Annual NewYork-Presbyterian Hospital Nursing Research, Evidence-Based Practice and Innovation Symposium, New York, NY.

**Angela Patruno, BSN, RN-BC, CPAN; Maria del Mar Rodriguez, MSHI, CNS, RN, CNOR.** *Putting Patients First: Patient Experience in the Perioperative Setting.* April 2022: American Society of Perianesthesia Nurses (ASPAN) National Conference, Philadelphia, PA.

**Rosanne Raso, DNP, RN, NEA-BC, FAAN, FAONL.** *Experience of Travel Nurses During the Pandemic: Results from a National Sample.* November 2022: Association for Leadership Science in Nursing International Conference, Cleveland, OH. (Winner, Best Poster)

**Maria Saraceni, BSN, RN, CPAN; Jolanta Zabielska, BSN, RN, CPAN; Maria del Mar Rodriguez, MSHI, CNS, RN, CNOR.** *Improving Nursing Compliance with Prescribed Respiratory Therapy in the PACU: Incentive Spirometry, Cough and Deep Breathing.* April 2022: American Society of Perianesthesia Nurses (ASPAN) National Conference, Philadelphia, PA.

**Diane Willemin, MPA, RN, CAPA; Maria del Mar Rodriguez, MSHI, CNS, RN, CNOR; Windell Cadelina, MPA, RN, NE-BC, CAPA.** *Improving the Patient Experience Through a Preoperative Educational Initiative.* April 2022: American Society of Perianesthesia Nurses (ASPAN) National Conference 2022, Philadelphia, PA.

## 2022 Nursing Accomplishments

### External Honors

#### Board of Certification for Emergency Nursing (BCEN)

Contributing Writers:

Ann Brennan-Cooper, MS, RN, CCRN, ACNP, and  
Alison Hao-Smith, BSN, MAT, RN, CCRN  
August 2022

#### Madeline R. Zaworski Award for Outstanding Leadership

##### Case Western Reserve University

Gary Camelo, DNP, LMSW, MPA, RN, NEA-BC  
May 2022

#### Certified Burn Registered Nurse (CBRN)

##### Board of Certification for Emergency Nursing

Contributors:

Sylvia H. Dao, MS, MPA, RN, NE-BC, and  
Linda Gibbons, MS, RN, NEA-BC  
March 2022

#### Josh Gottheil Bone Marrow Transplant Career Development Award

Danica Dorlette, MPH, BSN, RN, OCN  
November 2022

#### #1 People's Choice Award

##### Association for Vascular Access (AVA)

##### 2022 Annual Scientific Meeting

Michele Dziedzic, MSN, RN, NE-BC, and  
Lisa Schmutter, MPA, BSN, RN  
October 2022

#### NYU Meyers Distinguished Alumni Award

Mary Anne Gallagher, DNP, RN, PED-BC  
October 2022

#### Irish America Healthcare and Life Sciences 2022 Healthcare 50 Awards

Mary Anne Gallagher, DNP, RN, PED-BC  
October 2022

#### Best Poster

##### 2022 Association for Leadership Science in Nursing International Conference

Rosanne Raso, DNP, RN, NEA-BC, FAAN, FAONL

#### 2022 Magnet® Nurse of the Year

##### New Knowledge, Innovation, and Improvements

Andrew Greenway, MSN, RN, CCRN, AGCNS-BC



#### Phoenix Award

##### New York Organization for Nursing Leadership (NYONL)

Rosanne Raso, DNP, RN, NEA-BC, FAAN, FAONL

#### Nursing Journal Hall of Fame Award

Rosanne Raso, DNP, RN, NEA-BC, FAAN, FAONL  
August 2022

#### NewYork-Presbyterian Member Spotlight

Stacey Richards, MA, RN, C-ONQS, C-EFM, CPPS,  
and Linda Gibbons, MS, RN, NEA-BC  
*NewYork-Presbyterian Advances Newborn Safety*  
February 2022

#### Graduate

##### Weill Cornell Medicine Quality Improvement Academy

German Rodriguez, MSN, RN

*Reducing Falls Among Patients with Cancer at  
NewYork-Presbyterian/Weill Cornell Medical Center*

(continued)

# NewYork-Presbyterian/Weill Cornell Medical Center

---

## 2022 Nursing Accomplishments

### External Honors *(continued)*

#### American Association of Critical Care Nurses (AACN) Scholarship

Anzy Vargese, BSN, RN  
November 2022

#### Recognition for Heroic Fire Response New York Mets

5 South MICU  
August 2022

### Clinical Excellence Recognition

#### Clinical Nurse Excellence Award



Charlotte Horn, BSN, RN, CCRN  
Nurse Clinician  
4 West CTICU

#### Nurse in Advanced Practice Role



Mary Ballin, MSN, GNP-BC, CDCES  
Nurse Practitioner  
Ambulatory Care Network Center on Aging

#### Nurse Leader Award



Michele Dziedzic, MS, RN, NE-BC  
Patient Care Director  
Vascular Access

#### Nurse Preceptor Award



Viktoriya Yakubova, BSN, RN, CNOR  
Clinical Nurse  
F10 Operating Room

#### Rising Star Award



Elizabeth Martinez, BSN, RN  
Clinical Nurse  
10 West Bone Marrow Transplant

#### Nursing Support Partner Award



Nishi Patel  
Electrophysiology Technician  
Electrophysiology

#### Friend of Nursing Award



Randy Subramany, MPH  
Director  
Supply Chain

#### Structural Empowerment Unit Award



5 South MICU

(continued)

## 2022 Nursing Accomplishments (continued)

### DAISY Awards

**March 2022**



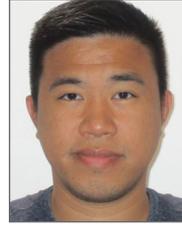
Krishna Bhatta, BSN, RN  
Clinical Nurse  
NewYork-Presbyterian Alexandra Cohen  
Hospital for Women and Newborns

**July 2022**



Daisy Daplin, BSN, RN  
Clinical Nurse  
5 South

**September 2022**



Michael Tiongson, BSN, RN  
Clinical Nurse  
11 South A

**November 2022**



Amanda Botros, BSN, RN, OCN  
Clinical Nurse  
10 South

**November 2022**



Christina Maria Santa Teresa,  
BSN, RN, CRNI  
Clinical Nurse  
Vascular Access

Laurie Walsh, DNP, RN  
Vice President and Chief Nursing Officer

## Transformational Leadership

### Advocacy for Electrophysiology Custom Packs in the Cardiac Catheterization Lab

The Cardiac Catheterization Laboratory at NewYork-Presbyterian Westchester used left heart catheterization custom procedure packs to perform an implantation procedure of a cardiac implantable electronic device (CIED), commonly known as pacemakers and defibrillators. Custom packs are procedure-specific, single sterile items assembled in a convenient package and protect the sterility of surgical items by reducing the number of human interactions near the sterile field. The left heart pack contained numerous single sterile items that were not relevant for a CIED procedure and were therefore discarded prior to each case. An additional 22 CIED single sterile items were then added to the sterile field.

Andrea Lacourciere, MSN, RN, FNP, CCRN, NPD-BC, CNOR, CFER, along with angioplasty specialists and clinical nurses, collaborated with Margaret Walotsky, BSN, RN, Director, Cardiac Catheterization Laboratory, to pursue an opportunity to minimize waste and cost, while also promoting best practices. The nursing team reached out to Brian Padilla, Supply Chain



Lihua Fang, RCIS, angioplasty specialist, and Andrea Lacourciere, MSN, RN, FNP, CCRN, NPD-BC, CNOR, CFER, clinical nurse

Administrator, to propose a new product – an electrophysiology (EP) custom pack – for the NewYork-Presbyterian Westchester Cardiac Catheterization Laboratory. The use of an EP custom pack for CIED procedures was supported based on an evaluation of the literature and cost analysis. Utilizing custom procedure packs condenses the surgical supply storage, streamlines the acquisition of supplies, lowers the cost of care, and improves the work experience of the nurses and angioplasty specialists.

### Outcome

By eliminating the packaging that was associated with each of the 22 single sterile items, the initiative led to a yearly cost savings of \$24,602 and a decrease in medical waste.

## Structural Empowerment

### Building Mentorship Partnerships Through the Nurse Residency Program

NewYork-Presbyterian Hospital, which includes NewYork-Presbyterian Westchester, achieved Practice Transition Program Accreditation with Distinction from the American Nurses Credentialing Center on February 28, 2022. NewYork-Presbyterian's Mentorship Program was developed to promote job satisfaction, professional development, collegiality, and teamwork for new graduate nurses. It is instrumental in aiding mentees in their personal and professional growth through open communication, shared experiences, and collaboration with mentors.

A goal of the NewYork-Presbyterian Westchester Nurse Residency Program was to improve its structure by incorporating the Mentorship Program into the new graduate nurse's first year of nurse residency. The program successfully partners new graduate nurses as mentees with experienced mentors in the eighth month of their residency. Testimonials demonstrate that a mentorship program creates a positive experience and transition for new graduate nurses as they move into their second year of nursing.

### Outcome

Since 2021, approximately 60 new graduate nurses have been hired at NewYork-Presbyterian Westchester and participated in the Nurse Residency Program. The Mentorship Program was initiated at the end of 2021 and has 25 mentor/mentee partnerships to date. All participants provided positive feedback with 100 percent of mentees responding "agree" that the program helped them achieve their goals and 100 percent of mentees responding "agree" that the mentoring experience was rewarding.

Numerous testimonials have been provided through the evaluation process. One mentee shared, "The person that I would want to network with most is my mentor himself because he does a lot of what I would like to be doing in the future." A mentor noted, "It has benefited me as a mentor and nurse leader to connect with clinical nurses working at the bedside to get an understanding of their challenges and experiences. I feel that it has made me a stronger leader to build

(continued)

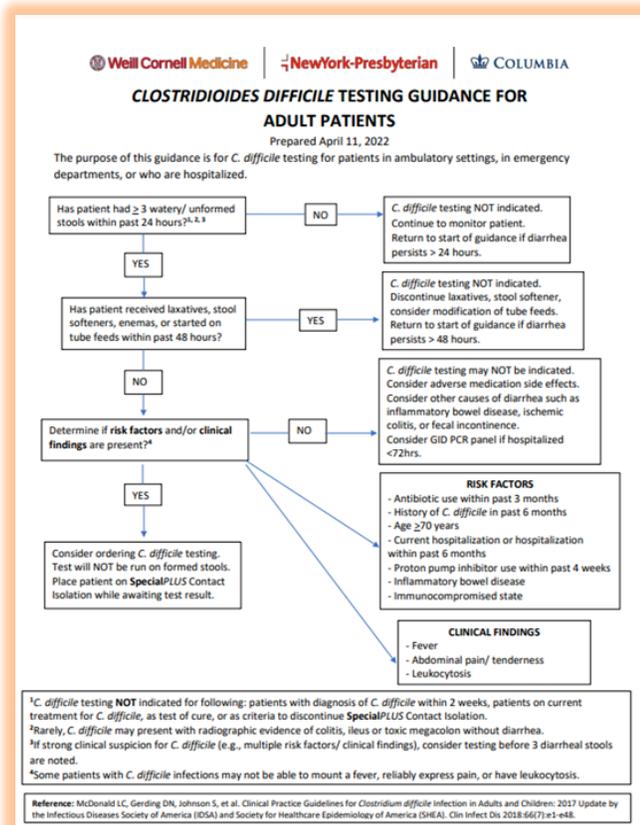
## Structural Empowerment (continued)

supportive relationships with the next generation of nurses. It has also been a positive experience because it helps me reflect on my own career path and how far I have come. Overall great experience personally and professionally!”

## Exemplary Professional Practice

### Creating an Algorithm to Decrease *C. difficile* Rates

The NewYork-Presbyterian Westchester team, in alignment with NewYork-Presbyterian, set the quality and patient goal to achieve a *C. diff* rate of less than 65 percent. The interprofessional team for quality and patient safety identified an opportunity for improvement after reviewing 2021 and 2022 data. The team was concerned about seven identified cases of *C. diff* in the first quarter of 2022. The 2022 goal was set to achieve a rate of less than 65 percent in the calendar year. The team created an interdisciplinary *C. diff* workgroup in January 2022 to assess the gaps, identify opportunities, review the literature, and develop an action plan to reduce the rate of *C. diff* infections.



The NewYork-Presbyterian Westchester team took a multifaceted approach to decreasing *C. diff* rates. In March 2022, Robin H. Goldberg, MD, and Yolima Salazar, MD, developed the *C. diff* Testing Guidance for Adult Patients algorithm. This algorithm provided the healthcare team with clear criteria for determining patient eligibility for *C. diff* testing and was incorporated into the workflow for potential screenings for *C. diff*.

The workgroup collaborated with the Professional Development team and nursing leadership to develop and implement targeted education sessions for clinical interprofessional staff. In April 2022, unit huddles were conducted throughout NewYork-Presbyterian Westchester to provide awareness and education about *C. diff* initiatives. In addition, the workgroup collaborated with NewYork-Presbyterian enterprise team members to develop and implement an Epic optimization to flag patients based on patient history.

### Outcome

After the multifaceted action plan was implemented between March and April 2022, NewYork-Presbyterian Westchester realized a 50 percent decrease in *C. diff* infections for the remainder of the year. The *C. diff* algorithm that was developed and piloted by NewYork-Presbyterian Westchester was then disseminated throughout NewYork-Presbyterian.

## New Knowledge, Innovations, and Improvements

### 2022 Poster Showcase: Sustaining a Culture of Inquiry

Aligned with the goal of the Evidence-Based Practice (EBP) and Research Council at NewYork-Presbyterian Westchester to increase internal dissemination of nurse-led research and EBP projects, the council organized a poster presentation event. A poster showcase was planned by the members of the council in collaboration with Laurie Walsh, DNP, RN, Vice President and Chief Nursing Officer, NewYork-Presbyterian Westchester; Ray Gannon, PhD, MSN, AGPCNP-BC, nurse research scientist, Department of Research and Innovation at NewYork-Presbyterian Hospital; and Homey Sansolo, MSN, RN, NEA-BC, Magnet Clinical Program Coordinator and nurse leader sponsor, NewYork-Presbyterian Westchester.

(continued)

# NewYork-Presbyterian Westchester

## New Knowledge, Innovations, and Improvements

### 2022 Poster Showcase: Sustaining a Culture of Inquiry (continued)

To encourage participation and support nurses in submitting an abstract, the Nursing EBP and Research Council hosted an Elements of Evidence-Based Practice Poster Development workshop and a Live Poster Design workshop. These educational sessions provided guidance on abstract writing, poster development, and poster design. Members of the council reviewed all poster submissions and provided peer feedback and recommendations to help elevate the content and professionalism of the posters.



Jade Lugtu, BSN, RN-BC; Homey Sansolo, MSN, RN, NEA-BC; Pamela Pronios-Stevens, BSN, RN, CPN, CLC, RN-LRN; Andrea Lacourciere, MSN, RN, FNP, CCRN, NPD-BC, CNOR, CFER; and Olivia Barletti, BSN, RN

### Outcome

The poster showcase was held on October 27, 2022, with a total of 51 authors and 24 poster presentations. The event was well-attended by interprofessional members representing all departments.



## Nursing Research

Nursing Research Study Title	Date Approved by IRB	Study Status	Study Principal Investigators (PIs)	Role	Credentials
Feasibility of Nasal Bridge Pressure Injury Prevention Using a Protective Dressing and the Halyard Fluidshield® N95 Mask in a COVID-Positive Environment	2/19/2021	Completed	Hazel Holder Ray Gannon Alex Aningalan Stephanie Walker	PI Co-I Co-I Co-I	DNP, RN, ACCNS-AG, CCRN PhD, MSN, AGPCNP-BC MSN, RN, CWON, WCC BSN, RN, CWON, WCC
Patient Satisfaction and Comprehension of Post-Procedural Instructions 24 to 48 Hours After Discharge When Such Instructions Are Given Pre-Procedure	4/19/2021	Completed	Andrea Lacourciere Darlene Cabrera	PI Co-I	MSN, RN, FNP, CCRN, NPD-BC, CNOR, CFER DNP, RN, CCRN
Nursing Professional Governance: An Evaluation of the Unit-Based Councils at NewYork-Presbyterian Hospital	3/24/2021	Completed	Kasey Jackman C. J. Zenarosa	PI Co-I	PhD, RN, PHMNP-BC MSN, RN, CCRN

## New Knowledge, Innovations, and Improvements

### Publications

**Aningalan, A.** (2022). Exploring Etiologies: Significance of Wound Etiology to Wound Classification and Wound Management. *WoundSource*. Blog. February 9, 2022.

**Aningalan, A.** (2022). Healing Beyond the Bedside: The Value of Certified Wound Care Specialists. *WoundSource*. Blog. July 22, 2022.

**Holder, H., Aningalan, A. M., Walker, S., Cato, K., Gannon, B. R.** (2022). Feasibility of nasal bridge pressure injury prevention using a protective dressing and the Halyard Fluidshield® N95 mask in a COVID-positive environment. *International Wound Journal*, Epub 2022 Jul 18.

**Holder, H., Gannon, B. R.** (2022). Reducing Tracheostomy Medical Device-Related Pressure Injury: A Quality Improvement Project. *AACN Advanced Critical Care*, 33(4), 329-335.

**Sansolo, H., Wuerz, L., Grandstaff, K., Schwartz, T., Perez-Mir, E.** (2022). Nurses as clinical advisors in an interprofessional COVID-19 crisis command center. *JONA: The Journal of Nursing Administration*, 52(9), 486-490.

### Podium Presentations

**Alex M. Aningalan, MSN, RN, CWON, WCC.** *Driving Hospital-Acquired Pressure Injuries (HAPIs) to Zero: A Quality Improvement Project.* November 2022: 12th Annual NewYork-Presbyterian Nursing Research, Evidence-Based Practice, and Innovation Symposium, New York, NY.

**Hazel Holder, MSN, RN, ACCNS-AG, CCRN.** *Feasibility of Nasal Bridge Pressure Injury Prevention with N95 Mask.* November 2022: 12th Annual NewYork-Presbyterian Nursing Research, Evidence-Based Practice, and Innovation Symposium, New York, NY.

### Poster Presentations

**Alex M. Aningalan, MSN, RN, CWON, WCC.** *Driving Hospital-Acquired Pressure Injuries (HAPIs) to Zero: A Quality Improvement Project.* June 2022: WOCNext2022: A Global Education Event, Fort Worth, TX.

**Alex M. Aningalan, MSN, RN, CWON, WCC; Stephanie Walker, BSN, RN, CWON, WCC.** *Mobile Wound Care Skills Fair with Woundie and Stomie: An Innovative Approach to Increasing Staff Competencies and Engagement in Wound and Ostomy Care.* June 2022: WOCNext2022: A Global Education Event, Fort Worth, TX.

**Catherine Biviano, DNP, RN, NPD-BC, ONC, NEA-BC.** *Social Isolation Screening Among Hospitalized Older Adults.* November 2022: 12th Annual NewYork-Presbyterian Nursing Research, Evidence-Based Practice, and Innovation Symposium, New York, NY.

**Deborah Guerra, RN.** *Improving Healthcare Access and Patient Outcomes through the Implementation of Nurse Practitioners in the Medical Field.* November 2022: 12th Annual NewYork-Presbyterian Nursing Research, Evidence-Based Practice, and Innovation Symposium, New York, NY.

**Jade Lugtu, BSN, RN-BC.** *External Female Catheters Decrease CAUTI Rates.* November 2022: 12th Annual NewYork-Presbyterian Nursing Research, Evidence-Based Practice, and Innovation Symposium, New York, NY.

**Laurie Walsh, DNP, RN; Catherine Lombardi, MSN, RN-C, NEA-BC, NHD-BC; Susan Chin, PhD, RN, NNP-BC; Homey Sansolo, MSN, RN, NEA-BC.** *The 124 Hour Interview: An Innovative Preceptorship Program.* September 2022: NYONEL Conference, Tarrytown, NY.

## 2022 Nursing Accomplishments

### External Honors

**PRISM Premier Recognition in the Specialty of Medical Surgical Nursing**

4 North Medical-Surgical Oncology Unit



4 North Interprofessional Team

**National Board of Directors of the Wound, Ostomy, and Continence Nursing Elected to Certification Board, 2022 to 2025**

Alexis M. Aningalan, MSN, RN, CWON, WCC

### Clinical Excellence Recognition

#### Clinical Nurse Excellence Award



Liza Czajko, BSN, RN, CEN  
Clinical Nurse  
Emergency Department

#### Nurse in Advanced Practice Role



Lauren Mizak, Credentials, PMHNP-BC  
Nurse Practitioner  
5 North

#### Nurse Leader Award



Mark Tagwalan, MPA, RN, NE-BC  
Patient Care Director  
3 North

#### Nurse Preceptor Award



Jade Lugtu, BSN, RN-BC  
Clinical Nurse  
5 North

#### Rising Star Award



Alexia Jean Alejo, BSN, RN  
Clinical Nurse  
3 North

#### Nursing Support Partner Award



Annmarie Carter-Green, PCP  
Patient Care Partner  
3 North

#### Friend of Nursing Award

Chris Blaskey  
Director  
Food and Nutrition Services

#### Structural Empowerment Unit Award



Vascular Access Team

(continued)

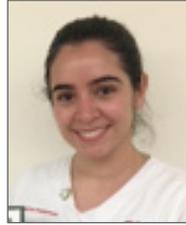
## 2022 Nursing Accomplishments (continued)

### DAISY Awards

#### Q1 2022

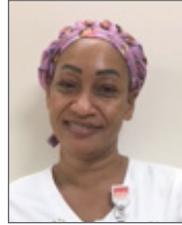


Turkessa Charles,  
BSN, RN  
3 North



Alejandra Marin, BSN, RN  
6 North

#### Q2 2022



Bernadette Robinson, BSN,  
RN, GERO-BC  
5 North

#### Q3 2022



Venessa Elliot, BSN, RN  
6 North

#### Q2 2022



Jonathan Chung, BSN, RN  
ICU

#### DAISY Team Award



5 South

#### DAISY Nurse Leader Award



Mark Tagwalan, MPA,  
RN, NE-BC  
3 North

#### DAISY Lifetime Achievement Award



Teresa Walsh, ASN, RN,  
CMSRN  
3 North



Margaret Benson, RN,  
CCRN  
ICU



Teri Fields, RN, CLC  
NICU

### Angels Awards

#### Q1 2022



Kendria Newland-Henry  
Unit Clerk  
5 South

#### Q2 2022



Kendra Ambrose  
Unit Clerk  
Ambulatory Surgery Unit

#### Q3 2022



Daniel Crisp  
Patient Registrar  
Emergency Department

#### Q4 2022



Margiana Ledgister  
Patient Care Partner  
3 North

(continued)

# NewYork-Presbyterian Westchester

---

## 2022 Nursing Accomplishments (continued)

### Quality Cup

Q1 2022

4 North



4 North Interprofessional Team

Q2 2022

3 North

# NewYork-Presbyterian Westchester Behavioral Health Center and NewYork-Presbyterian/Weill Cornell Medical Center Psychiatry Program



Michael Radosta, MA, MS, BSN, RN, NEA-BC, FACHE  
Vice President of Behavioral Health Nursing and Patient Care Services  
and Chief Nursing Officer, Behavioral Health  
NewYork-Presbyterian

## Transformational Leadership

### Engaged Employees Celebrate Nursing Leaders' Advocacy

Improving employee engagement and satisfaction are mission-critical organizational goals. Following the pandemic, clinical nurses and others requested changes to the dress code to allow a hospital-issued scrubs program. Mary Ellen Brous, MSN, RN-BC, PMH-BC, FPCC, Director of Nursing, led the advocacy efforts to support this goal by collaborating with operational and enterprise supply chain leaders to obtain the resources. Ms. Brous engaged the team in selecting colors and choosing sizes for the new scrubs program, which employees celebrated throughout the organization.

#### Outcome

During Q3 2022, the advocacy efforts of nursing leaders were achieved when they launched the new scrubs program. The employees expressed gratitude and appreciation for leadership's recognition and fulfillment of their expressed needs.

## Structural Empowerment

### Improving Patient and Family Experiences

Nick Stanzione, BSN, RN, clinical nurse, Nichols Cottage, noted a decline in patient and family satisfaction related to their perceptions about opportunities for children to be outdoors for social and recreational activities.

Mr. Stanzione partnered with Bridget Howe, BSN, RN, PMH-BC, the unit's representative for the Psychiatric Nursing Practice Council, to reduce barriers associated with escorting patients outdoors. Mr. Stanzione, Ms. Howe, and the Psychiatric Nursing Practice Council interprofessional members prioritized patient safety and revised the escorting and privileging policies to allow more patients to go outdoors.

#### Outcome

Once the revised policies were implemented, children spent more time outdoors. The patient and family experience improved as evidenced by an increase in the unit's mean score for question "helpfulness of social/recreation activities" from 73.2 in (add month year) to 91.67 in (add month year), 82.14 in (add month year), and 80.77 in March 2022.

## Exemplary Professional Practice

### Exemplary Patient Outcomes Attributed to Advanced Education

The Institute of Medicine recommends that 80 percent of the nursing workforce be prepared with a Bachelor of Science in Nursing (BSN) or higher degree based on compelling evidence that hospitals with more BSN-prepared nurses have better patient outcomes.

With over 96 percent of nurses with BSN or higher degrees at NewYork-Presbyterian Westchester Behavioral Health Center and NewYork-Presbyterian/Weill Cornell Medical Center Psychiatry Program, patient outcomes are exemplary.

#### Outcome

During 2022, the majority of the inpatient units performed better than the national benchmarked mean for all Magnet-eligible clinical indicators, including falls with injury, hospital-acquired pressure injuries (stage 2 and above), psychiatric patient assault rate, restraint rate, and seclusion rates. In the ambulatory practice setting, all clinics outperformed the national benchmark for falls with injury, assault rate, and nurse assault rate.

# NewYork-Presbyterian Westchester Behavioral Health Center and NewYork-Presbyterian/Weill Cornell Medical Center Psychiatry Program

## New Knowledge, Innovations, and Improvements

### Improving Patient Perceptions of Nutrition Knowledge

Suzanne Straebler, PhD, RN, PMHNP-BC, outpatient nurse practitioner, noted an increase of patients who lacked knowledge about nutritional guidelines. Dr. Straebler collaborated with Laura Cordella, RD, CDN, senior dietitian, to design the nutrition psychology group therapy program, creating a new workflow for delivering patient education and psychology therapy using a virtual platform for groups of patients with similar needs. The new workflow involved identifying patients for the group, contacting them in advance to review the new processes using Zoom, using the existing telehealth technology for conducting the eight-week program, and administering pre- and post-group surveys to evaluate patient perceptions about their nutrition knowledge.

### Outcome

Following the workflow design, the outpatients' mean score using a 5-point Likert scale for "Rate Your Knowledge About Nutrition Guidelines" increased from the pre-group score of 2.67 in April 2022 to the post-group scores of 4.67 in August 2022, 4.67 in September 2022, and 4.67 in October 2022.

## 2022 Nursing Accomplishments

### External Honors

#### Planetree Fellow Person-Centered Care

Mary Ellen Brous, MSN, RN, PMH-BC, FPCC  
Director of Nursing

### DAISY Awards

#### 2022

Merin Thomas, MSN, RN, PMH-BC  
Clinical Nurse Manager  
4 South Geriatrics

### Publications

**Holskey, M. P.** (2022). Chapter 14: System Perspectives for Organizations in *Nurse Leadership and Management, Foundations for Effective Administration*. Joyce J. Fitzpatrick and Celeste M. Alfes, Eds. Springer Publishing, September 2022.

### Podium Presentations

#### Mary Ellen Brous, MSN, RN, PMH-BC, FPCC.

*The Interdependence of Person-Centered Care and Magnet Nursing Culture*. October 2022: Planetree International Conference, Baltimore, MD.

Deborah Baker; Nola Carr; Lisa Keitel; Patricia McGaffigan; **Mary Ellen Brous, MSN, RN, PMH-BC, FPCC.** *A Candid Discussion: Balancing Family Presence Benefits and Barriers Panel Discussion*. October 2022: Planetree International Conference, Baltimore, MD.

### Poster Presentations

#### Jennifer Cooper, MSN, RN, PMH-BC, PMHNP-BC;

Stella Sigal, MSLIS, MSCDIT, CHIS-Level I.

*Knowledge is Power: Empowering Patients by Teaching Online Health Literacy*. October 2022: Planetree International Conference, Baltimore, MD.

### Hamilton Award

Jo Anne Love, MSN, RN, PMHCNS-BC, NE-BC  
Patient Care Director

### Quality Cup

#### Q2 2022

4 North Mature Adult Unit

(continued)

## 2022 Nursing Accomplishments (continued)

### Clinical Excellence Recognition

#### Clinical Nurse Excellence Award



Amy Adely, BSN, RN, PMH-BC  
Senior Staff Nurse  
3 South Schizophrenia

#### Nurse Leader Award



Helen Nazario, DNP, RN, FNP-BC  
Manager  
Nurse Practitioner Workforce Health  
and Safety Medical Clinic

#### Nurse Preceptor Award



Kristofer Generales, BSN, RN, PMH-BC  
Staff Nurse  
3 North Second Chance

#### Rising Star Award



Juliana Ferraro, BSN, RN  
Staff Nurse  
6 North Crisis Stabilization

#### Nursing Support Partner Award



Ento Minto  
Mental Health Worker  
4 South Geriatrics

#### Nursing Support Partner Award



Anthony Giorno, MA, BA  
Mental Health Worker  
5 North Self-Injurious Behavior

#### Friend of Nursing Award

Sandra Jarufe  
Environmental Services

#### Structural Empowerment Unit Award



Psychiatric Intensive Care Unit

We are deeply grateful to our patients and their loved ones for trusting us with their care. Our healthcare teams are dedicated to providing the highest quality and most compassionate care for our patients throughout their lifespan. At NewYork-Presbyterian, nurses, in collaboration with physicians and other healthcare providers, and our entire employee workforce, are united in our mission to provide a safe and healing environment for all of our communities.

— NewYork-Presbyterian Nursing Community

NewYork-Presbyterian is one of the nation's most comprehensive, integrated academic healthcare systems, encompassing 10 hospitals and campuses in New York, nearly 200 primary and specialty care clinics and medical groups, and an array of telemedicine services.

A leader in medical education, NewYork-Presbyterian Hospital is the only academic medical center in the nation with two world-class medical schools, Weill Cornell Medicine and Columbia University Vagelos College of Physicians and Surgeons. This collaboration means patients have access to the country's leading physicians, the full range of medical specialties, latest innovations in care, and research that is developing cures and saving lives.

Founded nearly 250 years ago, NewYork-Presbyterian Hospital has a long legacy of medical breakthroughs and innovation, from the invention of the Pap test to pioneering the groundbreaking heart valve replacement procedure called TAVR.

NewYork-Presbyterian's 48,000 employees and affiliated physicians are dedicated to providing the highest quality, most compassionate care to New Yorkers and patients from across the country and around the world.

For more information, visit [www.nyp.org](http://www.nyp.org) and find us on Facebook, Twitter, Instagram, and YouTube.

WITH WORLD-CLASS DOCTORS FROM



COLUMBIA



Weill Cornell  
Medicine

NewYork-  
Presbyterian

# **NewYork-Presbyterian Hospital**

## **2023 Quality and Patient Safety Plan**

Recommended for approval by the NYPH Patient Safety & Quality Committee: November 8, 2022 Approved by the Executive Committee of the Board of Trustees: December 8, 2022

## Table of Contents

<b>Quality and Patient Safety: Mission and Vision</b> .....	<b>3</b>
<b>Program Scope</b> .....	<b>4</b>
<b>Structure</b> .....	<b>5</b>
<b>Quality and Patient Safety Goals</b> .....	<b>7</b>
<b>Contracted Services</b> .....	<b>7</b>
<b>Continuous Patient Readiness</b> .....	<b>7</b>
<b>NYP Analytics</b> .....	<b>8</b>
<b>Data Collection</b> .....	<b>8</b>
<b>Data Analysis and Utilization</b> .....	<b>9</b>
<b>Performance Improvement</b> .....	<b>10</b>
<b>Adverse Event Reporting</b> .....	<b>10</b>
<b>Significant Adverse/Sentinel Events</b> .....	<b>11</b>
<b>Root Cause Analysis (RCA)</b> .....	<b>11</b>
<b>Culture of Safety</b> .....	<b>11</b>
<b>Performance Improvement Methodologies</b> .....	<b>12</b>
<b>Patient Centered Academy</b> .....	<b>12</b>
<b>Orientation and Annual Hospital Training</b> .....	<b>13</b>
<b>Proactive Risk Assessment</b> .....	<b>13</b>
<b>Documentation and Confidentiality</b> .....	<b>13</b>
<b>Annual Quality and Patient Safety Plan Evaluation</b> .....	<b>14</b>
<b>2023 Quality and Patient Safety Goals</b> .....	<b>15</b>

## Quality and Patient Safety: Mission and Vision

The mission of the Quality and Patient Safety (QPS) Department is to support NYPH in its quest to provide a single standard of care to all – unparalleled quality, safety and experience – and to deliver the best outcomes for our patients and communities. The vision is to make NewYork-Presbyterian Hospital (NYPH) the leading integrated academic health care delivery system by being a high reliability organization and learning health system with a strong culture of service and safety. External rankings will reflect these achievements. Initiatives are designed to:

- Deliver timely, efficient, safe, effective, and equitable patient-centered care;
- Attain optimal patient outcomes with an unparalleled patient and family experience;
- Create and support a diverse, engaged, and safe workforce;
- Enhance appropriate utilization of resources;
- Minimize risks and hazards of care
- Share, integrate and standardize best practices across our multi-campus system by reducing silos and supporting a consistent quality structure across the hospital in accordance with HRO principles; and
- Foster accountability for quality & safety across individual units, campus leadership and enterprise hospital leadership

We are committed to:

- A culture of continuous improvement;
- Our Respect Credo;
- Embracing diversity, inclusion and creating a sense of professional value and belonging for all;
- Assessing performance with objective and relevant measures;
- Using standardized, science-based structured problem-solving techniques;
- Using and developing evidence-based strategies, and disseminating best practices;
- Working collaboratively to find solutions and sustain improvements;
- Being accountable to ourselves, our patients, and the communities we serve;
- Recognize staff for their efforts to promote quality and safety;
- Embracing candor, promoting transparency, and encouraging everyone to communicate concerns and contribute new ideas; and
- Working to attain one distributed standard only: the best imaginable.

Our work is aligned with the mission, vision, and goals of NYPH in supporting and promoting patient safety and improving quality of care, treatment, and services (LD.02.01.01). At NYPH, quality and patient safety is the

responsibility of every member of the staff. Quality and patient safety is maintained and improved through partnerships between the QPS Department and local leadership by involving and engaging physicians, and by embedding quality into daily practice. At NYPH the goal of zero preventable harm applies not just to our patients but also to our workforce.

## Program Scope

The QPS Program oversees activities of all hospital and patient services to enhance the quality and safety of patient care, to identify actual and potential problems concerning patient care and clinical performance, and develop and implement strategies to prevent harm. The program is an ongoing program that shows measurable improvement in indicators for which there is evidence that it will improve health outcomes as well as identify and reduce medical errors. The program measures, analyzes, and tracks quality indicators, including adverse events and other aspects of performance that assess processes of care, hospital services, and operations, (CMS SOM, Appendix A, 482.21(a)).

The scope of the QPS Program includes the full range of safety issues, from “near-misses” to hazardous conditions and sentinel events (LD.03.09.01). The program includes, but is not limited to the following (10 CRR-NY405.6):

- Identification of actual or potential problems concerning patient care and clinical performance;
- Assessment of the cause and scope of problems identified;
- Development and recommendation of proposed courses of action to address identified problems;
- Use of information gathered regarding problems for reviewing and making revisions to hospital policies and procedures;
- Use of established mechanisms to implement corrective actions to identified problems;
- Monitoring and evaluation of actions taken and implementation of remedial actions to confirm effectiveness;
- Provision of a system for blame-free internal reporting of system or process failures;
- Establishment of processes to support staff who have been involved in an adverse or sentinel event; and
- Documentation of the measures outlined above.

The QPS Program supports the hospital leadership in addressing problems identified by Infection Prevention and Control (LD.01.03.01, EP 5). The QPS program includes proactive risk assessments of high-risk areas. The QPS Program analyzes and supports leadership in the use of information about system or process failures and proactive risk assessments, including dissemination of lessons learned (LD.03.09.01, EP 9). The QPS Department

reports to the Senior Vice President, Chief Medical Officer & Chief Quality Officer, who provides oversight of the program.

## Structure

*The NewYork-Presbyterian Hospital Board of Trustees* has the ultimate responsibility and accountability for the quality of care, treatment, and services provided by the hospital relevant to functions, processes, and outcomes (LD.01.03.01). The Board of Trustees has established a Hospital Patient Safety and Quality Committee accountable to the Board. The Patient Safety and Quality Committee (“Committee”) is chaired by a member of the NYPH Board of Trustees and includes members of the NYPH Board of Trustees, representatives from the NYPH management team, key physician and nurse leaders, and the President and Vice President of the Medical Board, which is the Hospital’s medical executive committee. The Committee meets bi-monthly, or more frequently as needed, and is kept apprised of quality and patient safety issues on a regular and frequent basis.

The major areas of responsibility for the Patient Safety and Quality Committee are:

- Annual review of the hospital’s written Scope of Services (LD.01.03.01, EP 3), and QPS Plan, including the annual QPS Goals, and recommend its approval to the Board of Trustees;
- Set priorities for the quality and performance improvement program based on recommendations from senior leadership and the Medical Board;
- Oversight of the implementation of the QPS Plan;
- Receiving and reviewing regular reports regarding the quality and safety of patient care including Infection Prevention and Control ( IC.03.01.01, EP 1) and regulatory issues as they pertain to the quality mission;
- Receiving and reviewing reports from those responsible for risk management, patient services, including patient grievances, and compliance with the requirements of government agencies and accreditation organizations; and
- Review of serious adverse events, including an annual review of any patterns or trends, including any related to the adequacy of staffing, and actions are taken to resolve identified problems (PI.03.01.01, EP 12, 13, 14).

*The Medical Staff at NYP/Columbia University Irving Medical Center and NYP/Weill Cornell* have a Quality and Performance Improvement (QAPI) Committee of the Medical Board which, as directed by the Board of Trustees through the President & CEO of NewYork- Presbyterian Hospital, is accountable for the implementation and monitoring of responsibilities of the Medical Staff of NYPH in accordance with the QPS Plan. The Committee

delegates quality assurance, process improvement, and patient safety activities to clinical departments or service line-specific committees and reviews and responds to reports as needed. The Medical Board reports at each meeting of the Patient Safety and Quality Committee and is accountable for performance improvement.

The *Nursing Board*, chaired by the Chief Nursing Executive, includes nurse leaders from each campus as well as clinical nurse representatives, and is responsible for the implementation of performance improvement and monitoring the performance of nursing staff in the delivery of patient care. The Nursing Board reports annually to the Patient Safety and Quality Committee on nursing-sensitive indicators and is accountable for performance improvement. The Nursing Quality and Safety Council is responsible for the review and coordination of nursing-related quality and patient safety activities across all campuses.

The *Patient Safety Debrief* is a hospital-wide and interdisciplinary group that meets on a frequent and regular basis to review adverse events and oversees reporting to external regulatory agencies. Participants include representatives from Patient Services Administration, Quality and Patient Safety, Nursing, Medical Staff Office, and Legal Affairs/Risk Management. They report regularly to the QAPI Committee of the Medical Board and the Patient Safety and Quality Committee and provide aggregate data as well as in-depth reporting of significant events, results of root cause analyses, and risk reduction strategies to improve systems and processes.

The *Quality and Patient Safety Executive Committee* is a hospital-wide committee that meets regularly to review and respond to quality and patient safety data and initiatives. The Committee is chaired by the Vice President for QPS and is comprised of the Associate Chief Quality Officers, the Departmental QPS Chairs or their delegates, Directors of QPS, Managers of QPS, Directors of Nursing Quality and Safety, and QPS Specialists. Committee participants are responsible for the dissemination of information to respective clinical departments.

The clinical *Quality and Patient Safety Committees* are departmental and meet regularly to review quality and patient safety data, identify performance improvement opportunities, and formulate action plans. Each committee is chaired by its respective QPS chair.

In addition, other operational departments are responsible for providing an annual report and any other requested updates to the QAPI Committee of the Medical Board and the Patient Safety and Quality Committee, as well as periodic updates and follow-up on recommendations and/or actions throughout the year.

## Quality and Patient Safety Goals

On an annual basis, NYPH develops hospital-wide Quality and Patient Safety Goals with priorities based on high-volume, high-risk, or problem-prone areas (LD.03.07.01, EP 2). QPS Goals are also established based on current National Patient Safety Goals, results from regulatory activity, adverse event reports, findings from risk assessments and root cause analyses, as well as other organizational priorities as determined by senior leadership. These goals are reviewed and recommended for approval by the Patient Safety and Quality Committee. The progress and status of each goal are assessed and reported to senior leadership throughout the year.

## Contracted Services

Patients at NYPH receive the same level of care whether the services are provided directly by NYPH staff or through agreements with third-party vendors or outside contractors. Care, treatment, and services provided to NYPH patients through contractual agreements, such as clinical services contracts, are monitored in accordance with contractual performance metrics (LD 04.03.09 EP4). NYPH leadership oversees clinical service contracts to evaluate the safety and effectiveness of patient care services provided by vendors. Any performance issues identified are referred to the outside contractor or vendor for resolution.

## Continuous Patient Readiness

NYPH maintains the philosophy of continuous patient readiness for regulatory activity. The Patient Safety and Quality Committee receives and reviews the hospital's responses to Centers for Medicare and Medicaid Services (CMS), New York State Department of Health, and other regulatory findings. Accrediting and certifying regulatory agencies include, but are not limited to, the following:

- The Joint Commission (TJC)
- New York State Department of Health (NYS DOH)
- New York State Office of Mental Health (NYS OMH)
- Centers for Medicare and Medicaid Services (CMS)
- New York City Department of Health (NYC DOH)
- Accreditation Council for Graduate Medical Education (ACGME)
- American Association of Blood Banks (AABB)
- College of American Pathologists (CAP)
- Commission on Accreditation of Rehabilitation Facilities (CARF) United Network of Organ Sharing (UNOS)
- American College of Surgeons (ACS)

- Foundation on the Accreditation of Cellular Therapy (FACT)
- Island Peer Review Organization (IPRO)
- New York State Office of Alcoholism and Substance Abuse (NYS OASAS)
- Office of Professional Medical Conduct (OPMC)
- American Nurse Credentialing Center (ANCC)

## NYP Analytics

NYPH uses data and information to guide decisions and to understand variation in the performances of processes supporting safety and quality (LD.03.02.01). NYP Analytics provides information and insight to support the QPS Plan via an organized, standardized approach to data collection, management, and analysis in order to support decision-making and improve the safety and quality of care, treatment and services, as well as to identify and respond to changes in the environment (LD.03.02.01, EP 1). The Patient Safety and Quality Committee and leadership provide guidance and direction in the type and manner of data presentation specific to clinical and operational metrics. These functions are coordinated by NYP Analytics in partnership with the QPS team and VP of Quality and Patient Safety.

### **Data Collection**

Data are obtained from a variety of internal sources, including medical records, observations, staff, and patient surveys as well as external databases and registries. The hospital collects data on the following (PI.01.01.01, PI.03.01.01):

- Performance improvement priorities identified by leaders;
- Operative or other procedures that place patients at risk of disability or death;
- Discrepancies between pre-and post-operative diagnoses, including pathologic diagnoses;
- Adverse events related to sedation or anesthesia;
- Use of blood and blood components;
- Transfusion reactions;
- Results of resuscitation;
- Medication errors;
- Adverse drug reactions;
- Patient perception of the safety and quality of care, treatment, and services;
- Patient thermal injuries that occur during magnetic resonance imaging (MRI) exams;
- Incidents where ferromagnetic objects unintentionally entered the MRI scanner room;
- Injuries resulting from the presence of a ferromagnetic object in the MRI scanner room;

- Pain assessment and pain management, including types of interventions and effectiveness;
- Incidents where the radiation dose index from diagnostic CT examinations exceeded the expected dose index ranges;
- Organ procurement conversion rate data;
- Use of opioids;
- Instances where radiation exposure and skin dose threshold levels identified by the organization are exceeded;
- Nursing sensitive indicators;
- Infection prevention and control;
- Use of restraint and seclusion;
- Implementation and effectiveness of policies and procedures for screening, assessment, and management of the patient at risk for suicide;
- Staff opinions and needs;
- Culture of Safety survey;
- Core Measures;
- National Patient Safety Goals;
- National and state registries;
- Service Line-specific registries;
- Antimicrobial stewardship;
- Quality and completeness of patient medical records;
- Sentinel event data and other safety event near-miss data;
- Social determinants of health; and
- Morbidity and mortality

Comparison with external benchmarks is used to assess performance relative to peer institutions. In addition to the indicators defined by external sources, the clinical services or service lines also identify performance indicators.

### **Data Analysis and Utilization**

Statistical tools and techniques are used to analyze and display data (PI.03.01.01, EP 3). Through data analysis of patterns, trends, and comparison to internal and external benchmarks, the organization is able to identify areas of concern and opportunities for performance improvement (PI.03.01.01, EP 8).

Additionally, interpretation and analysis of data drives appropriate planning which may include the redesign of processes, introduction of new technology to augment services, development or revision of policy and

procedure, implementation of educational programs, changes in staffing patterns and skills, and other appropriate interventions. Data analysis occurs at multiple levels of the organization to enhance a comprehensive approach to quality improvement.

The organization also utilizes data from internal and external databases to compare performance and validate the relative achievement of clinical excellence, patient safety, and customer service.

Benchmarking is conducted with CMS Core Measures for clinical processes, structure and outcome measures; Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) and Press Ganey scores for Patient Satisfaction; the National Database of Nursing Quality Indicators (NDNQI), and myriad other databases such as Children's Hospital Association, and Vizient.

Effective analysis of data assists the hospital in:

- Prioritizing quality and patient safety initiatives;
- Achieving a culture of continuous improvement;
- Enhancing clinical outcomes;
- Increasing operational efficiency and effectiveness;
- Improving financial performance;
- Improving patient, employee and physician satisfaction; and
- Assuring adequacy of staffing.

The Chief Medical Officers and hospital leadership are responsible to evaluate how effectively data and information are used throughout the hospital (LD.03.02.01, EP 2).

## **Performance Improvement**

The QPS program also conducts ongoing performance improvement projects, the number and scope of which are proportional to the scope and complexity of the services and operations of the organization (CMS SOM, Appendix A, 482.21(d)).

## **Adverse Event Reporting**

Staff are encouraged to use the KEEPSAFE electronic event reporting platform to report adverse events, whether or not harm occurred, as well as any near misses, including the blame-free internal reporting of a system or process failure, (LD.03.09.01, EP 3). Managers are responsible for reviewing events that originated in their areas, implementing risk reduction strategies, measuring the effectiveness of safety interventions and providing feedback to staff. Aggregate reports are reviewed by hospital leadership in

order to identify trends. This information is used to inform QPS goals and initiatives.

### **Significant Adverse/Sentinel Events**

QPS supports timely identification, reporting, responding, and the evaluation of unanticipated significant adverse patient outcomes, including sentinel events. A sentinel event is a patient safety event (not primarily related to the natural course of the patient's illness or underlying condition), that reached the patient and resulted in death, permanent harm, or severe temporary harm (TJC CAMH SE-1).

NYPH must report certain serious adverse/sentinel events to regulatory agencies including, but not limited to: NYS DOH under its New York State Patient Occurrence Reporting and Tracking System (NYPORTS) program, OMH, the NYS Justice Center, the Food & Drug Administration, and CMS. In addition, certain events are reported to The Joint Commission. Plans of correction are developed by clinical and operational leadership with the support of the QPS Department. These events and plans of corrections are reviewed with the QAPI Committee of the Medical Board, including strategies to mitigate the risk of these events from recurring. Support systems are provided by the hospital for staff involved in a serious adverse event (LD.03.09.01, EP 6).

### **Root Cause Analysis (RCA)**

A Root Cause Analysis (RCA) is an in-depth analysis of an adverse event to identify the root causes and contributing factors. An RCA focuses primarily on systems and processes, not on individual performance. The adequacy of staffing, including nurse staffing, is included in the analysis of possible causes (PI.03.01.01, EP 12). Potential improvements in processes or systems that would tend to decrease the likelihood of such events from recurring are identified in an RCA. Conducting an RCA not only assists in the identification of root causes and contributing factors to serious adverse events/sentinel events, but also involves the formulation of risk reduction strategies, action plans, and mechanisms to monitor and measure the effectiveness of such action plans. An RCA engages all team members in the problem-solving process. This process is led by Quality and Patient Safety in collaboration with nursing leadership, and the QPS Chair. Results of the RCA are communicated throughout the organization including SAFE Alerts, consensus statements, and policy and procedure changes.

## **Culture of Safety**

NYPH leadership creates and maintains a culture of safety and quality throughout the hospital (LD.03.01.01). The organization regularly conducts a Culture of Safety Survey, supplemented by focus groups and other efforts, to assess the culture of safety within the organization. Analyses of results and recommendations to improve the culture of safety are provided to each campus and clinical unit. Results

are utilized to prioritize and implement changes, develop the Code of Conduct and Respect Credo, and support processes for managing behaviors that undermine the culture of safety.

## Performance Improvement Methodologies

NYPH employs the fundamentals of leading improvement methodologies to assure the right tools are used for each improvement effort. The overarching methods are Lean, A3 Problem Solving, and Plan-Do-Check- Adjust (PDCA). The PDCA cycle is a method to test and implement change in the work setting, accelerating the improvement process. Lean emphasizes the prevention of waste and products or services which do not add value to the process. Using these tools, multidisciplinary teams, coached by improvement specialists, assess interdisciplinary issues and barriers to improved performance, and develop solutions. These recommendations span the spectrum from small modifications of current processes to major redesign of systems.

Lean A3 Problem Solving is an iterative process which includes Background, Current State, Goal, Analysis, Recommended Changes, Action Items, and finally Measures and Follow-up to demonstrate impact, capture and share learnings, and monitor ongoing performance.

Specific team roles include:

- **Clinical Systems Engineer:** Trained in Lean, Six Sigma, and other improvement methodologies; manages projects, acts as a coach and change agent, facilitates communications, applies statistical tools for data analysis; teaches improvement methodology to team members as needed; facilitates project closure, handoff and spread.
- **Executive Sponsor:** Has authority over the project or initiative; assists Process Owners and improvement manager to clear road blocks as necessary; facilitates resource allocation for team projects as necessary.
- **Process Owner:** Has ownership authority for project process; partners with Executive Sponsor to identify project scope, targets and metrics; leads the project team.
- **Project Team Members:** Individuals working on the process who are part of the team; attend team meetings and participate in the work of the project; bring specific expertise to team activities.

### **Patient Centered Academy**

The Patient Centered Academy program is a Hospital-wide, multidisciplinary program that focuses on Quality and Patient Safety, Patient Centered Care, staff engagement, affordability, efficiency, flow, and timeliness.

Patient Centered Academy promotes a continuous state of preparedness for every patient and supports NYPH's high-reliability journey.

### **Orientation and Annual Hospital Training**

Hospital Orientation is provided for all employees and includes key hospital policies and procedures needed for the provision of safe quality care within the organization. Additionally, orientation is provided for each departmental job category to confirm that initial competencies are achieved to provide patient care. New management orientation is also provided for newly hired management personnel as well as staff promoted within the organization. On an annual basis, all NYPH employees are required to complete Annual Hospital Training. This mandatory training is designed to reinforce and update staff on vital safety topics. The curriculum contains several modules, tailored for clinical and non-clinical audiences, and all staff are assigned to either the clinical or non-clinical curriculum, based on the job description. All medical staff also complete the annual hospital training modules tailored to their needs.

### **Proactive Risk Assessment**

The hospital conducts risk assessments on key processes that impact the quality and safety of patient care. Risk assessments are initiated to address system weaknesses identified during a significant event investigation or changes in regulations governing the delivery of healthcare. The proactive assessment (also termed Failure Modes Effects Analysis) is a team-based, systematic, and proactive method of preventing process problems before they occur. The approach identifies and improves steps in a process, thereby supporting a safe and clinically desirable outcome.

## **Documentation and Confidentiality**

Written documentation for evaluating quality and patient safety activities is required by the clinical departments and service lines.

Confidentiality is an essential component of NewYork-Presbyterian Hospital's Quality and Patient Safety Plan. The Hospital adheres to the following regulatory/statutory standards related to confidentiality and privacy:

- Privacy and confidentiality of information related to specific patients and staff is strictly maintained in accordance with Subsection 3 of 6527 of the New York State Education Law and Section 2805(m) of the New York State Public Health Law as well as federal HIPAA requirements. Quality and performance improvement minutes, records, and materials directed through the QPI Committee and/or the Department of Quality and Patient Safety are appropriately labeled to identify these documents as information compiled in accordance with applicable laws and regulations.
- Access by Hospital staff to performance improvement minutes, records, or proceedings is strictly controlled. These documents are maintained in a secured area in each department's office and/or in a secured area or website in the Department of Quality and Patient Safety. Distribution is allowed on

a "need to know" basis only as defined by Hospital policy, procedure, and bylaws. QPI Committee members are authorized to access to facilitate appropriate decision-making based on the information contained in minutes, reports, or proceedings. Each committee member is responsible for the security of these documents.

### **Annual Quality and Patient Safety Plan Evaluation**

The plan is evaluated and revised as appropriate on an annual basis to determine effectiveness and appropriate focus. Goals, initiatives, and indicators are reviewed at least annually and revised as indicated based on performance, leadership priorities, and regulatory requirements. Completion of the annual evaluation is the responsibility of the Vice President for Quality and Patient Safety.

## 2023 Quality and Patient Safety Goals

#	2023 Goal
1	Achieve a target mortality index of $\leq 0.85$
2	Improve adherence with the 3 hour surviving sepsis bundle in the ED by 10%
3	Achieve a target SIR of $\leq 0.55$ for <i>C.diff</i>
4	Achieve a target SIR of $\leq 0.69$ for CAUTI
5	Achieve a target SIR of $\leq 0.94$ for CLABSI
6	Implement artificial intelligence fetal heart tracing management system enterprise wide
7	Implement a standardized process for Screening of Social Drivers of Health (SDH) upon admission and process to track positive screens
8	Creation of a standardized data review process for OPPE/FPPE utilizing KEEPSAFE surgical complications and other surgical data for the departments of surgery across the enterprise
9	90% compliance with elopement screening and implementation of safety interventions for at risk patients
10	Achieve 95% or greater compliance with Bar Code Medication Administration (BCMA)

## OO2.4—NYP Strategic Initiatives

Posted 2/20/2020 10:16 AM

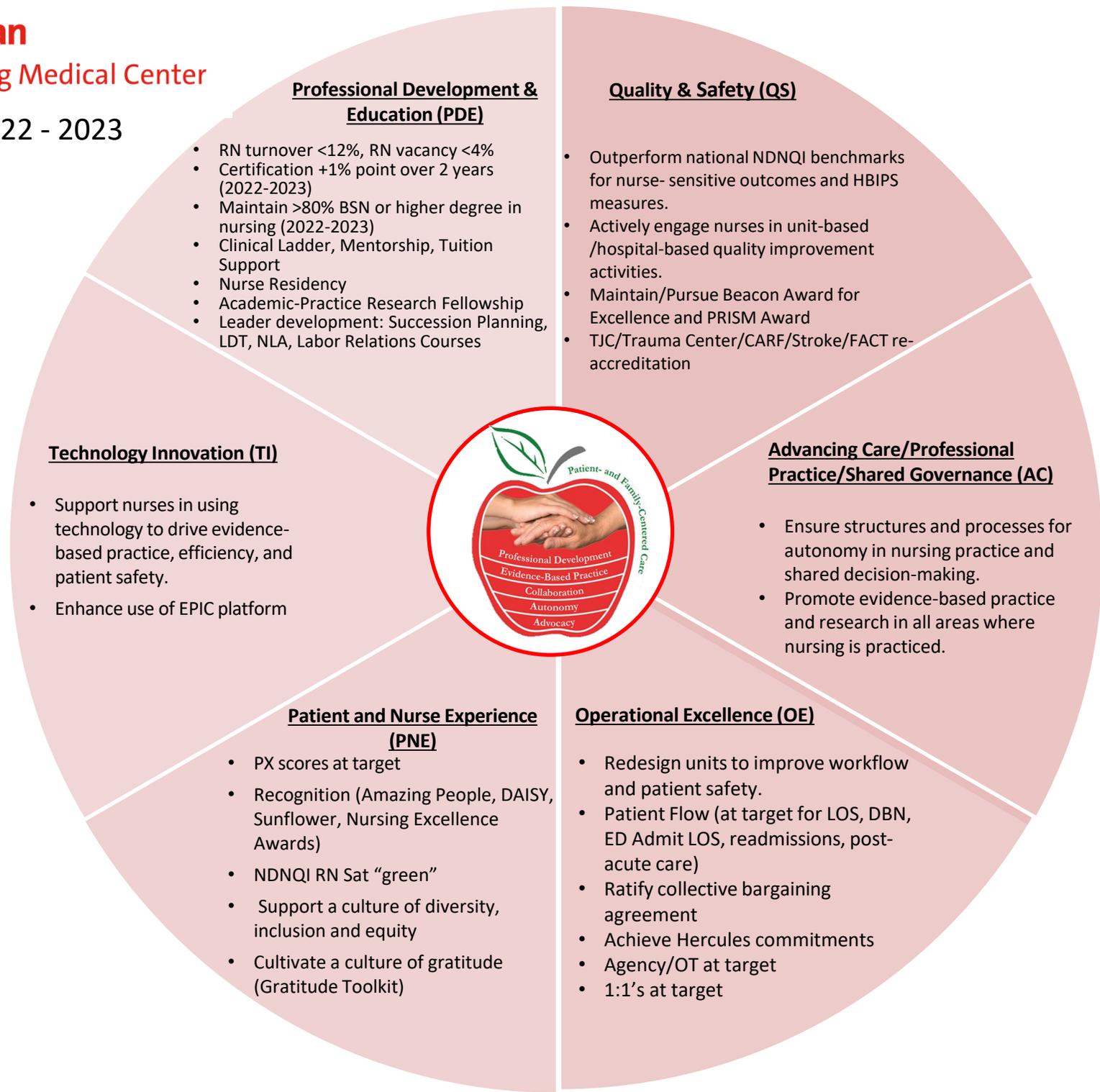
- Culture
- Access
- Engagement
- Health & Wellbeing
- Value
- High Reliability

Our Vision is to be the top academic medical center in patient centered care, research and education. Our Strategic Initiatives provide the roadmap to guide us in achieving this vision. They identify the primary areas on which we need to focus so that we can realize our goals and continue to do the very best for our patients and their families at all times. Our Strategic Initiatives support our ultimate goal: **We Put Patients First**. This means that in everything we do, we must make patients our first priority and strive to provide them with the highest quality, safest, and most compassionate care and service.



Retrieved on May 25, 2022 from <https://infonet.nyp.org/initiative/Pages/index.aspx>

**Nursing Strategic Plan 2022 - 2023**



**Professional Development & Education (PDE)**

- RN turnover <12%, RN vacancy <4%
- Certification +1% point over 2 years (2022-2023)
- Maintain >80% BSN or higher degree in nursing (2022-2023)
- Clinical Ladder, Mentorship, Tuition Support
- Nurse Residency
- Academic-Practice Research Fellowship
- Leader development: Succession Planning, LDT, NLA, Labor Relations Courses

**Quality & Safety (QS)**

- Outperform national NDNQI benchmarks for nurse-sensitive outcomes and HBIPS measures.
- Actively engage nurses in unit-based /hospital-based quality improvement activities.
- Maintain/Pursue Beacon Award for Excellence and PRISM Award
- TJC/Trauma Center/CARF/Stroke/FACT re-accreditation

**Advancing Care/Professional Practice/Shared Governance (AC)**

- Ensure structures and processes for autonomy in nursing practice and shared decision-making.
- Promote evidence-based practice and research in all areas where nursing is practiced.

**Operational Excellence (OE)**

- Redesign units to improve workflow and patient safety.
- Patient Flow (at target for LOS, DBN, ED Admit LOS, readmissions, post-acute care)
- Ratify collective bargaining agreement
- Achieve Hercules commitments
- Agency/OT at target
- 1:1's at target

**Patient and Nurse Experience (PNE)**

- PX scores at target
- Recognition (Amazing People, DAISY, Sunflower, Nursing Excellence Awards)
- NDNQI RN Sat "green"
- Support a culture of diversity, inclusion and equity
- Cultivate a culture of gratitude (Gratitude Toolkit)

**Technology Innovation (TI)**

- Support nurses in using technology to drive evidence-based practice, efficiency, and patient safety.
- Enhance use of EPIC platform

