

2008 ANNUAL REPORT
advancing care



MASSACHUSETTS
GENERAL HOSPITAL

PATIENT CARE SERVICES

PATIENT CARE SERVICES

80202

DISCIPLINES

Nursing | Chaplaincy | Medical Interpretation | Occupational Therapy
Physical Therapy | Respiratory Care | Social Work | Speech-Language Pathology

PROGRAMS

Cancer Resource Room
Caring Headlines
Center for Global Health
Child Protection Consultation Team
Clinical Support Services
HAVEN Program
(Helping Abuse and Violence End Now)
Information Ambassadors
International Patient Center
Ladies Visiting Committee Retail Shops
MGH CarePages
MGH Quit Smoking Service
Office of Patient Advocacy
Orthotics and Prosthetics
Patient and Family Lodging
PCS Diversity Program
PCS Financial Management Systems
PCS Informatics
PCS Office of Quality & Safety
The Institute for Patient Care
· Center for Innovations in Care Delivery
· Maxwell & Eleanor Blum Patient and Family Learning Center
· Norman Knight Nursing Center for Clinical & Professional Development
· Yvonne L. Munn Center for Nursing Research
Volunteer Services

THE MGH MISSION

Guided by the needs of our patients and their families, we aim to deliver the very best healthcare in a safe, compassionate environment; to advance that care through innovative research and education; and, to improve the health and well-being of the diverse communities we serve.

PATIENT CARE SERVICES

8002



DEAR FRIENDS AND COLLEAGUES:

As members of Patient Care Services, we are part of an extraordinary community.

Every day, in every role, and within every discipline, we are given the opportunity to make a difference in the life of another person — a seriously ill patient, an anxious family member, or even a concerned coworker. We have the privilege of working among those who astound and amaze, and then set their sights higher; who command a wealth of knowledge, yet remain trusted listeners and eager students of life; who are driven and determined, yet humble and light-hearted. And together, through every small act or larger initiative, all that we do is dedicated to advancing the delivery of care to our patients and their families.

In 2008, we opened our doors to a comprehensive review by the American Nurses Credentialing Center. We celebrated the news that we had again earned Magnet designation — achieved by fewer than six percent of US hospitals. We then launched an ambitious program to enhance patient safety by fostering a culture of “Excellence Every Day.” With leadership from the PCS Office of Quality & Safety, a network of 84 unit- and department-based champions began to engage our colleagues around standards of practice and the Joint Commission National Patient Safety Goals.

This past year, we redoubled our efforts to foster innovation and improve efficiency, forming seven Tiger Teams to review clinical products and practices. The charge was to improve patient safety and service, while trimming

unnecessary costs. Within five months, the teams realized more than \$1 million in savings, streamlined operations, advanced care delivery, and even made the hospital more environmentally friendly. We also undertook the challenge of redesigning the inpatient care delivery support structure and introduced the operations manager role, further enhancing quality, safety and efficiency.

Through multiple individual and collaborative initiatives — small and large — we advanced our strategic goals of seeking the patient and family voice to improve the care experience; achieving and sustaining evidence-based quality indicators; decreasing patient and staff injuries through enhanced safe patient-handling practices; providing a clean and clutter-free environment for patients and staff; and enhancing teamwork to achieve excellence in care delivery.

As you review a few of the highlights of 2008 presented in this publication, I hope you share my feeling that we are a part of something very meaningful. Together, we are advancing care and redefining Patient Care Services — committed to providing patient and family care at its best.

With admiration,



Jeanette Ives Erickson, RN, MS, FAAN
Senior Vice President for Patient Care and Chief Nurse

THE YEAR AHEAD:

2009 STRATEGIC GOALS

Improve responsiveness to the needs of the patient and family.

Develop an Excellence Every Day culture.

Enhance diversity for all we serve.

Provide a clean and quiet environment to enhance the patient and family care experience.

Through interdisciplinary teamwork, achieve excellence in care delivery.



TAKING CENTER STAGE

Advancing Patient- and Family-Centered Care

Susan and Phil Geary are invaluable members of the Heart Center Patient and Family Advisory Council. Throughout the course of several decades, the couple has amassed a truly unique body of healthcare knowledge and experience. We believe that no one, no matter how skilled or empathetic, commands a more informed perspective on all that is involved in the delivery of patient care — *their own care*.

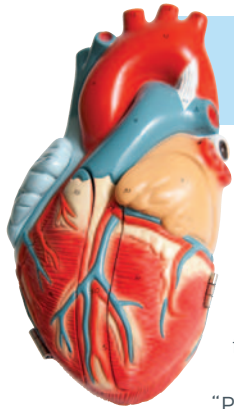
Susan is a lifelong high-risk cardiac patient, and for the past 47 years of her personal journey through the healthcare system, her husband Phil has been by her side. Together, they have undergone countless checkups, appointments, diagnostic procedures, treatments, and interventions, and multiple open-heart surgeries, all the while grappling with a roller-coaster ride of emotions. They have benefited from the very best of care and weathered the associated and often predictable complications.

Born in 1946 with aortic stenosis — an abnormal narrowing of the aortic valve, which impedes the flow of blood to the arteries — Susan has battled heart disease ever since. She has suffered through bacterial endocarditis, an infection of the heart valves that can result in serious illness, damage to the heart or even death. She has survived a growing descending aortic aneurysm. And she has undergone multiple open-heart surgeries — including one to implant what was, at the time, a state-of-the-art mechanical heart valve, the Starr-Edwards. She and her husband have repeatedly endured the post-op recovery process with its ice chips, blood tests and continuous cardiac monitoring; getting out of bed for the first time post-op; performing coughing and deep-breathing exercises while protecting the breastbone; and learning about atrial fibrillation, a heart-healthy diet



The Heart Center Patient and Family Advisory Council (PFAC) meets regularly to help inform and shape the delivery of care at Mass General.

Opposite page: Susan and Phil Geary



and various medications, including warfarin, a blood-thinning agent designed to reduce the likelihood of clots forming in the blood.

“People who learn about my medical history seem completely amazed,” says Susan. “I tend to take it all one hurdle at a time, but when I look back at it all together, Phil and I really have been through a lot.”

In the summer of 2008, when Susan noticed she was increasingly short of breath and feeling tired after even a modest amount of activity, her diagnosis and plan of care came quickly. She had developed an aortic aneurysm that was beginning to grow, and she would have to undergo her third open-heart surgery. The cardiac surgical team would repair the aneurysm and replace her long-functioning mechanical valve with a now more commonly used cow valve. At this point, Susan had lived longer on warfarin and with a Starr-Edwards implant than virtually any other known patient.

The culmination of her medical history meant she would enter the hospital as the highest of high-risk patients. And as Susan underwent a pre-op cardiac catheterization procedure, the possibility

of internal bleeding was ever present. A 39-year history of taking blood thinners multiplied those odds, which turned out not to be in her favor on that day. Susan developed a bad bleed and was immediately admitted to Mass General, her open heart surgery canceled.

“For the next few days, the clinical team worked night and day to identify the source of the bleed and keep Susan’s vital signs as stable as possible,” says Phil. “But it was clear her condition was extremely fragile, her lungs and kidneys were starting to fail, and I was afraid we might lose her.”

Finally, on day three, the team was able to identify and stop the source of the tricky bleed, located in a hard-to-visualize area toward her back. Susan quickly began to regain her strength, and her surgery was back on. And despite her high-risk status, she came through beautifully. From that point on, her recovery moved along as expected.

“The staff was phenomenal,” says Phil. “We knew we were in the best of hands, and with a tough case like Susan’s that meant everything. But from the vantage point of ‘husband’ and ‘advocate,’ it was also an incredibly tense, frustrating and emotionally charged several days. We went through a lot.”

Throughout the many twists and turns in Susan’s health and the many hospitalizations, the Gearys have learned more than they ever imagined about patient care delivery. Since 2007, they have brought voice to their experiences by serving as members of the MGH Heart Center Patient and Family Advisory Council (PFAC). Here, along with fellow patient and family participants, they help inform and shape the delivery of care to the many other patients and families within the Mass General community and beyond.

“The care we’ve received from Mass General has been nothing less than exceptional in our eyes, the best in the world,” says Phil. “But maybe even more impressive is their commitment to raising the bar even higher by tapping into the patient and family experience.”

Patient and family advisory councils are grounded in the belief that often the most informed voices on the care team are those of the patient and family. Ultimately, they alone can confirm whether a plan of care was explained thoroughly; the clinical information provided was fully understood; their questions and fears were appropriately addressed; care was tailored to their specific needs; they felt safe; systems worked efficiently and effectively; and each was treated as a person — a whole person — and not simply as a chart or a medical record. PFACs at Mass General include the MGH Heart Center, MGH Cancer Center and MassGeneral Hospital for Children (MGHfC).



Patient and family advisory councils are grounded in the belief that often the most informed voices on the care team are those of the patient and family.

Front row (l. to r.): Lin-Ti Chang, RN, MSN, staff specialist and Heart Center PFAC facilitator; Susan Geary; Theresa Fryer; Michael C. Bider, III; Theresa Gallivan, RN, MS, associate chief nurse; Sara Strobe
Back row (l. to r.): Phil Geary; Lora Wooster; Sister Jon Julie Sullivan; David Wooster; Thomas Fryer; Michael Montgomery, administrative director, Noninvasive Cardiology, MGH Heart Center [Not pictured: Claudia Chae, MD; Denise Mallen; and Christine Rice]



The pathway document was originally developed by the clinical staff as a way to help surgical patients and family members better understand what they could expect as they recovered in the weeks immediately following surgery.

Along with fellow PFAC members, the Gearys have been hard at work. They have provided input into a draft of the hospital's revised mission statement and reviewed an MGH Office of Patient Advocacy proposal to increase public awareness and access to an array of expanded services. They made recommendations to broaden the hospital's Patient Experience Survey Questionnaire to better monitor the voice of the patient. And, according to Lin-Ti Chang, RN, MSN, facilitator of the MGH Heart Center PFAC, their direct participation in the redesign of the Cardiac Surgery Post Operative Patient Care Pathway perhaps best illustrates the impact that a patient and family advisory committee can have on direct care.

"The pathway document was originally developed by the clinical staff as a way to help cardiac surgical patients and family members better understand what they could expect as they recovered in the weeks immediately following surgery," says Chang. "The primary goal was to reduce anxiety and hasten recovery."

PFAC members thought this was a valuable concept, but one that could benefit from a stronger patient and family perspective. "It needed to reflect the patient and family's 'lived' experience," says Susan. "After all, who knows better what it's really like to be on the receiving end of that care?"

The group assumed the task of redrafting the pathway, transforming it into something to

which patients and families could better relate. The ultimate product was reviewed and approved for use by the Nursing Practice Committee and the Cardiac Surgical Team, and then immediately distributed for use with patients and families. They are currently collaborating with staff from the Cardiac Catheterization Lab and the Heart Failure Service to develop similar tools for those areas.

The Heart Center PFAC has also provided input into the development of many other direct-care interventions. One particular patient favorite is a simple heart-shaped pillow: one side features the MGH Heart Center logo with instructions for its use, the other depicts the anatomy of the human heart. Patients are coached to cough and do deep breathing following their procedures as a way to clear the lungs and decrease the risk of pulmonary complications such as pneumonia. The pillow provides a soft object to hug and hold at the incision site to help minimize pain and add support.

"It's extremely rewarding for all of us to see the ideas we discuss in Council meetings come to life within the hospital," says Susan. "We can see that our own perspectives as patients and family members are having a very real impact on the delivery of care."



Lin-Ti Chang, RN, MSN, is a staff specialist within the MGH Department of Nursing who serves as the facilitator of the MGH Heart Center Patient and Family Advisory Council.

Opposite page: PFAC members Denise Mallen and Susan Geary

For Susan, when her clinicians began coaching her through the early stages of post-op recovery, that meant giving her a heart-shaped pillow with its Mass General logo a little extra hug.

Similar input from cancer patients and their family members has proven invaluable within the oncology setting. Formed in 2001, the Cancer Center Patient and Family Advisory Council has, since its inception, made many significant contributions toward advancing care. Members of the Council have participated in the orientation program for residents and fellows and provided feedback for the Cancer Center's guidebook, welcome letter and video for new patients. Along with PFAC members from other hospital services, they took part in a national Patient- and Family-Centered Care Symposium cosponsored by Mass General. Of particular significance, they participated in numerous discussions regarding the expansion of the Cancer Center into the Yawkey Center for Outpatient Care. Their suggestions were shared with the project architects, who repeatedly revised their plans to incorporate the PFAC's recommendations. Most recently, as Mass General began planning for its new Building for the Third Century, the group reviewed a mock-up of a proposed patient room, providing valuable insights into that design process as well.

The importance of patient- and family-centered care is also embedded in the mission of the

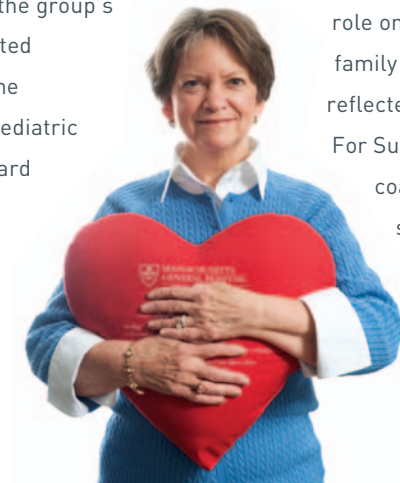
MassGeneral Hospital for Children. The service is "dedicated to providing outstanding, personalized, developmentally appropriate care for infants, children and adolescents within the context of their family and community." MGHfC Family Advisory Council (FAC) members have offered numerous insights into the development of personalized care approaches within Pediatrics. Members sit on key committees throughout the MGHfC, participating in critical quality and safety conversations and decisions. They created a video for staff that features vignettes of family-provider interactions. The goal of the project was to spark a dialogue around enhancing communications with families, a priority area for the group's work. The FAC has also contributed ideas to two design projects — the pediatric emergency room and pediatric family lounge — with an eye toward enhancing the environment for children and their families.

Last fall, as the Gearys faced the prospect of Susan's pending hospitalization and a third open heart surgery, they were well aware that she faced significant

associated risks. Still, they found great comfort in knowing that they were entrusting their care to a highly skilled, multidisciplinary team of clinicians that forms around the specific needs of each patient and family — cardiac physicians and surgeons, nurses, social workers, chaplains, respiratory therapists, speech-language pathologists, physical and occupational therapists, case managers, medical interpreters, and others.

Yet for all of the team's vast technical expertise, Susan and her husband found added comfort in the knowledge that they were entering a world in which they would continue to play a central role on the care team. The patient and family voice — their voice — would be reflected throughout the delivery of care.

For Susan, when her clinicians began coaching her through the early stages of post-op recovery, that meant giving her heart-shaped pillow with its Mass General logo a little extra hug.



2008 MILESTONES
advancing care



Only **5.8%**
of U.S. hospitals
have earned
Magnet designation.

A CELEBRATION WORTH REPEATING

Magnet designation represents the highest available honor for nursing excellence, and in 2003 Mass General became the first hospital in the state to receive the honor from the American Nurses Credentialing Center (ANCC). In 2008, following an extensive review process, Mass General was awarded Magnet designation — for a second time — through the year 2012.

“The ANCC developed the Magnet Recognition Program to recognize healthcare organizations that provide the best in nursing care,” says Jeanette Ives Erickson, RN, MS, FAAN, senior vice president for Patient Care and chief nurse. “We recognize that this honor truly acknowledges the Mass General community as a whole for our interdisciplinary patient- and family-centered practice.”

The hospital’s two-phased Magnet review proved exhilarating by any standards. Co-led by Marianne Ditomassi, RN, MSN, MBA, executive director of PCS Operations, and Bessie Manley, RN, MPH, HA, nursing director of Phillips House 22, a medical surgical unit, in 2007 Mass General submitted some 2,600 pages of “written evidence.” The appraisers reviewed the documentation for several months and ultimately scored the submission high enough to award the hospital a site visit. In late February 2008, a team of five ANCC appraisers spent three very full days evaluating the hospital’s performance and its ability to integrate the ANCC standards into the delivery of care. The appraisers visited inpatient care units and ambulatory practice areas, and interviewed all members of the healthcare team, including patients and families, as well as hospital leadership.

In April 2008, surrounded by members of her leadership team, Ives Erickson received official notification of the hospital’s Magnet redesignation via a phone call from Brenda Kelly, RN, MA, CNAA, BC, chair of the Commission on



the Magnet
Recognition Program.

Kelly relayed that the hospital was doing great things, and the appraisers were especially impressed by the high level of quality care and attention to patient safety, as well as the depth and breadth of interdisciplinary teamwork they observed throughout their visit.

The view from the inside was no different. Maureen Mullaney, RN, a staff nurse and MGH Magnet ambassador who escorted the Magnet surveyors during their site visit, summed it up this way: “I was amazed by our staff throughout the hospital. One after the other consistently demonstrated excellence — in one-on-one interviews, during Collaborative Governance group meetings and in open-forum discussions — I saw solid evidence that we’re a Magnet hospital. I was and continue to be so proud to be a nurse at MGH.”

M O R E T H A N

20 years

of research has
shown that Magnet
hospitals have:

Lower mortality and
morbidity rates

Shorter lengths of stay

Higher patient and staff
satisfaction scores

Improved patient outcomes

Interdisciplinary patient- and
family-centered care

TIGER TEAMS: OPERATIONAL INNOVATIONS

The operations of any business today demand ongoing examination to ensure optimal safety and the highest efficiency. This is especially true of healthcare, where every dollar needs to be put to its best use. A 2008 PCS innovations and efficiency initiative proved that small changes in products, processes and practices can have a big impact on savings, workload, safety and the environment.

In the summer of 2008, we formed seven Tiger Teams to examine and recommend product and practice changes that would improve patient safety and service while trimming unnecessary costs. Within five months, the teams identified more than \$1 million in savings. At the same time, their efforts helped streamline operations, save time, support patient care, and even make the hospital a bit more environmentally friendly.

After much study and testing, the ideas implemented ranged from the relatively straightforward to those requiring widespread changes in practices. The IV Supplies Team identified a variety of potential product changes. One involved moving to standardized IV tubing with two ports instead of three, which contributed to a hospitalwide savings of \$313,000. The Bed and VAC Rentals Team identified a prototype developed by operations associate Mary Billingham — a logbook to track rental equipment — and disseminated the idea throughout the hospital. The result was a marked reduction in late fees and charges for equipment no longer being used, and reduced clutter in the hallways. The Laundry & Linen, Forms & Office Supplies, and Clinical Supplies Tiger Teams also discovered opportunities for savings. Unit service associates identified practices to reduce the volume of laundry generated. Forms were redesigned to bring down printing and paper costs. Likewise, practice changes were introduced that helped reduce the quantity of supplies that needed to be thrown out because of infection control concerns, and standards for ordering and handling costly blood products were streamlined.

The Tiger Team approach has caught on. New teams are being formed each day.



“It is good to have an end to journey toward; but it is THE JOURNEY THAT MATTERS, in the end.” Ursula K. Le Guin



Support Staff *Support staff throughout PCS provide critical services and function as an integral part of the care delivery system. Each year, the Anthony Kirvilaitis Jr. Partnership in Caring Awards recognize support staff who demonstrate reliability,*

responsiveness, assurance, collaboration, flexibility, creativity, and support in their daily work. In 2008 the annual award went to Sheila Provencher, an operations associate in the Emergency Department, and Chung Wah (Patrick) Wong, a unit service associate in the Same Day Surgery Unit.

Quality Indicators *In 2008, the Department of Nursing developed a new “dashboard” report of critical quality indicators called ouRNnumbers. These are specific to each patient care unit and are posted for staff review.*

KEEPING PATIENTS SAFE

Hand hygiene represents the single most important factor in preventing the transmission of pathogens (germs that cause infection) and reducing the risk of infection for patients. In 2008, Mass General received the Betsy Lehman Patient Safety Recognition Award from the Betsy Lehman Center for Patient Safety and Medical Error Reduction of the Massachusetts Office of Health and Human Services. The award was established to acknowledge leadership and innovation in patient safety, and it specifically recognized the hospital’s great strides in hand hygiene compliance.

OASIS AND ORACLE

As care team members who support unit operations, the hospital’s operations associates (OAs) play a critical role in ensuring patient safety and high-quality customer service. To help facilitate this important work, this year The Norman Knight Nursing Center for Clinical & Professional Development, PCS Office of Quality & Safety, and PCS Systems Improvement jointly launched a new program called OASIS (Operations Associates’ Services Insure Safety). The forums provide OAs with a valuable opportunity to view helpful presentations, share information, and participate in open discussions around best practices. From “Your Role in Patient Safety” to “Welcoming New Operations Associates with Effective Precepting,” OAs are learning new skills, providing critical observations and ideas, and advancing the quality and safety agenda throughout the hospital.

Also launched by the Knight Nursing Center in 2008, ORACLE (Operating Room Assistants [ORAs] Cooperative Learning Experiences), offers refresher courses on current practices, with a focus on patient and employee safety. Whether in one of the operating rooms or a classroom, the sessions ensure that ORAs have the knowledge and tools needed to perform in the complex and busy environment of the OR.

ouRNnumbers			
Patient Care Unit			
Staff Nurse Profile			
Staff Nurse Measure	Actual Unit Performance	Benchmark	Time Frame
RN Turnover	5.3%	< 4.0%	Fiscal Year End 2008
Vacancy Rate	-1.9%	< 1.9%	Fiscal Year End 2008
% Educated at BSN or Higher	98.7%	> 50.4%	Fiscal Year End 2008
% Certified	15.4%	> 23.2%	Fiscal Year End 2008



EXCELLENCE EVERY DAY

There was a particularly powerful engine driving Mass General's successful Magnet redesignation process — the staff. And fueling that engine was an innovative Magnet champion and ambassador model, designed to engage leadership, caregivers and support staff at the local level. Throughout the hospital, designated champions worked together and with their local leadership to identify Magnet evidence, support communication, and help maintain momentum and motivation in the recertification process. The enthusiasm and focus they generated was palpable.

Following the model's success, in December 2008 Keith Perleberg, RN, MDiv, and his team in the Office of Quality & Safety launched a similar champion model to embed "Excellence Every Day" into the culture. Their efforts centered on the Joint Commission's standards and National Patient Safety Goals for hospitals, designed to promote specific evidence-based improvements in patient care.

At the outset, a Champions Retreat brought together staff and leadership from all PCS disciplines and settings to provide attendees an invaluable opportunity to recommit to a culture of shared accountability in providing care that is patient centered, safe, effective, timely, efficient, and equitable.

Immediately following the retreat, the champions were off and running. With ongoing support from the Office of Quality & Safety, they fanned out throughout the hospital, returning to their respective units and departments to begin the work of informing, educating and engaging their colleagues around the standards and National Patient Safety Goals and the science behind them. Each week, they advanced a targeted curriculum, exchanging information and ideas at brown-bag lunches and via an Excellence Every Day intranet site at <http://intranet.massgeneral.org/pcs/Excellence>.

The agenda remains ambitious, but the champions have already made their presence known and are advancing excellence in new and creative ways every day. The model has since been adopted by other MGH departments.

“You really can CHANGE THE WORLD if you care enough.” Marian Wright Edelman



Community Service

The 2008 Ernesto González Award for Outstanding Service to the Latino Community was presented to Debra Aponte, a medical interpreter at the MGH Charlestown HealthCare Center, and Alessandra Peccei, MD, an obstetrician and gynecologist at the Chelsea and Revere HealthCare

centers. Aponte was recognized for her leadership in community outreach and is known for strengthening the center's recognition of health disparities and the need for the ongoing assessment of cultural competence.

RAMPING UP ACCESSIBILITY EFFORTS

Dealing with challenging health concerns while navigating a complex medical environment can be a daunting prospect for anyone. But for individuals with disabilities — physical limitations, hearing deficits, sight impairments, cognitive disorders — accessing hospital-based care can present even greater challenges. The MGH Council on Disabilities Awareness (CDA) was formed in 2003 to help the hospital address the varied needs of MGH staff, patients and families, and visitors with disabilities. This year, the Council launched an ambitious new agenda.

“Our goal is clear: to become the leading healthcare facility for meeting the needs of people with disabilities,” states Carmen Vega-Barachowitz, MS, CCC-SLP, director of Speech, Language & Swallowing Disorders and cochair of the CDA. “Providing equal access and equal benefits to people with disabilities are our top priorities.”

Her cochair, Oswald Mondejar, vice president of Human Resources for Partners Continuing Care, agrees. “The CDA is asking the questions that will advance our mission of moving beyond compliance to provide a welcoming environment for all.”



In 2008, the CDA more than doubled its already sizeable membership and organized into three distinct subcommittees focused on patient services and equipment, the physical environment, and staff education and awareness. The Council also launched a new Accessibility web page (www.massgeneral.org/accessibility), believed to be the first healthcare resource of its kind to provide important information about transportation, parking, adaptive devices, and other information for people with disabilities who are planning their hospital visit. Today, the Council is strategically poised to bring the group's work to the next level.

CLOTHING DRIVE

As part of Domestic Violence Awareness Month, the MGH Domestic Violence Working Group

(DVWG) sponsored an event on behalf of Tailored For Success (TFS). The nonprofit organization is dedicated to increasing the marketability of economically disadvantaged women — many of whom are survivors of domestic violence — by providing free business clothing and accessories.

The MGH drive collected nearly 1,500 clothing items from more than 100 employees. Chaired by advocate Liz Speakman, LICSW, director of the Social Service HAVEN (Helping Abuse and Violence End Now) Program, the DVWG is an interdisciplinary hospital group with members from HAVEN, Partners Employee Assistance Program, MGH Police and Security, MGH Chaplaincy, Center for Community Health Improvement, Office of the General Counsel, Department of Nursing, Social Service Department, and the Massachusetts General Physicians Organization.

Items donated via the MGH drive went to women reentering the workforce.



THE BEST OF CARING

In 1996, Jeanette Ives Erickson, RN, MS, FAAN, newly appointed senior vice president for Patient Care and chief nurse, and Susan Sabia, executive editor of *Caring Headlines*, formulated a plan to improve communication and showcase the exceptional work of all members of Patient Care

Services. Since then, the bimonthly publication has chronicled the work of the 5,200 PCS clinicians and support staff.

In 2008, Sabia compiled and produced *The Best of Caring 1996–2006*,



a beautiful 240-page hardcover book that captures a decade of some of the most memorable professional milestones and examples of exceptional practice, as experienced and written by staff.



Caring for the whole patient and family *An important part of caring for the patient and family as a whole can involve meeting their spiritual or religious needs. This can range from serving people of all faiths and those of no religious affiliation. The MGH Chaplaincy today reflects the rich diversity of both the staff and the patients and families the hospital serves through Roman Catholic priests, Protestant clergy, an officiate of Ethical Culture, a rabbi, an imam, a group of Buddhist practitioners, and a number of laypeople who share in service.*



MGH patient Camelia Rodriguez with White 9 staff nurse Amelia Barbosa

WEDDING

On a Wednesday morning in February, Amelia Barbosa, a staff nurse on the White 9 General Medical Unit, learned that her patient was planning to get married...at five o'clock that afternoon! Camelia Rodriguez, a Chelsea resident originally from Mexico, was in the end stages of metastatic breast cancer and had been hospitalized at MGH for two months. On that particular day, she felt well enough to fulfill her lifelong dream: to marry her true love.

She clearly did not want to bother the staff, but she did want them to know about her plans. When she was asked, Rodriguez said her biggest wish was that during the ceremony she could get out of bed and sit in a chair for the first time in a long time. Barbosa and Rodriguez talked more about the pending nuptials, and along with the unit's nursing director, Sara Macchiano, RN, MS, MBA, and Danielle Nolan, LICSW, from Social Service, they began to plan a Mexican wedding.

"This was an amazing event to watch unfold," says Macchiano. "We saw the caring community of MGH at its best, and we truly witnessed the power and strength of the human spirit."

By five o'clock, staff on Phillips 22, General Surgery, had prepared their visitor lounge for the ceremony; MGH Catering delivered food and a wedding cake for a reception on White 9; Interpreter Services shared some traditions of the Mexican wedding ceremony and identified a Spanish interpreter for the event; Volunteer Services wrapped gold coins to honor a particular Mexican wedding tradition; Radiology volunteered to videotape the event as a keepsake; and Barbosa and her colleagues painstakingly tended to their delicate patient's lifelong wish: They dressed her in a beautiful, traditional white wedding gown...and transferred her to a chair for the ceremony.

Rodriguez was radiant that afternoon and for several days following. And although it was clear her disease would soon take her life, it was quite obvious she would relish every minute of that life and of her dream come true. And as so many patients and families do, Camelia Rodriguez made a lasting impression on the MGH community.

*“Sometimes when we are generous in small, barely detectable ways
it can CHANGE SOMEONE ELSE’S LIFE FOREVER.”* Margaret Cho

CULTURAL ROUNDS

A patient’s cultural background can often have an impact on the quality and safety of the care being delivered. Throughout the year, Deborah Washington, director of PCS Diversity, conducted unit-based cultural rounds on patient care units as a way to promote discussion about culturally competent care. Topics have ranged from how staff can help families process advance directives when cultural issues may be a factor to building rapport with patients and families through a deeper understanding of cultural beliefs.



Because day-to-day work at the unit level is unpredictable, rounds are tailored to the individual needs and patient acuity of each unit in a variety of formats, including case presentations, in which staff bring forward scenarios for discussion; chart reviews, where charts are randomly selected to check for documentation of culturally competent care; or conversations of particular events that serve as a focus for discussion or education.

The new rounds have helped staff become more culturally informed and aware, and more familiar with the hospital resources that support culturally competent care. As a result, thinking about cultural issues begins to become a more natural part of how care is delivered.

iPOP

Patients having an understanding of their diagnoses, treatments, choices and care plans is not only a basic right but also proves vital to their health and well-being. This can pose a particularly daunting challenge for Mass General clinicians, who at any given moment can face the need to translate medical information between English and one of 60-plus languages from around the world. Medical Interpreter Services created an

elegant solution through its new invention, the iPop — Interpreter Phone on a Pole. The innovation’s brilliance is grounded in its simplicity. The iPop consists of a telephone that the MGH Metal Shop helped secure to an IV pole. When the need for interpretation arises, the device can be wheeled directly to the patient. The provider then phones a central telephone number, and an appropriate interpreter is reached within minutes, enabling the patient and provider to discuss important health issues. iPops are now located on all inpatient care units and in many ambulatory care settings throughout the hospital.



PCS RECEIVES DIVERSITY HONOR

At a celebratory luncheon at the Fairmont Copley Plaza, Patient Care Services was presented a prestigious 2008 Arnold Z. Rosoff Award for an Internal Diversity Initiative. The honor specifically recognized the great strides made throughout Patient Care Services in promoting the recruitment and retention of minority staff and offering patients the best in culturally competent care.

Cosponsored by the Boston Ad Club and the Greater Boston Chamber of Commerce, the Rosoff Awards were created in 1996 to promote greater diversity in Boston advertising and business. They recognize the area’s outstanding diversity initiatives and the amazing people behind them.

“Chance favors the PREPARED MIND.” Louis Pasteur



Munn Center Dedication *At the close of the 2008 Yvonne L. Munn Nursing Research Lecture and presentation of the 2008 Munn research awards, a ceremonial ribbon cutting marked the formal dedication of The Yvonne L. Munn Center for Nursing Research. Now in its new home in the hospital's Professional Office Building, the center is strategically housed with the PCS Office of Quality & Safety and The Center for Innovations in Care Delivery. On hand for the ceremony were (l. to r.) Jeanette Ives Erickson, RN, MS, FAAN, senior vice president for Patient Care and chief nurse; Yvonne Munn, RN; Peter Slavin, MD, MGH president; Dottie Jones, RN, EdD, FAAN, director of the Munn Center; Gaurdia Banister, RN, PhD, executive director of The Institute for Patient Care; and special guest speaker Terry Fulmer, RN, PhD, dean of the NYU College of Nursing and noted researcher.*

CHISARI JOINS KNIGHT TEAM

Gaurdia Banister, RN, PhD, executive director of The Institute for Patient Care at Massachusetts General Hospital, appointed R. Gino Chisari, RN, MSN, as director of The Norman Knight Nursing Center for Clinical & Professional Development, one of the country's most comprehensive hospital-based nursing education programs.

Chisari previously served as deputy executive director for the Massachusetts Board of Registration in Nursing, where he managed and coordinated all regulatory and policy decisions governing the practice of nursing in the Commonwealth.



While there, he also analyzed and rendered opinions on trends in emerging standards of nursing practice.

Chisari began his nursing career at Mass General as a staff nurse and later assumed a clinical nurse specialist role in General Medicine. He also has held faculty appointments at several area nursing programs, including the MGH Institute of Health Professions, Northeastern University, Emmanuel College, and MassBay Community College. In 2006, he was elected to the Board of Directors of the National Council of State Boards of Nursing.

KACMAREK RECEIVES NATIONAL HONOR

Robert Kacmarek, PhD, RRT, director of Respiratory Care, received the prestigious Jimmy A. Young Medal from the American Association for Respiratory Care (AARC) at its 54th International Respiratory Congress in Anaheim, California. The Jimmy A. Young Medal, the AARC's highest honor, is awarded each year to an individual who has exceeded expectations for meritorious service and advancing the profession of respiratory care.

For more than 40 years, Kacmarek has led the way in respiratory care education, management, and research, and played an integral role in developing the clinical simulation registry exams for the National Board for Respiratory Care. He has worked with a variety of organizations, including the American College of Chest Physicians and the American Heart Association, and sat on US Food and Drug Administration panels on anesthesia and respiratory care equipment. He has been the recipient of multiple grants to further his own respiratory care research and has been honored with numerous awards, including Fellow of the



American Association for Respiratory Care, Fellow of the Society of Critical Care Medicine, Fellow of the American College of Chest Physicians, and the Best Teacher Award from Pulmonary Medicine.

CARING FOR AN AGING POPULATION

In the next 30 years, the number of people over the age of 62 is projected to double, from 40 million to 80 million. In anticipation, tailoring care to the particular needs of the older patient has emerged as a top hospital priority.



In 2004, Mass General became the first hospital in Massachusetts to be designated by the Hartford Institute for Geriatric Nursing as a Nurses Improving Care for Healthsystem Elders (NICHE) site. Mass General subsequently established “65plus,” a program designed to advance the care of geriatric patients and their families through a variety of initiatives. In 2008, Deborah D’Avolio, APRN-BC, PhD, geriatric clinical nurse specialist, and Susan Gordon, APRN-BC, nursing director of the Ellison 16 General Medical Unit, were accepted as a mentor and a fellow, respectively, into the inaugural 18-month Geriatric Nursing Leadership Academy offered by the Honor Society of Nursing, Sigma Theta Tau International. The team conducted successful pilots of geriatric-focused initiatives on Gordon’s inpatient care unit, which subsequently evolved into a hospitalwide initiative called GREAT — Geriatric Rounds to Evaluate, Assess, and Teach. The effort revolves around interdisciplinary collaboration and a new type of rounding process to disseminate evidence-based geriatric practices. By rounding with staff who are caring for older patients, the pair provides real-time consultation and research-based education that is proving invaluable.

Likewise, Edward Coakley, RN, MEd, MA, MSN, director emeritus, The Center for Innovations in Care Delivery, is spearheading several efforts targeting geriatric-palliative care. He is overseeing an innovative RN Residency Program, now in its second year, which is supported by a \$650,000 grant awarded by the US Department of Health and Human Services. The program is designed to improve the nursing care of older patients while extending the careers of experienced nurses at the bedside. For nine months, enrolled RNs who have two to five years of medical/surgical nursing experience receive advanced education in geriatrics and palliative care. A complementary four-month Preceptor Program for RNs age 45 and older provides similar specialty education, grooming them to serve as clinical preceptors or mentors for the nurse residents. Coakley and his colleagues have also designed a robust online site that can provide clinicians with one-stop-shopping access to a comprehensive array of geriatric and palliative care resources.

These and other innovative programs will prove invaluable as an aging population places increased demands on the healthcare system.

Gerontology Certification Fund *This year Steven Berke, an MGH volunteer, made an investment in the future of healthcare when he established a fund in honor of his late mother, a former MGH patient. The E. Louise Berke Gerontology Certification Fund now reimburses nurses for the cost of their gerontology certification and recertification exams and through every participant advances the practice of gerontology nursing throughout Mass General.*



Annual Pinning Ceremony *Held annually in recognition of Black History Month, the African American Pinning Ceremony honors staff for their significant contributions toward creating a positive and open organizational culture. The 2008 recipients were Vickie Eugene, RN, of the Pulmonary and Critical Care Unit; Ted Hester, NP, of Internal Medicine; Gwen Mitchell, LPN, of the Gillette Center for Women's Cancers; Decima Prescott, RN, of Orthopedics; and Alice Sickey, surgical technician. Each received a ceremonial pin and an African stole, a symbol of African American unity. In a break from tradition, event originator Deborah Washington, RN, PhD(c), introduced a "roll call," a carryover from the Southern custom of recognizing non-African American individuals who support the African American community. Recognized for their contributions were nursing directors Kathie Myers, RN, and Judy Newell, RN; pharmacist Firdosh Pathan, RPh; and Susan Sabia, managing editor of Caring Headlines.*

2008 EXCELLENCE AWARD FINALISTS

Sharon Brackett, RN, BS — Clinical Care
Staff Nurse, Surgical ICU (SICU)

Sheila Burke, RN, BSN — Community Service
Clinical Educator, The Norman Knight
Nursing Center for Clinical & Professional
Development

**Edward Coakley, RN, MEd, MA, MSN —
Mentoring**, Director Emeritus, The Center
for Innovations in Care Delivery

**Sheila Davis, MSN, RNCS, ANP — Community
Service**, Adult Nurse Practitioner,
Infectious Diseases

Chris Graf, RN, PhD — Management
Administrative Nurse Researcher, The Yvonne
L. Munn Center for Nursing Research

Keith Perleberg, RN, MDiv — Management
Director, PCS Office of Quality & Safety

Donna Perry, RN, PhD — Community Service
Professional Development Coordinator,
International Nurse Consultant Program,
The Institute for Patient Care;
Codirector, Thomas S. Durant, MD,
Fellowship for Refugee Medicine



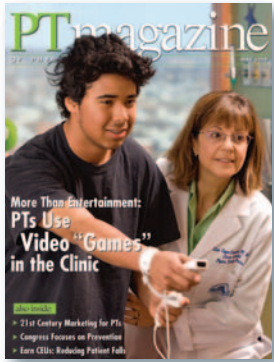
EXCELLENCE AWARD

Donna Perry, RN, PhD, was named the 2008 *Nursing Spectrum* Excellence Award winner for the New England region in the category of "Community Service." The national award program recognizes the extraordinary contributions

nurses make to their patients, one another and the profession. Nurses from throughout New England are nominated in six different categories — Advancing and Leading the Profession, Clinical Care, Community Service, Management, Mentoring, and Teaching. The nominations are blinded and ranked solely on the merits of their application by a judging panel of regional nursing leaders. Five finalists are selected in each category, with an overall winner in each announced at an annual gala event.

Among her many professional accomplishments, Perry has orchestrated educational exchange programs for more than 400 nurses from 30 different countries and has contributed to the development of the nursing service for a new specialized pediatric hospital in Iraq, the first hospital to be built in that country in more than 25 years. She is also principal investigator of a study titled "Nonviolent Action for Peace and Justice: Israeli and Palestinian Combatants for Peace." At the request of the first lady of Egypt, Perry is leading a multiorganizational initiative to develop a literacy-based program to promote greater peace and tolerance in that country, advancing the role of nursing in global transformation.

Nursing Spectrum also posthumously honored Mass General nurse Katie Brush, RN, MS, CCRN, FCCM, for her many contributions to the nursing profession. Six other Mass General nurses were honored as New England-wide finalists in various categories.



Wii-HABILITATION

Popular video games like Dance Dance Revolution (DDR) and Nintendo's Wii Sports are bringing a new approach to physical therapy (PT) at Mass General. These interactive devices allow the

movements of one or more users to be mimicked by characters on a TV screen. This enables patients to participate in animated dance competitions, bowling or tennis matches and more. Staff find that patients enjoy the interactive therapy sessions that become more like play than a workout, making patients more likely to adhere to their care programs.

It all began when Denise Montalto, PT, DPT, NCS, brought the idea of using her daughter's Dance Dance Revolution with adolescents who suffered from cystic fibrosis. While these patients could benefit from aerobic activity, some were unable to leave their rooms due to infection control concerns, limiting their options for exercise. Staff tested the DDR idea, applied for and won a "Making a Difference Grant" from the hospital, purchased several gaming devices, and a popular new PT program was born. The novel therapeutic approach has since expanded and is offered to pediatric patients of all ages, and even some geriatric patients, with a variety of conditions. MGH now has DDR and Wii units in the pediatric playroom, where they are used to improve the endurance, strength, flexibility, and balance of patients. So far, the program has produced some terrific results — and a lot of fun!

“Progress is the activity of today in the ASSURANCE OF TOMORROW.” Ralph Waldo Emerson

OT INTERVENTIONS

Research shows that specific sensory interventions — weighted blankets, stress balls, even certain lighting — can be helpful in caring for patients with Alzheimer's or other forms of dementia. This can positively affect their mood, behavior, participation in medical treatment, and even their willingness to care for themselves. In collaboration with the hospital's *65plus* geriatric program, staff from MGH Occupational Therapy (OT) formed a departmental Geriatric Task Force to focus on identifying and delivering interventions tailored to this specific patient group.

Based on the group's research, extensive literature reviews and a successful pilot on the Ellison 16 General Medical Unit, OT consults increasingly demonstrated a marked improvement in the care of patients with dementia. OTs are more directly involved in advising on the setup, level of assistance, and adaptations needed with the activities of daily living routines; developing patient-specific structured exercise programs — a proven way to reduce falls, regulate mood, and improve the patient's tolerance of activity over long periods of time; screening patients; and implementing the use of sensory modulation to help regulate mood and behavior. Plans are under way to roll out this specific OT approach throughout the hospital.



Supporting the Team *New England Patriots star linebacker Tedy Bruschi joined senior vice president for Patient Care and chief nurse Jeanette Ives Erickson, RN, MS, FAAN, to celebrate MGH Nurse Recognition Week 2008. Bruschi received care and treatment at MGH after suffering a stroke in 2005. The following season, he made his triumphant return to the football field, contributing seven tackles in a 21-16 victory over the Buffalo Bills.*

*“Progress comes from the
INTELLIGENT USE OF EXPERIENCE.”* Elbert Hubbard



Graf Retires *After 23 years at Mass General, in 2008, Chris Graf, RN, PhD, former director of Patient Care Services Management Systems, formally retired. In a ceremony to mark the significant milestone, Jeanette Ives Erickson, RN, MS, FAAN, senior vice president for Patient Care and chief nurse, led those*

gathered in a “numbers” game created especially for Graf. She called out numbers, asking attendees to guess the relevance they held for Graf’s career. For instance, three: the number of states in which Graf worked as a nurse; 4,805: the number of pages in the volumes of evidence compiled for Magnet redesignation; and 23: the number of budget cycles through which Graf shepherded Patient Care Services. Ives Erickson then captured the essence of Graf’s impact when she stated, “Thank you for your twenty-three years of influence, and for something for which the monetary value is priceless — your friendship.”



Bright Futures *This year we sponsored three area nursing students as Hausman Student Nurse Fellows: (l. to r.) Frew Fikru, Alexis Seggalye, and Christopher Uyiyouosa Isibor, all students at the University of Massachusetts, Boston. Funded by a donation from MGH patient Margareta Hausman and established by the PCS Diversity Program, the fellowship program is designed to expand the diversity of the MGH nursing staff to better reflect the patient population and the population of the community as a whole. The fellowship gives recipients an opportunity to work with a mentor while developing essential skill sets needed to thrive in the workplace setting.*

DIVERSITY COLLABORATIVE LAUNCHED

It is estimated that today African Americans, Latino Americans and Native Americans comprise 25 percent of the US population but only nine percent of the nation’s nurses. According to the 2004 report *In the Nation’s Compelling Interest: Ensuring Diversity in the Health Care Workforce*, “The evidence indicates that diversity [among healthcare professionals] is associated with improved access to care for racial and ethnic minority patients...among many other benefits.”

In March 2008, at the University of Massachusetts, Boston, the first of two orientation sessions took place for the newly established Clinical Leadership Collaborative (CLC) for Diversity in Nursing, designed to change the face of nursing and healthcare leaders of the future. The program was born from the Partners Chief Nurse Council under the leadership of Jeanette Ives Erickson, RN, MS, FAAN, senior vice president for Patient Care and chief nurse, which in 2007 created the Clinical Leadership Collaborative for Diversity in Nursing. Partners HealthCare and the UMass College of Nursing and Health Sciences joined forces to support the leadership development of 29 diverse nursing students with proven academic excellence and a commitment to improving the health of their communities. All exhibit the potential to become future leaders in nursing and healthcare.

Participating students receive a scholarship and are guaranteed clinical rotations at hospitals within the Partners network, where they are paired with diverse nurse mentors/leaders who provide guidance with a variety of issues — racial, ethnic, clinical or cultural. Upon graduation, the students are expected to practice as registered nurses in a Partners facility.

SUPPORT STRUCTURE REDESIGN

The systems and structures that support care delivery by definition drive quality, safety and efficiency. In 2008, PCS conducted a thorough review of existing systems, evaluated the effectiveness of the current service model, and identified an opportunity to improve the design of the inpatient support structure.



George Reardon, MBA, director of Clinical Support Services, and Debra Burke, RN, MSN, MBA, associate chief nurse, led a Tiger Team comprised of nursing directors, project managers, staff specialists, and Human Resources representatives to create a new approach to our leadership structure.

In lieu of unit-based operations coordinators, the new model introduces the operations manager (OM) role, with responsibility for a cluster of clinical areas and two focus areas: environment of care and administrative operations. Each cluster typically has one administrative and one environment-of-care operations manager. The OM overseeing administration leads operations associates; provides staff development and mentoring; drives service improvement initiatives; standardizes operations across units; ensures consistent patient and family interactions and customer service; ensures effective capacity throughput and process flow; leads non-salary cost management initiatives; ensures quality and timeliness of order transcription and dissemination; and ensures regulatory compliance.

The OM overseeing the environment of care leads unit service associates; provides staff development and mentoring; drives service improvement initiatives; leads the delivery of a safe and clean environment of care; ensures effective capacity throughput by maximizing room turnover; maximizes supply and equipment flow logistics; standardizes operations across units; and ensures regulatory compliance.

Reardon was appointed to oversee the new structure and to lead initiatives to increase patient and staff satisfaction, improve efficiency, and enhance the quality and safety of the environment of care. Driven by the leadership of the operations managers and the commitment of our support staff, the transition to the new structure has been successfully completed.

“If you have KNOWLEDGE, let others light their candles in it.” Margaret Fuller



Magnetic Attraction

Mass General has established a twinning relationship with the University Hospital in Dubai. Targeted to begin operations in 2012, the 400-bed hospital will include a Center for Nursing Excellence, the first of its kind in the United Arab Emirates, offering international best practices, education and research for enhancing nursing standards in the region. The

relationship with Mass General was established to ensure that the complete planning for the healthcare facility — quality and safety, clinical practice, collaborative governance, professional development, and interdisciplinary teamwork — is modeled on Magnet Recognition principles.

MGH SPONSORS

INTERNATIONAL CONFERENCE

Nursing knowledge has experienced tremendous growth in the past 30 years. Now, ongoing changes across international health environments are fueling an increasing demand to advance nursing knowledge for the 21st century. In 2008, the MGH Department of Nursing joined with the International Philosophy of Nursing Society (IPONS), New England Nursing Knowledge Conference Group, and Boston College William F. Connell School of Nursing to offer a combined 12th International Philosophy of Nursing Society and 15th New England Nursing Knowledge Conference. The three-day meeting brought together two significant traditions in the ongoing critique and development of nursing science in Northern Europe and the US, as well as the participation of global nurse leaders across premier nursing practice settings. Plenary sessions by thinkers from six countries addressed the conference theme of Nursing Science: Knowledge Development for the Good of Persons and Society. This work complements a growing nursing research agenda at MGH focusing on patient-family-centric care, risk management, theory development, evidence-based practice, complementary healing interventions, end-of-life care and ethics.

SCHLUCKEN THERAPIE

The majority of patients treated for head and neck cancers typically experience swallowing difficulty related issues. In the US, these patients work with speech-language pathologists to ensure they receive the appropriate therapy. In 2008, Tessa Goldsmith, MA, CCC-BRS-S, assistant director of MGH Speech, Language & Swallowing Disorders, learned that in Germany, these consultations are quite rare.

Goldsmith was invited to speak at the biannual Karlsbader Dysphagie Forum in Karlsbad, Germany. As she began to describe her MGH practice, the response revealed a huge opportunity: German patients were actually being kept on feeding tubes far longer than necessary, often having a poor quality of life and feeling depressed and hopeless.

The attendees were very interested in hearing more. Goldsmith and Lori Wirth, MD, medical director of Head and Neck Oncology at MGH, were subsequently invited to the Johann Wolfgang Goethe-Universität Frankfurt am Main Medical Center (UFMC) to speak with Christiane Hey, MD, an ear, nose and throat specialist, and her colleagues about establishing a swallowing program for cancer patients. In 2009, Hey will visit MGH to meet with staff and observe the hospital's Speech, Language & Swallowing Disorders program firsthand. If successful, it is hoped the UFMC program will serve as a prototype for similar programs throughout Germany.

**AJN SERIES HIGHLIGHTS MGH
GENERAL MEDICAL UNIT**

In September 2008, Amanda Stefancyk, RN, MSN, MBA, nursing director of the White 10 General Medical Unit, authored her first in a yearlong series of articles published in the *American Journal of Nursing (AJN)*. The series chronicled her unit's experience participating in the nationwide, two-year Transforming Care at the Bedside (TCAB) project to improve patient care and enhance the retention of nurses.

The opportunity came about when Stefancyk met *AJN* editor-in-chief Diana Mason, RN, PhD, FAAN, at a professional meeting. A chance discussion about TCAB resulted in Mason encouraging the MGH nurse to submit an article or two about her unit's experiences. This soon evolved into a year-long venture that highlighted a variety of quality and safety tests of change that staff nurses had implemented, including elevating nurse participation during morning rounds with the physician team, storing supplies at the bedside, and scheduling hourlong, off-unit lunch breaks.

Jointly sponsored by the Robert Wood Johnson Foundation, Institute for Healthcare Improvement, and American Organization of Nurse Executives, TCAB is a national program that engages nurses as leaders, providing them with tools and training to drive improvements in the quality and safety of patient care delivery on medical and surgical units. MGH is the only full-service academic medical center in Massachusetts participating.



Davis Named AAN Fellow

Sheila Davis, RN, FAAN, nurse practitioner in the MGH Infectious Disease Unit, received the prestigious honor of being inducted as a fellow of the American Academy of Nursing (AAN). The organization is comprised of many of the nation's

top nursing executives, policy makers, scholars, researchers, and practitioners. Among her many accomplishments, Davis participated in the Nursing Partners AIDS Project, a joint undertaking with the Partners AIDS Research Center, spending two years providing humanitarian assistance in those parts of South Africa hardest hit by the AIDS epidemic.

Seal of Approval

The Annual Research Expo proved to be a popular event in 2008. Nearly 1,000 attendees viewed 40-plus posters and displays of nursing and interdisciplinary research being conducted within the MGH



community. Likewise, several members of the Doctoral Forum provided consultations by appointment for those interested in discussing research ideas. Visitors also had an opportunity to interact with Paro, a cuddly, robotic "stuffed animal" currently on loan to The Center for Innovations in Care Delivery. Paro hails from Japan, where studies have demonstrated its ability to bring comfort to geriatric and long-term patients. The seal moves, coos and blinks in response to people who interact with it.

FACTS & FIGURES

Inpatient Beds	907
Admissions	47,250
Surgical Procedures	33,466
Length of Stay (days)	5.82
Observation Admissions	3,317
Occupancy	82.9%
Outpatient Visits	1,297,819
MGPO Visits	487,826
Clinic Visits	446,572
Health Center Visits	302,493
Emergency Department Visits	82,550

STAFF IN PCS

	Total	New Hires
Nursing	4,577	502
Chaplaincy	19	2
Medical Interpreters	34	2
Occupational Therapy	40	15
Orthotics/Prosthetics	8	0
Physical Therapy	203	50
Respiratory Care Services	96	9
Social Service	121	16
Speech, Language & Swallowing Disorders	40	8
Other Members	35	32
Combined Total	5,173	636

COLLABORATIVE GOVERNANCE

Collaborative Governance plays an integral role in shaping and advancing the practice of the various disciplines that comprise MGH Patient Care Services. Its success rests on the ability to shift clinical decision making from administrators to clinicians at the bedside. By empowering staff in this way, clinicians are positioned to use their knowledge, experience and commitment to provide the best possible care to patients and families.

2008 HIGHLIGHTS

DIVERSITY STEERING COMMITTEE

Committee members served as mentors to undergraduates in the new Clinical Leadership Collaborative (CLC) for Diversity in Nursing. In collaboration with the University of Massachusetts, Boston, the program is designed to change the face of nursing and healthcare leaders of the future by pairing minority nursing students with nurses who can provide guidance throughout the students' careers.

ETHICS IN CLINICAL PRACTICE

Members of both the Ethics in Clinical Practice and Patient Education committees participated in National Healthcare Decisions Day, a collaborative effort to ensure that all adults with decision-making capacity in the US have the information and opportunity to communicate and document their healthcare decisions. More than 500 information packets were distributed to patients and families at a display in the main corridor.

NURSING PRACTICE COMMITTEE

At the forefront of all decisions regarding nursing documentation at MGH, this year the committee revised the restraint flow sheet, patient flow sheet, patient problem list, insulin medication administration record, and nursing data set, and collaborated with the Electronic Medication Administration Record Committee in preparation for the major rollout of the Electronic Medication Administration Process for Patient Safety (EMAPPS) in 2009.

NURSING RESEARCH COMMITTEE

This committee promotes research utilization through a journal club, a nursing research expo, and a series of "Did You Know...?" posters, a successful committee model that was published in the *Online Journal of Issues in Nursing* and presented at the National Magnet Conference.

PATIENT EDUCATION COMMITTEE

The committee sent an electronic Patient Education Practice Survey to 3,270 PCS clinicians to determine their knowledge and use of existing patient education resources at MGH. Based on a 17 percent return rate (571 respondents), the results indicate that clinicians are confident in teaching patients and that there are opportunities to improve their knowledge of existing resources.

QUALITY COMMITTEE

Members of the Quality Committee participated in a PCS Office of Quality & Safety retreat, which directly informed the work of that office on a variety of key initiatives, including an ambitious Excellence Every Day approach to Joint Commission readiness. Committee members also presented the success of their work at the National Magnet Conference.

STAFF NURSE ADVISORY COMMITTEE

Members provide critical two-way communication between nursing leadership and clinical nurses, advising on quality and safety matters; advocating for patient and family needs; examining issues with equipment and supplies; disseminating information regarding key hospital initiatives such as the hospital's Building for the Third Century; and providing input into the planning of critical hospital rollouts, such as a Rapid Response Team, designed to respond to early recognition of significant changes in patient condition.

2008

PROFESSIONAL ACHIEVEMENTS

state and regional

Mary Amatangelo, RN, MS, ACNP-BC, CCRN, NP

Neurology/Stroke Service
Outstanding Nurse Leader for the State of Massachusetts, American Heart Association/American Stroke Association

Kathleen Bazazi, Cosmetologist, CMF

MGH Images Boutique
2008 Massachusetts "Look Good Feel Better" Sunrise Award, American Cancer Society

Joan Gallagher, RN

Cancer Center
Teal Ribbon Award, Massachusetts Chapter, National Ovarian Cancer Coalition

Marian Jeffries, RN, MSN, APRN BC, FNP-C

Thoracic
2008 Sigma Theta Tau Maureen OhEigearthaigh Award for Excellence in Nursing Practice Theta Alpha Chapter, Sigma Theta Tau

MGH Patient Care Services

Bell Ringer Award, Annual Report Category Publicity Club of New England

Rev. Celestino Pascual, STL

Chaplaincy
Gawad Kalilinga-Masachusetts Award for Service

Donna Perry, RN, PhD

The Institute for Patient Care
Nursing Spectrum, Nurses of Excellence Award, Community Service, New England Region

Barbara Roberge, APRN, PhD, BC

MGH Senior Health Practice, Geriatric Unit, The Yvonne L. Munn Center for Nursing Research
The Exceptional Advanced Practice Clinician and Mentor Award, MGH Institute of Health Professions

Patricia Tamaro, RN

Gastrointestinal Unit, GI Endoscopy

Mary McAuley, RN

Gastrointestinal Unit, GI Endoscopy

Christopher Callahan, RN

Gastrointestinal Unit, GI Endoscopy

Kathy Sherburne, RN

Pediatric Psychopharmacology
Inducted into Sigma Theta Tau, Northeastern University Graduate School of Nursing

MGH

Vickey Eugene, RN

Orthopaedics

Ted Hester, RN, NP

MGH Medical Walk-In Unit

Gwen Mitchell, LPN

Gillette Center for Women's Cancers

Decima Prescott, RN

Orthopaedics

Alice Sickey

Vascular

African-American Pinning Ceremony Honorees

patient care services

Jason Barrios, RN

Cardiac Intensive Care Unit
Brian M. McEachern Extraordinary Care Award

Joann Burke, RN, BSN, CNRN
Neuro ICU

The Norman Knight Preceptor of Distinction Award

Lillian Dayan-Cimadoro, PT

Physical Therapy
Stephanie M. Macaluso, RN, Excellence in Clinical Practice Award

Kathleen Cote, RN, NP

Gillette Center for Women's Cancers
Marie C. Petrilli Oncology Nursing Award

Melissa DeLisle, RN

Gynecology
Stephanie M. Macaluso, RN, Excellence in Clinical Practice Award

Cheryl Gomes, RN

Same Day Surgery
Jean M. Nardini, RN, Nurse of Distinction Award

Karon Konner, LICSW

Social Services
Stephanie M. Macaluso, RN, Excellence in Clinical Practice Award

Kathleen Murphy, RN

Hematology/Oncology
Marie C. Petrilli Oncology Nursing Award

Sheila Provencher

Emergency Department Observation Unit
The Anthony Kirvilaitis Jr. Partnership in Caring Award

Jean Stewart, RN

Orthopaedics
Stephanie M. Macaluso, RN, Excellence in Clinical Practice Award

Pedro Torres

Neuroscience
The Norman Knight Clinical Support Excellence Award

Chung Wah (Patrick) Wong

Same Day Surgery
The Anthony Kirvilaitis Jr. Partnership in Caring Award

national

Gaurdia Banister, RN, PhD

The Institute for Patient Care
Distinguished Alumna for 2008, Fay W. Whitney School of Nursing, University of Wyoming

Deborah D'Avolio, APRN-BC, PhD

Mentor, Geriatric Nursing Leadership Academy, Sigma Theta Tau International & John A. Hartford Foundation

Marian Jeffries, MSN, APRN, BC, FNP-C

Thoracic Surgery

Rechelle Townsend, RN, ADN

Thoracic Surgery

Emily Horrigan, RN, C, BSN

Thoracic Surgery
Clinical Writing Award, Nursing 2008

Robert Kacmarek, PhD, RRT, FCCM, FCCP, FAARC

Respiratory Care Services
Jimmy A. Young Medal, American Association for Respiratory Care

Mary Lussier-Cushing, APRN, BC
Psychiatry

Jennifer Repper-DeLisi, APRN, BC
Psychiatry

Monique Mitchell, APRN, BC
Barbara Lakatos, APRN, BC

Fareeda Mahmoud, APRN, BC
Psychiatry

Robin Lipkis-Orlando, APRN, BC
Psychiatry

Clinical Writing Award, Nursing 2008

Michelle Pollard, MS, CCC-SLP

Speech, Language & Swallowing Disorders
*ASHA Award for Continuing Education ACE,
American Speech, Hearing and Language Association*

Amanda Stefancyk, RN, MSN, MBA

General Medicine
*Fellow, Inaugural Class, American Organization
of Nurse Executives Fellowship Program*

**Loren Winters, MSN, ANP-BC,
WHNP-BC, OCN**

Karleen Habin, RN, MPH
Joan Gallagher, EdD, ANP-BC, AOCN
*Marcia C. Liebman New Writer Award
for a Feature Article 2008,
Clinical Journal of Oncology Nursing*

international

Dorothy Jones, RN, EdD, FAAN

The Yvonne L. Munn Center for
Nursing Research
*NANDA-International 2008 Mentor
Award, North American Nursing
Diagnosis Association-International*

CLINICAL RECOGNITION PROGRAM

The MGH Clinical Recognition Program serves as a formal way to recognize excellence in practice, encourage professional development and build a diverse community of reflective practitioners within Patient Care Services. Applicants work with their directors and clinical specialists to analyze their practice relative to clinician-patient relationship, clinical knowledge and decision-making, teamwork and collaboration and movement (for Occupational Therapy and Physical Therapy professionals). Criteria within these themes define four levels of clinical practice: Entry, Clinician, Advanced Clinician and Clinical Scholar.

2008 ADVANCEMENTS

advanced clinician

James Barone, RN
Kristin Beuparlant, RN
Julie Berrett, LICSW
Carolyn Bleiler, RN
Julia Brickley, RN
Elizabeth Bridge, OTR/L
Christina Burke, RN
Heather Carlson, RN
Carol Corcoran, RN
Paul Craigie, RN
Emily Curran, RN
Shannon Dacunha, RN
Lisa Davies, RN
Melissa Delisle, RN
Gloriosa Fenol, RN
Katherine Fillo, RN

Jacquelyn Francis, RN
Elaine Grassa, RN
June Guarente, RN
Diane Herald, RN
Emily Horrigan, RN
Katharina Ikeus, RN
Stephen Joyce, RN
Barbara Kenney, RN
Kathleen Killough, RN
Linda Kimball, RN
Janet King, RN
Jean Kracher, RN
Karen Kwiatanowski, RN
Bruce Laramee, RN
Elizabeth Larson, RN
Michelle Lussier, RN

Laurie Lynch, RN
Ann Magee, RN
Denise Mondazzi, RN
Patricia Mottla, RN
Sandra Murphy, RN
Anne Marie Nelson, RN
Carolyn Pelley, RRT
Laurie Pidgeon, RN
Megan Radzikowski, RN
Jessica Ranford, OTR/L
Martha Root, RN
Edgar Savidge, PT
Monica Staples, RN
Katherine Swigar, RN
Bernadette Warren, RN
Carol Wicker, RN

clinical scholar

Sara Beth Asekoff, RN
Helen Brandt, RN
Betty Ann Burns-Britton, RN
Ruth Burrows, RN
Susan Cahill, RN
Susan Croteau, RN
Lorraine Drapek, RN
Jane Harker, RN
Betsy Lang, LICSW
Catherine Mackinaw, RN
Amy McCarthy, RN
Jane Miller, RN
Susan O'Donnell, RN
Todd Rinehart, LICSW
Nyla Shellito, RN
Jean Stewart, RN
Sharon Sullivan, RN
Donna Sweeney, RN

PROFESSIONAL ACHIEVEMENTS · presentations

state and regional

Janet Abrams, MD

Todd Rinehart, MSW, LICSW

The Program in Palliative Care
Education and Practice

*Harvard Medical School Center for
Palliative Care, Cambridge, MA*

Joanna Akladiss, MS, OTR/L, CHT

Dynamic Splinting Lab
Splinting the Upper Extremity
Tufts University, Medford, MA

Paul Arnstein, RN, PhD

Laws and Policies Affecting People with Pain
Tufts University, Boston, MA

Best Practices in Chronic Opioid Therapy
*New England Pharmacists Annual
Convention, Uncasville, CT*

Jean Ashland, PhD, CCC-SLP

Cheryl Hersh, MS, CCC-SLP
Evaluation of Pediatric Dysphagia:
The Role of Speech Pathology
*Update on Pediatric Airway, Voice, and
Swallowing Disorders, Boston, MA*

Paul Bartush, BS, MM, CAVS

Beyond the Basics: A Strategic Approach
to Advancing Volunteer Services
*Fall Education Meeting, Massachusetts
Association of Directors of Healthcare
Volunteer Services, Boston, MA*

Barbara Blakeney, RN, MS, FAAN

Who Speaks for the Patient
*Third Annual Medical Device, Regulatory,
Reimbursement and Compliance Congress,
Harvard University, Cambridge, MA*

2008 and Beyond: What Change Looks Like
in Health Information Exchange Technology
*3rd Annual Leadership Summit, The Road to
Interoperability, World Health Care Congress,
Boston, MA*

Andrew Billings, MD

Todd Rinehart, MSW, LICSW

Family Goal Setting in the ICU Setting
*Practical Aspects of Palliative Care, Harvard
Medical School Center for Palliative Care,
Cambridge, MA*

Rachel Bolton, RN, CPON

Nursing Care for Children Receiving Proton
Beam Treatment
*Annual Meeting of the American Society
for Therapeutic Radiology and Oncology,
Boston, MA*

Beam Me Up
*American Society for Therapeutic Radiation
and Oncology, Boston, MA*

Elizabeth Bridge, MS, OTR/L

Jessica Ranford, MS OR/L
Evidence-Based Practice in
Occupational Therapy
Tufts University, Boston, MA

Elizabeth Bridge, MS, OTR/L

Jessica Ranford, MS, OTR/L

Logan Monahan, OTR/L

Laura White, MS, OTR/L

Interactive Reasoning in Occupational Therapy
Tufts University, Medford, MA

Carol Brown, RN

Cardiac Arrhythmias and 12-Lead
ECG Interpretation
*University of Massachusetts-Boston,
Boston, MA*

Gae Burchill, MHA, OTR/L, CHT

Flexor Tendons – Anatomy and Physiology
Tufts University, Medford, MA

Hand Rehabilitation Course –
Flexor Tendon Management
Tufts University, Medford, MA

Hand and Upper Extremity Rehabilitation:
Wound Assessment and Management
Tufts University, Medford, MA

Virginia Capasso, ANP-BC, PhD

Skin Ulcer Management
*Harvard Medical School, Primary
Care Course, Cambridge, MA*

Update on Wound Care
*Division of Continuing Education,
William F. Connell School of Nursing,
Boston College, Chestnut Hill, MA*

The Slippery Slope from Acute to
Chronic Wounds

Location, Location, Location:
Differentiating the Etiology of Leg Ulcers
Solving the Puzzle of Topical Wound Treatments:
General Principles & Dressing Selection
Wound Care Challenges: Assessment,
Cleansing, Treatment and Documentation
*Clinical Challenges and Impact of Vascular
Disease, Maine Medical Center, Portland, ME*

Melissa Caron Ghiringhelli, MS CCC-SLP

Group Intervention Strategies for the
Development of Reading Foundations
*2008 National Convention of the American
Speech-Language Hearing Association, Chicago, IL*

Diane Carroll, RN, PhD, FAAN

Demystifying Nursing Research
University of Massachusetts-Lowell, Lowell, MA

Elizabeth Cole, PT, CLT-LANA

PT Treatment of Urinary Incontinence
Partners Home Care, Waltham, MA

Mary Susan Convery, MSW, LICSW

Diane Doyle, RN, NP

Keith Latal, RN

Susan Block, MD
Karen Fasciano, PsyD
Glenn Saxe, MD
The Death of a Young Adult:
The Effect on the Patient, Family and Provider
*Harvard Medical School Center for Palliative
Care, Dana-Farber Cancer Institute, Boston, MA*

Suzanne Curley, MS, OTR/L, CHT

Professionalism
Managing Extensor Tendons: Anatomy
Managing Extensor Tendons:
Injuries and Splint Lab
Tufts University, Medford, MA

Deborah D'Avolio, APRN-BC, PhD

Fox Hill Education Programs
Fox Hill Village, MA

Deborah D'Avolio, APRN-BC, PhD

Nancy Kelly, APRN
Fox Hill Education Programs
Fox Hill Village, MA

Robert Dorman, PT, DPT, GCS

The Management of the Patient With Burns:
Acute Care and Beyond
Boston University, Boston, MA

Brian French, RN, MS, BC

Bernard Lonergan's Generalized Empirical
Method: A Potential Unifying Structure for
Nursing Knowledge Development
*Nursing Science: Knowledge Development
for the Good of Persons and Society
The Combined 12th International Philosophy
of Nursing Conference and 15th New England
Nursing Knowledge Conference, Boston, MA*

Simulation in Nursing:

The Past, Present and Frontier
*Massachusetts Association of Registered Nurses
Conference, Clinical Simulation: The Future of
Nursing Practice and Education, Randolph, MA*

Alice Gervasini, RN, PhD

The Trauma M & M Conference:
The How To's
*New Hampshire Trauma System 2008 Conference:
The Drive for Excellence, Meredith, NH*

Four Standards of Care that have Changed
The Trauma & ICU Nurse of the Future
Quality Indicators: Effect on Practice
Moderator, Controversies:

A Good or a Foolish Idea?
*Harvard Critical Care & Trauma Symposium,
Boston, MA*

Pain Management in Thoracic Trauma
*10th Annual Connecticut Trauma
Conference, Ledyard, CT*

Co-Morbid Therapy in the
Elder Trauma Patient
*5th Annual Berkshire Trauma Symposium,
Pittsfield, MA*

Trauma Nursing
*Alumnae Reunion, New England
Deaconess Hospital, Boston, MA*

Maryjane Giacalone RN, BSN, MSN, APRN
Pharmacological Treatment Options for
Patients with Atrial Fibrillation
*Second Annual Atrial Fibrillation Symposium for
Allied Health Professionals, Boston, MA*

Colleen Gillen, PT, DPT, MSPT, NCS

Jessica Jacavage, PT, MSPT
Use of Wii in Rehabilitation
*CIMIT Innovations Congress 2008,
Boston, MA*

Tessa Goldsmith, MA, CCC-SLP, BRSS

Rehabilitation of Swallowing after
Chemoradiation Therapy
*Update in Head and Neck Cancer,
Harvard Medical School, Boston, MA
Massachusetts Eye and Ear Infirmary, Boston, MA*

Prosthetic Management of Speech
and Swallowing Disorders
Boston University School of Dentistry, Boston, MA

Speech and Swallowing Disorders Following
Treatment for Head and Neck Cancer:
Considerations of the Impact of Lymphedema
Baystate Medical Center, Holyoke, MA

Mary Guanci, RN, MS, CNRN
Stroke's Triple H: Hemispherectomy,
Hypothermia and Hyperglycemic Control
*3rd Annual Boston Chapter of Neuroscience
Nurses Association Conference, Randolph, MA*

Exploring Family Communication
Techniques in the Presence of Brain Death
*Region 1 Conference on Organ Donation,
Framingham, MA*

Mary Guanci, RN, MS, CNRN
Shannon Perry, RN
Berney Graham, MSW

Kevin Duschay, MD
Diane Sweeney, MSW
Approaching the Family About
Organ Donation at the End of Life
*Region 1 Conference on Organ Donation,
Framingham, MA*

Carol Harmon Mahony, MS, OTR/L, CHT
Fracture Management
Tufts University, Medford, MA

Dean Hess, PhD, RRT, FCCP, FAARC
Mechanical Ventilation: State of the Art
The Art of Respiratory Care
What's New in Noninvasive Ventilation?
*Tufts University Mechanical Ventilation
Course, Newton, MA*

Jeanette Ives Erickson, RN, MS, FAAN
Magnet Recognition: The Pathway to
Clinical Excellence
*Advance Forum for Healthcare Recruitment,
Boston, MA*

Carly Jean-Francois, RN
Susan Warchal, RN
Joanne Empoliti, APRN, MSN, BC, ONC
Laura Naismith, RN, BSN
Taryn Pittman, RN, MSN, BC
Karen Lipshires, RN, BSN, BC
Wendylee Baer, RN
Collaborative Governance at MGH
*South Shore Hospital Shared Governance
Summit, Rockland, MA*

Dorothy Jones, RN, EdD, FAAN
Marianne Ditomassi, RN, MSN, MBA
Patricia Edwards, EdD, RN, CNAA
Lynne Hancock, RN, MSN
Magnet Status: Challenges and Opportunities
*Eastern Nursing Research Society, 20th Annual
Scientific Sessions, Philadelphia, PA*

Robert Kacmarek, PhD, RRT,
FCCM, FCCP, FAARC
The Respiratory Therapist: 2015 and Beyond
*New York State Society for Respiratory Care
Annual Meeting, Long Island, NY*

Invasive Ventilation of COPD:
Synchrony is the Primary Issue
NPPV First Line Therapy for an
Acute Exacerbation
*Northeast Regional COPD Conference 2008,
Lake George, NY*

Adele Keeley, RN
Taylor Thompson, MD
Patient and Family-Centered Care in the ICU
*American Association of Critical-Care Nurses,
Horizon Conference, Hartford, CT*

Daniel Kerls, MBA, OTR/L
Occupational Therapy and its Role in
Influencing a Healthcare Organization
Tufts University, Medford, MA

Ann Lapierre, RN
The Pathophysiology of Atrial Fibrillation
*Second Annual Atrial Fibrillation Symposium for
Allied Health Professionals, Boston, MA*

Barbara Levin, RN, BSN, ONC, LNCC
Patient Safety Initiatives
*MASSPRO-Patient Safety and
Prevention Services, Woburn, MA*

PROFESSIONAL ACHIEVEMENTS · presentations

Patient Safety
How to Grow Your Own Staff
Advance for Nurses
Job Fair, Boston, MA

M. Jane Loureiro, PT, MS, CLT
Diane Plante, PT, MS

Cervicogenic Headache and Dizziness
Related to Cases and Literature
*American Physical Therapy Association of
Massachusetts, Annual Chapter Meeting,
Southbridge, MA*

Colleen Lowe, MPH, OTR/L, CHT
Sensation and Sensibility
Work-Related Musculoskeletal Disorder
Tufts University, Medford, MA

A Case Study to Hand Therapists
from the United States
*American Society of Hand Therapists
Annual Conference, Boston, MA*

Kelly Macauley, PT, DPT, GCS
Broaden Your Horizons:
Physical Therapists Volunteering Abroad
Boston University, Boston, MA

Patricia Martin Arcari, RN, PhD
Cultivating Resilience in a Professional
Nursing Staff: Results of a Pilot Program
*Spirituality and Healing in Medicine:
The Resiliency Factor, Boston, MA*

Managing Your Life: One Moment at a Time
Harvard Business School, Allston, MA

Cynthia Meglio, RN, BSN
Left Atrial Appendage Occlusion Devices
*Second Annual Atrial Fibrillation Symposium
for Allied Health Professionals, Boston, MA*

Patricia Mian, RN, MS, APN-BC
Being There: Family Presence in
the Emergency Department
*The Connecticut Coalition to Improve End of Life
Care, The Integration of End-of-Life Care in
Acute Care Settings Conference, Cromwell, CT*

Jackie Mulgrew, PT, CCS
Alison Squadrito, PT, DPT, GCS
Management of the Acute Care Patient
Metro West Medical Center, Framingham, MA

Beth Nagle, RN, MSN
Jeanne McHale, RN, MSN
Debriefing: A Reflective Process to
Enhance Clinical Practice
*The Massachusetts Association of Registered Nurses,
The Future of Nursing Practice and Education
Conference, Randolph, MA*

Catherine O'Connor, MS, CF-SLP
Lee Silverman Voice Treatment Program
*Parkinson Disease Support Group, Jewish
Community Center, Waltham, MA*

Mary Orencole RN, BSN, MS, APRN
Usefulness of Cardiac Resynchronization
Therapy for Patients with Atrial Fibrillation
*Second Annual Atrial Fibrillation Symposium
for Allied Health Professionals, Boston, MA*

Kathryn Pazola, RN, MSN, CPON
Kathleen Stakes, RN, MSN, CPON
Dancing Around the Truth: Cultural Differences
Regarding Full Disclosure in the Treatment of
Cancer Patients
Dana-Farber Cancer Center, Boston, MA

Donna Perry, RN, PhD
Nursing from a Higher Viewpoint:
Context, Ideals and Transformation
*The Combined 12th International Philosophy
of Nursing and 15th New England
Nursing Knowledge Conference, Boston, MA*

Laurel Radwin, RN, PhD
Grounded Theory Methodology
*Advanced Qualitative Methods Class,
Boston College, Boston, MA*

A Conceptual Framework for Patient-
Centered Cancer Nursing Care
*Outcomes Research Seminar, Dana-Farber/
Harvard Cancer Center, Boston, MA*

Patient-Centered Nursing Care
and Desired Health Outcomes
*Advanced Health Services Research Seminar,
Boston University School of Public Health,
Boston, MA*

Jessica Ranford, MS, OTR/L
Jennifer Cardella MS, OTR/L
A Function-based Approach to Cognitive
Perceptual Assessment: The A-ONE
*Occupational Therapy Department, Tufts
University, Medford, MA*

Todd Rinehart, MSW, LICSW
Social Aspects of Care
*The Art and Science of Palliative Care
Nursing Conference, Newton, MA*

Sharon Serinsky, MS, OTR/L
Helping Pre-Schoolers with Sensory
Processing Issues
*Beacon Hill Nursery School, Boston, MA
Needham Public Schools, Needham, MA*

Kathryn Shea, RN, BSN
Nursing Care of a Patient After Pulmonary
Vein Isolation Procedures
*Second Annual Atrial Fibrillation Symposium
for Allied Health Professionals, Boston, MA*

Janet Skolnick, OTR/L, CHT, CLT-LANA
*Arthritis and Dupuytren's Contracture,
Tufts University, Medford, MA*

Linda Steiner, PT, DPT, MS, OCS
Management of Pre-Natal and
Post-Partum Back Pain
*Physical Medicine and Rehabilitation
Residency Training Program,
Tufts Medical Center, Boston, MA*

Demet Suleymanci, MD
Andrew Marchese
Paul Garbarini, MS, RRT
Marc Wysocki, MD

Robert Kacmarek, PhD, RRT,
FCCM, FCCP, FAARC
Adaptive Support Ventilation: An Appropriate
Mechanical Ventilation Strategy for the
Acute Respiratory Distress Syndrome?
*American Society of Anesthesiologists Meeting,
October 2008, Orlando, FL*

Rosalie Tyrrell, RN, MS
Understanding and Leading a
Multigenerational Workforce
Strategies for Leading a
Multigenerational Workforce
*Nursing in the 21st Century - From Yesterday to
PDAs, Conventionality Excellence Unlimited,
Newport, RI*

national

Paul Arnstein, RN, PhD

Balancing Analgesic Efficacy with Safety and Tolerability in the Older Adult Patient
American Society for Pain Management Nursing, Annual Conference, Tucson, AZ

Virginia Capasso, ANP-BC, PhD

Susan Croteau, RN, BSN

Sharon Kelly-Sammon, RN, BSN, CCRN, CPAN

Communicating Research Findings to Facilitate Integration into Clinical Practice
Defining Excellence: MAGNET, 2008 American Nurses Credentialing Center, National Magnet Conference, Salt Lake City, UT

Diane Carroll, RN, PhD, FAAN

Acute Coronary Syndrome 2007 Updates
National Teaching Institute, American Association of Critical-Care Nurses, Chicago, IL

Comparison of Nurses' (RNs) and Patient Care Assistants' (PCAs) Views About Fall Prevention in Acute Care Hospitals
Council for the Advancement of Nursing Science, Washington, DC

Research Opportunities in Pulmonary Hypertension for Nurses and Allied Professionals
Eighth International Pulmonary Hypertension Conference, Pulmonary Hypertension Association, Houston, TX

Deborah D'Avolio, APRN-BC, PhD

Celeste Shawler, RN, PhD
Elizabeth Capezuti, RN, PhD
Identifying Disparities and Unmet Care needs of Specific Populations of Older Adults
The Gerontological Society of America, National Harbor, MD

Alice Gervasini, RN, PhD

Top 10 Must Knows: Knowledge Cornerstones for the Trauma Clinician
2008 Trauma Symposium, Sanford USD Medical Center, Sioux Falls, SD
35th Annual Rocky Mountain Trauma & Emergency Medicine Conference, Breckenridge, CO

Management Strategies for the Obese Trauma Patient

35th Annual Rocky Mountain Trauma & Emergency Medicine Conference, Breckenridge, CO

Grace Good, RN, APRN, BC

Karon Konner, MSW, LICSW

Rebecca Brendel, MD, JD
Management of the Behaviorally Challenging Medical Inpatient
American College of Nurse Practitioners, 2008 National Clinical Conference, Nashville, TN

Marion Gowney, MSN, ACNP

Teresa Vanderboom, RN, BScN, RN, CNRN

Diane Levis, MS, PA-C

Filling the Gaps Between the Image and the Patient: The Roles of the Nurse Practitioner, Physician Assistant and the Nurse Coordinator
The American Radiological Nurses Association, Annual Convention, Washington, DC

Mary Guanci, RN, MS, CNRN

"The Big Chill" Temperature
Management of the Critically Ill
American Association of Neuroscience Nurses, 40th Annual Conference, Nashville, TN

June Guarente, RN, MS, CGRN

Sandra Hession, RN, BSN, CGRN

Janet King, RN, CGRN

Motility—The Power of Propulsion: How Nurses Can Make a Difference
Society of Gastroenterology Nurses and Associates, 35th Annual Course, Salt Lake City, UT

Jane Harker, RN, MS, BSN, CGRN

Christopher Robbins, RN, CGRN

Therapeutic EUS: Making a Difference in Our Patients' Well-Being
Society of Gastroenterology Nurses and Associates, 35th Annual Course, Salt Lake City, UT

Jeri Heinzel, RN

Theresa Horne, RN

Barbara Mackoff, EdD

Tami Merryman, RN, MSN

Jennifer Osterbauer, RN

Amanda Stefancyk, RN, MSN, MBA

Pamela Triolo, RN, PhD, FAAN

Exploring AONE's Journey of Transforming Care at the Bedside (TCAB)
American Organization of Nurse Executives, 41st Annual Meeting, Seattle, WA

Dean Hess, PhD, RRT, FCCP, FAARC

Weaning From Mechanical Ventilation

Cardiothoracic Surgical (CTS)

Critical Care 2008, Washington, DC

The University of Texas M.D. Anderson

Cancer Center, Houston, TX

Noninvasive Ventilation for Malignancies

The University of Texas M.D. Anderson

Cancer Center, Houston, TX

Pediatric Noninvasive Ventilation

University of Arkansas, Diamond Conference,

Little Rock, AR

Mechanical Ventilation of the

Patient With ARDS

Noninvasive Positive Pressure Ventilation

Mechanical Ventilation of the

Patient With Asthma

American College of Physicians, Washington, DC

Jeanette Ives Erickson, RN, MS, FAAN

Linda Aiken, RN, PhD, FAAN, FRCN

Lauren Arnold, RN, PhD

Research and Development Pilot Study:

Applying Forces of Magnetism to Strategic

Planning for New Hospital Development

American Nurses Credentialing Center, National

Magnet Conference, Salt Lake City, UT

Elizabeth Johnson, RN, MSN,

AOCN, AOCNS

Trajectory to Leadership:

Oncology Nursing and Beyond

Special Interest Group Leaders' Workshop,

Oncology Nursing Society, Pittsburgh, PA

Elizabeth Johnson, RN, MSN,

AOCN, AOCNS

Coleen Caster, RN, C, MN, FNP

Growing Pearls: Promoting Unit-Based Quality

Improvement in Nursing Through Communi-

cation, Negotiation and Critical Thinking

Oncology Nursing Society, Annual Congress,

Philadelphia, PA

Robert Kacmarek, PhD, RRT,

FCCM, FCCP, FAARC

Mechanical Ventilation and Waveform Analysis

Society of Critical Care Medicine, Pediatric

Multiprofessional Critical Care Review Course,

Chicago, IL

What Have We Learned from the Randomized Controlled Trials on Lung Protection? Lung Recruitment and the Setting of PEEP
Society of Critical Care Medicine, Annual Meeting, Honolulu, HI

Barbara Levin, RN, BSN, ONC, LNCC
Getting Tangled in Charlotte's Web: Patient Safety
Effective Education Using Non-Traditional Approaches
National Association of Orthopedic Nurses Convention, San Jose, CA

Untangling Charlotte's Web—Patient Safety Initiatives
Nebraska Hospital Association Conference, Lincoln, NB

Hannah Lyons, RN-BC, MSN, AOCN
Annette Bisanz, RN, BSN, MPH
Myra Woolery, RN, MN, CPON
The Challenges of Constipation in the Oncology Patient
33rd Annual Oncology Nursing Society Congress, Philadelphia, PA

Bessie Manley, RN, MPA/HA
Offering the Best to Everyone in Every Moment: How to Manage a Premier In-Patient Surgical Unit
8th National Conference, Active Communications International, Emory University Hospital, Atlanta, GA

Jackie Mulgrew, PT, CCS
Alison Squadrito, PT, DPT, GCS
Management of the Acute Care Patient
WellStar Health System, Atlanta, GA
Dallas Medical City Hospital, Dallas, TX
Medical Center of Aurora, Aurora, CO
Vanderbilt Medical Center, Nashville, TN
DePaul Physical Therapy, Norfolk, VA

Janet Mulligan, RN
Implementing High Tech Vascular Access Technology for Your PICC Service
Strategies for Implementing New Technology for PICC Services
22nd Annual Scientific Conference for the Association for Vascular Access, Savannah, GA

Karen Murphy-Lind, RN
Acne - The Basics
Opportunities to Educate are Everywhere
Acne Overview
What Happens Between "Hello" and "Goodbye"
Dermatology Nurses Association 26th Annual Convention, Las Vegas, NV

Kathleen Myers, RN, MSN, APRN, BC
Claribell Diaz, RN, BSN
Yulhader Revere, RN, BSN
Development of a Standardized Approach to Implementing the National Safety Goal: Safe Hand-Offs of Patients
National Association of Hispanic Nurses, 33rd Annual Conference, Boston, MA

Matthew Nippins, PT, DPT, CCS
Roundtable Moderator, Designing and Implementing Exercise Programs in Cystic Fibrosis
North American Cystic Fibrosis Conference, Orlando, FL

Kristin Parlman, PT, DPT, NCS
Neurology Section Practice Issues Forum: Defining Autonomous Practice Across Various Neurological Practice Settings
American Physical Therapy Association, Combined Sections Meeting, Nashville, TN

Jill Pedro, APRN, BC, MSN
Improving Staff Satisfaction and Ability to Identify Delirium in the Postoperative Orthopedic Patient
Scientific Abstracts
28th Annual Congress of the National Association of Orthopedic Nurses, San Jose, CA

Lauren Radwin, RN, PhD
Howard Cabral, PhD
Gail Wilkes, RN, MSN, AOCN
Relationships Between Patient-Centered Nursing Care and Desired Outcomes in the Context of the Health Care System
Council for the Advancement of Nursing Science Meeting, Washington, DC

Jennifer Repper-DeLisi, APRN, BC
Consultation for Behavior Management
Academy of Psychosomatic Medicine Annual Conference, Miami, FL

Todd Rinehart, MSW, LICSW
End of Life Care Across Cultures: Challenges from a Social Work Perspective
The Art and Science of Interdisciplinary Palliative and End of Life Care Conference, Edinboro University of Pennsylvania, Edinboro, PA

Ellen Silvius, RN, BSN
Chronic Pediatric Constipation
35th Annual Course, Society of Gastroenterology Nurses and Associates, Salt Lake City, UT

Theodore Stern, MD
Jeanne McHale, APRN, BC
Jennifer Repper-DeLisi, APRN, BC
Mary Lussier-Cushing, APRN, BC
Interdisciplinary Simulation to Enhance Management of Changes in Mental Status: Content, Theory, and Practice
Academy of Psychosomatic Medicine Annual Conference, Miami, FL

Elise Townsend, PT, PhD
Effects of Aquatic Aerobic Exercise on Endurance, Functional Mobility and Participation in a Child with Cerebral Palsy: A Single Subject Design
American Physical Therapy Association National Meeting, San Antonio, TX

Carmen Vega-Barachowitz, MS, CCC-SLP
Leadership Skills for Managing Professional Transitions: Mentoring Throughout the Journey from Junior to Senior Clinician
National Convention of the American Speech-Language Hearing Association, Chicago, IL

James Zachazewski, DPT, PT/ATC, SCS
Rehabilitation of Women's Sports Injuries
*New England American College of Sports
Medicine, Providence, RI*

international

Sheila Burke, RN, MSN
Decontamination in a Mass Casualty Response
Trauma Skill Station: Head Trauma
Disaster Medical Response Certificate Course
*Macau University of Science and Technology,
Faculty of Health Sciences, Centre for Continuing
Medical and Health Education, Macau*

Decontamination in a Mass Casualty Response
Trauma Skill Stations: Triage and Head Trauma
*Hubei Province Disaster Medical Response Workshop,
Wuhan University HOPE Nursing School,
Wuhan, China*

**Lin-Ti Chang, RN-BC, MSN,
ANP-BC, CCRN**
Disaster Nursing: Changing Priorities
and Challenges
Innovated Nursing Orientation &
Professional Development for Nurses
*The 3rd Shanghai China-US Nursing Conference,
Shanghai Jiao Tong University School of Nursing
& Shanghai Children's Medical Center,
Shanghai, China*

**Lilian Dayan Cimadoro, PT, DPT,
MS, NCS, CLT-LANA**
Stroke: Evaluation and Treatment
Foundation San Andrea, Mendoza, Argentina

Audrey Cohen, MS, CCC-SLP
MGH Swallow Screening Tool: Validation and
Implementation in Acute Neuro Patients
*Alberta Provincial Stroke Strategy Telehealth
Presentation, Alberta, Canada*

Constance Dahlin, APRN, BC, ACHPN
Collaborative Practice in Palliative Care
American Nursing Roles in Hospice and
Palliative Care
*2nd National Congress of Palliative Care Organi-
zations, Netherlands, Lunteren, The Netherlands*

Tessa Goldsmith, MA, CCC-SLP, BRSS
Management of Swallowing Disorders
in Patients with Head and Neck Cancer
*University of Canterbury, Communication Sciences
and Disorders, Christchurch, New Zealand*

Tessa Goldsmith, MA, CCC-SLP, BRSS
Urmilla Kamat, MD, MPH
Min Tan Truong, MD
Allison Holman, MS, CCC-SLP
Annie Chan, MD
Swallowing Function after Intensity-
Modulated and Concomitant Boost Radiation
Therapy for Oropharyngeal Carcinoma
*International Head Neck Cancer Conference,
San Francisco, CA*

Dean Hess, PhD, RRT, FCCP, FAARC
What is Evidence-Based Respiratory Care
Noninvasive Positive Pressure Ventilation
Respiratory Care of the Patient with
Neuromuscular Disease
*1st Saudi International Respiratory Care
Conference, Dhahman, Saudi Arabia*

Patient-Ventilator Dys-synchrony
Use of Noninvasive Ventilation in
the Emergency Department
*XIV International Symposium on Mechanical
Ventilation, Sao Paulo, Brazil*

Lung Protective Strategies for Acute
Respiratory Failure
Noninvasive Ventilation Workshop
What is Evidence-Based Respiratory Care?
Respiratory Care of the Patient
With Neuromuscular Disease
Advances in Mechanical Ventilation –
First Do No Harm
*Tawam Hospital 1st International
Respiratory Therapy Conference, Abu Dhabi,
United Arab Emirates*

Equipment for Noninvasive Ventilation
PEEP: Bringing the Evidence to the Bedside
Patient-Ventilator Synchrony with Pressure
Support Ventilation
Noninvasive and Invasive Ventilation for
Patients with Neuromuscular Disease
*54th International Respiratory Congress,
Anaheim, CA*

Dean Hess, PhD, RRT, FCCP, FAARC
Jessica Pang, BS
Carlos Camargo, MD
Survey of Noninvasive Ventilation Use
in US Emergency Departments
American Thoracic Society, Toronto, Canada

Jeanette Ives Erickson, RN, MS, FAAN
Creating a Professional Practice Model:
The Pathway to Clinical Excellence
*Nursing Development Conference, Dubai,
United Arab Emirates*

Dorothy Jones, RN, EdD, FAAN
Marian Jeffries, MSN, ACNS-BC, FNP-C
**Vivian Donahue, RN, MSN,
CCRN, ACNS-BC**
Sioban Haldeman, RN, MSN, ACNS-BC
Erin Cox, RN, MS, CCRN, ACNS-BC
**The MGH Clinical Nurse Specialist
Research Taskforce**

A Symposium: Development, Implementation
and Evaluation of Clinical Initiatives Designed
to Advance the Use of Standardized Nursing
Language, (NANDA, NIC, and NOC), in
Electronic Documentation Systems
*North American Nursing Diagnosis Association-
International Biennial Conference, Miami, FL*

**Robert Kacmarek, PhD, RRT,
FCCM, FCCP, FAARC**
Patient-Ventilator Synchrony and
Proportional Assist Ventilation
*14th International Symposium on Adult
Mechanical Ventilation, Sao Paulo, Brazil*

Patient-Ventilator Synchrony: The Options
Lung Recruitment, Why the Results
of Case Series Differ
Why So Many of the Ventilator Trials
in ARDS are Negative
Ventilators Used for NIV: Bilevel vs.
ICU Ventilators
Canadian Critical Care Forum, Toronto, Canada

PROFESSIONAL ACHIEVEMENTS · presentations

New Modes of Mechanical Ventilation

Make a Difference

Update on Weaning

13th International Conference on Mechanical Ventilation, Toledo, Spain

How I Set PEEP

Why the Results of Studies on

Lung Recruitment Differ

Non-Invasive Ventilation: Which Ventilator?

New Modes of Mechanical Ventilation:

Do They Make a Difference?

28th International Symposium on Intensive Care and Emergency Medicine, Brussels, Belgium

Management of ARDS, Randomized

Controlled Trials, Lung Recruitment,
and the Setting of PEEP

British Columbia Society for Respiratory Care Educational Forum, Victoria, Canada

Future Trends in Mechanical Ventilation

Application of Non-Invasive

Mechanical Ventilation

Lung Recruitment and the Setting of PEEP

14th Annual National Conference of the Indian Society of Critical Care Medicine, Bhopal, India

Danny Nunn, MS-CCC-SLP

Speech, Language and Swallow Therapy in

Tracheostomy Patients and Patients

Dependent on Mechanical Ventilation

Practical Considerations for Cuff Deflation

and Use of Speaking Valve in ICU Patients

Which Patients Should be Receiving

Speech, Language and Swallow

Evaluation in the ICU Setting

Fiber Optic Endoscopic Evaluation of

Swallowing in ICU Setting: SLP Findings

Panel Discussion Moderator, Mechanical

Ventilation: What a Speech Pathologist

Should Know, Parameters of Evaluation

for Tracheostomy Patients Dependent on

Mechanical Ventilation

XIII Brazilian Symposium of Intensive and Critical Care Medicine, Salvador, Bahia, Brazil

Ellen Robinson, RN, PhD

Judith Sullivan, RN, MSN, APRN-BC, NP

Mary Zwirner, RN, MSN, MSW, LICSW

Colleen Snyderman, RN, MS

Colleen Gonzalez, RN, MS, CNS-BC

Marion Phipps, RN, MS, FAAN

Vivian Donahue, RN, MSN, CNS-BC

Maria Winne, RN, MS

Sharon Brackett, RN, BS, CCRN

Susan Gavaghan, RN, MS, APRN, CNS-BC

A Proposed Model to Guide Clinical and

Ethical Decision-Making About

Cardiopulmonary Resuscitation:

A Continuum of Wellness to Dying

Yale International Nursing Ethics Conference,

Yale University, New Haven, CT

Ellen Robinson, RN, PhD

Keith Perleberg, RN, MDiv

Sara-Beth Asekoff, RN, BS

Jan Cameron-Calef, RNC

Bettyann Burns Britton, RN, BS

Marguerite Hamel-Nardozzi, MSW, LICSW

Katherine Craig-Comin, MSW, LICSW

Susan Sweeter, LICSW

Lisa Davies, RN, BSN, BA, CCRN

Surrogate Demands for Life-Sustaining

Treatment: Voices of Professional Caregivers

Yale International Nursing Ethics Conference, Yale University, New Haven, CT

Laura Sumner, MSN, MEd, MBA,

ANP-BC, ONC

Gail Alexander, BSN, CCRN, RN

Mary McAdams, MEd, RN-BC

Dorothy Jones, EdD, RNC, FAAN

Evaluation of the Drug Dosage Calculation

Guide on Registered Nurses' Multi-Step

Calculation Scores

Sigma Theta Tau International Honor Society of

Nursing, 19th International Nursing Research

Congress, Singapore

PROFESSIONAL ACHIEVEMENTS · poster presentations

state and regional

Ernie Chou, BS, RRT

Acute Respiratory Failure and Independent Lung Ventilation in an Adult with Spontaneous Gastro-Bronchial Fistula
Massachusetts Society of Respiratory Care, Sturbridge, MA

Anne Escher, MS, OTR/L

Lighting and Contrast: Environmental Issues for Older Adults
Massachusetts American Occupational Therapy Association Annual Conference, Westford, MA

Susan Lee, RN, PhD

Edward Coakley, RN, MSN, MA, MEd

Constance Dahlin, MSN, APRN-BC, ACHPN

Penny Ford-Carleton, RN, MS, MPA, MSc

An Evidence-Based RN Residency in Geropalliative Care
Boston College Palliative Care Nursing Conference, Chestnut Hill, MA

national

Maureen Aversa, RN, CPAN

Ruth Bryan, RN, MSN, CAPA

Scott Ciesielski, RN, MS

Daniel Dolan, BA

Judith Lynch, RN, BSN

Teresa MacDonald, RN, MSN, CCRN

Edward George, MD, PhD
POD Pilot Project: A Collaborative Approach to Optimize Patient Care
27th National Conference of the American Society of PeriAnesthesia Nurses, Dallas, TX

Anne-Marie Barron, RN, PhD, CS

Amanda Coakley, RN, PhD

Rona Earl, RN

Ellen Fitzgerald, RN, MS

Dorothy Jones, RNC, EdD, FAAN

Mirta Leyva-Coffey, RN

Ellen Mahoney, RN, DNS, FGSA

Ann O'Sullivan, RN, OCN

Jacqueline Somerville, RN, PhD(c)

Laura Phelps, RN

Integrating Therapeutic Touch in Nursing Practice on an Inpatient Oncology and Bone Marrow Transplant Unit
2008 National State of the Science Congress, Council for the Advancement of Nursing Science, Washington, DC

Rebecca Brendel, MD, JD

Grace Good, RN, APRN, BC

Karon Konner, MSW, LICSW

Team 5 at the Massachusetts General Hospital: Caring for the Psychosocially Complex, Long-Length of Stay Medical Inpatient
Academy of Psychosomatic Medicine Annual Conference, Miami, FL

Diane Carroll, RN, PhD, FAAN

Colleen Gonzalez, RN, CNS, BC

Visiting Preferences of Cardiovascular Patients
Eastern Nursing Research Society Scientific Sessions, Philadelphia, PA

Diane Carroll, RN, PhD, FAAN

Ellen Mahoney, DNSc, RN

The Antecedents to Integration After a Cardiovascular Event
Eastern Nursing Research Society Scientific Sessions, Philadelphia, PA

Diane Carroll, RN, PhD, FAAN

Patricia C. Dykes, DNSc, RN
Ann C. Hurley, DNSc, RN
Angela Benoit, BA
Lana Tsurikova, MS
Kerry McColgan, BS
Translating Fall Risk Status into Interventions to Prevent Patient Falls
Annual Meeting of the American Academy of Nursing, Scottsdale, AZ

Amy Corevelyn, MSW, LICSW

The Complex Experience of a Head and Neck Patient Through the Lens of the Social Worker
2008 AOSW Conference, Louisville, KY

Susan Croteau, RN, BSN

Sharon Kelly-Sammon, RN, BSN, CCRN, CPAN

The Making of a "Did You Know . . .?" Poster
American Nurses Credentialing Center National Magnet Conference, Salt Lake City, UT

Deborah D'Avolio, APRN-BC, PhD

Factors Influencing Inner City Older Adults' Non-Urgent Emergency Department Visits
Eastern Nursing Research Society, Philadelphia, PA

Access to Care & HRQOL Among Older Adults Using the Emergency Department for Non-Urgent Care
The John A. Hartford Foundation Interdisciplinary Scholars Communications Conference, Chicago, IL

Thomas Drake, BA

Stephanie Cooper, BA

Developing and Implementing Training Plans for Tools to Improve Patient Throughput at a Large Academic Medical Center
National Nursing Staff Development Organization Conference, Minneapolis, MN

Ann Haywood-Baxter, MDiv, BCC

Bedside Prayer Journals and Care Notes for Newborn ICU Patients and Families
Pediatric Chaplains Network Forum, Richmond, VA

Jessie Hubbard, RN, BSN

Mary Louise Kelleher, RN, MS

Kristen Weber
Family-Centered Rounding
National Initiative of Children's HealthCare Quality, Miami, FL

Elizabeth Johnson, RN, MSN, AOCN, AOCNS

An Integrated Education Program to Support Evidence-Based Oncology Nursing Practice
Oncology Nursing Society Annual Congress, Philadelphia, PA

Karen Lipshires, RN-BC, MS-HMP

Let's Look at what Really Happened: Staff Participation in Case Reviews
American Nurses Credentialing Center National Magnet Conference, Salt Lake City, UT

Michele Lucas, MSW, LICSW

Noreen Leahy, RN, MS, CS
April Eichler, MD
The Impact of Diagnosis and Treatment on the High-Grade Brain Tumor Family
Society of Neuro Oncology, Las Vegas, NV

PROFESSIONAL ACHIEVEMENTS · poster presentations

Catherine Mannix RN, MSN, OCN
Mimi Bartholomay RN, MSN, AOCN
Margaret Barton-Burke, RN, PhD
Mary-Elizabeth Bilodeau, RN, MS, CCRN, CCNS, CS, BC
Robin Delaney, RN, BSN, OCN
Carol Doherty, RN, BSN, OCN
Maryellen Lewis, RN, BSN, OCN
A Feasibility Study of Low-Cost Patient-Administered Skin Care Intervention Among Head and Neck Cancer Patients Receiving Chemo-Radiation
Annual Congress of the Oncology Nursing Society, Philadelphia, PA

Jeanne McHale, RN, MSN
Monique Mitchell, APRN, BC
Jennifer Repper-DeLisi, APRN, BC
Mary Lussier-Cushing, APRN, BC
Beth Nagle, RN, MSN
Theodore Stern, MD
Using Simulation Sessions to Improve the Recognition, Evaluation, and Management of Patients With an Altered Mental Status
Academy of Psychosomatic Medicine Conference, Miami, FL

Monique Mitchell, APRN, BC
Jill Pedro, RN, APRN, MSN, BCN
Joanne Empoliti, APRN, BC
Kathleen Myers, APRN, MSN, BC
Fareeda Mahmoud, APRN BC
Mary Lussier-Cushing, APRN, BC
Barbara Lakatos, APRN, BC
Robin Lipkis-Orlando, RN, MS, CS
Jennifer Repper-Delisi, RN, MS
Improving Staff Satisfaction and Ability to Identify Delirium on an Orthopedic Service
National Association of Orthopedic Nurses, 28th Annual Congress, San Jose, CA

Lisa Morrissey, RN, MBA, CNOR
Scott Ciesielski, RN, MS
Clinical Dashboards: Transforming Nursing Practice and Work Environments
The Center for American Nurses Lead Summit, Washington, DC

Matthew Nippins, PT, DPT, CCS
Moderator Platform Presentation – Exercise Studies in Cystic Fibrosis
North American Cystic Fibrosis Conference, Orlando, FL

Jill Pedro, RN, APRN, MSN, BC
Kathleen Myers, RN, MSN, APRN, BC
Joanne Empoliti, RN, MSN, APRN, BC
Improving Staff Satisfaction and Ability to Identify Delirium on an Orthopedic Service
National Association of Hispanic Nurses, 33rd Annual Conference, Boston, MA

Laurel Radwin, RN, PhD
Gail Wilkes, MS, AOCN
Howard J. Cabral, PhD
Effects of Patient-Centered Oncology Care on Desired Patient Outcomes
American Psychosocial Oncology Society Annual Meeting, Irvine, CA

Barbara Roberge, APRN, BC, PhD
Ellen Mahoney, RN, DNS
Identification of Nurses' Concerns: The Basis of Improving Geriatric Sensitive Quality Indicators for Vulnerable Hospitalized Older Adults
National Conference, Council for the Advancement of Nursing Science, Washington, DC
National Conference, Gerontological Society of America, National Harbor, MD

Daisy Sapolsky, MS, CCC-SLP
Paige Nalipinski, MS, CCC-SLP
Akram Bakkour, BS
Aly Negreira, BA
David Caplan, MD, PhD
Bradford Dickerson, MD
Phenotypes of the Frontotemporal Dementias: A Speech-Language Pathologist's Primer
American Speech, Language & Hearing Association, Annual Convention, Chicago, IL

Amanda Stefanczyk, RN, MSN, MBA
Ellen Cellini, RN, BSN, CMSRN
Pamela Francoeur, RN, BSN
Tiana Bellone, RN, BSN
Valerie Murano, RN, BSN
Nurses Participate in Presenting Their Patients in Morning Rounds
American Organization of Nurse Executives National TCAB Meeting, San Francisco, CA

Amanda Stefanczyk, RN, MSN, MBA
Colleen Doherty, RN, BSN
Moving High-Use Supplies to the Bedside
American Organization of Nurse Executives National TCAB Meeting, Chicago, IL

Amanda Stefanczyk, RN, MSN, MBA
Susan Kilroy, RN, MS
Colleen Doherty, RN, BSN
Michelle O'Laughlin, RN, BSN, CMSRN
Frequent Rounding by Patient Care Associates
American Organization of Nurse Executives National TCAB Meeting, Dallas, TX

Elise Townsend, PT, PhD
Physical Therapy Management of Patients with Duchene Muscular Dystrophy – A Systematic Review
American Physical Therapy Association, Combined Sections Meeting, Nashville, TN

Effects of Aquatic Aerobic Exercise on Endurance, Functional Mobility and Participation in a Child with Cerebral Palsy: A Single Subject Design
American Physical Therapy Association National Meeting, San Antonio, TX

international

Neila Altobelli, BA, RRT
Evaluation of Multi-Disciplinary Guidelines and a Dedicated Respiratory Therapist on the Care of Patients with a Tracheostomy
54th International Respiratory Congress, Anaheim, CA

Neila Altobelli, BA, RRT
Le Tanya Taylor, MS, RRT
Gloria Mendez-Carcamo, RRT
Susan LaGambina, RRT
Marian Jeffries, MSN
Susan Gavaghan, MSN
June Williams, MS, CCC-SLP
Matthew Hutter, MD, MPH
Suzanne Sokal, MSPH
Tessa Goldsmith, MA

Dean Hess, PhD, RRT, FCCM, FAARC
Evaluation of Multi-Disciplinary Guidelines and a Dedicated Respiratory Therapist on the Care of Patients With a Tracheostomy
54th International Respiratory Congress, Anaheim, CA

Daniel Chipman BS, RRT
Andrew Marchese
Robert Kacmarek, PhD, RRT, FCCM, FCCP, FAARC
Measurement of Respiratory Mechanics by ICU Ventilators
54th International Respiratory Congress, Anaheim, CA

Amanda Coakley, RN, PhD

Jacqueline Somerville, RN, PhD

Rosemary O'Malley, RN

Implementing a Problem-Oriented
Nursing Documentation System in
an Academic Hospital

*North America Nursing Diagnosis Association-
International Biennial Conference, Miami, FL*

Andrew Marchese

Demet Suleymanci, MD

Dan Chipman, BS, RRT

Jesus Villar, MD, PhD

Robert Kacmarek, PhD, RRT,

FCCM, FCCP, FAARC

Triggering and Initial Gas Delivery of Current
ICU Ventilators in Pressure Support

*54th International Respiratory Congress,
Anaheim, CA*

Jessica Pang, BS

Dean Hess, PhD, RRT, FCCP, FAARC

Carlos Camargo, MD

A Survey of Heliox Use in Academic Emer-
gency Departments in the United States.

*54th International Respiratory Congress,
Anaheim, CA*

Laura Sumner, MSN, MEd, MBA,

ANP-BC, ONC

Sheila Burke, MSN

Lin-Ti Chang, MSN, RN-C,

ANP-BC, CCRN

Mary McAdams, MEd, RN-BC

Dorothy Jones, EdD, RNC, FAAN

Evaluation of Basic Arrhythmia Knowledge
Retention and Clinical Application by
Registered Nurses

*19th International Nursing Research
Congress Focusing on Evidence-Based Practice,
Sigma Theta Tau International Honor Society
of Nursing, Singapore*

Walter Zawacki, RN, NP

Wound Dehiscence or Failure to Heal

Following Venous Access Port Placement in
Patients on Bevacizumab (Avastin®) Therapy

*Cardiovascular and Interventional Radiologic
Society of Europe Annual Meeting,
Copenhagen, Denmark*

state and regional

Jean Ashland, PhD, CCC-SLP

Adjunct Clinical Faculty, Department of Communication Disorders, MGH Institute of Health Professions

Gaurdia Banister, RN, PhD

*Clinical Assistant Professor, MGH Institute of Health Professions
Member, MGH Institute of Health Professions Board of Trustees, Academic and Student Affairs Committee
Clinical Scholar, Boston College*

Paul Bartush, BS, MM, CAVS

Area Chair, Massachusetts Association of Directors of Healthcare Volunteer Services Chair, Education Committee, Massachusetts Association of Directors of Healthcare Volunteer Services

Howard Blanchard, RN, MS, MEd, ACNS-BC, CEN

Representative, Stroke Hospital Care Advisory Committee, Eastern Nursing Association, for the Massachusetts Department of Public Health

Andrea Bonanno, PT, DPT, GCS

Member, Nominations Committee, Massachusetts Chapter, American Physical Therapy Association of Massachusetts

Virginia Capasso, ANP-BC, PhD

*Visiting Scholar, Connell School of Nursing, Boston College
Assistant Clinical Professor, MGH Institute of Health Professions*

Deborah D'Avolio, APRN-BC, PhD

*Adjunct Associate Professor, Northeastern University School of Nursing
Adjunct Assistant Professor, Emergency Medicine, Boston University, School of Medicine
Member, PhD Advisory Board, Northeastern University School of Nursing
Consultant, HRSA Geriatric Grant, University of Massachusetts, Worcester*

Robert Dorman, PT, DPT, GCS

Member, Education Committee, American Physical Therapy Association of Massachusetts

Abby Folger, PT, DPT

Assembly Representative, Southern Metro District, American Physical Therapy Association of Massachusetts

Martha Garlick, PT, DPT, MS, CCS

*Representative, Northern Metropolitan District Chief Assembly, American Physical Therapy Association of Massachusetts
Member, Legislative Committee, American Physical Therapy Association of Massachusetts
Federal Affairs Liaison, American Physical Therapy Association of Massachusetts*

Amy Hanson, PT, DPT, MSPT

Transitional Doctor of Physical Therapy, MGH Institute of Health Professions

Jeanette Ives Erickson, RN, MS, FAAN

*Clinical Professor of Nursing, Massachusetts College of Pharmacy and Health Science, School of Nursing
Instructor, Obstetrics, Gynecology, and Reproductive Biology, Harvard Medical School, Boston, MA
Clinical Assistant Professor, Adjunct Faculty, MGH Institute of Health Professions, Boston, MA
Visiting Scholar, Boston College School of Nursing, Boston, MA
Member, Harvard Humanitarian Initiative Executive Committee, Harvard University
Member, Board of Directors, The Benson-Henry Institute for Mind Body Medicine, Boston, MA
Member, Board of Directors and Senior Associate, The Institute for Nursing Healthcare Leadership, Boston, MA
Member, Massachusetts Association of Registered Nurses, Boston, MA
Chairperson, Chief Nurse Council, Partners HealthCare System, Inc., Boston, MA
Consultant, Spaulding Rehabilitation Hospital, Boston, MA
Co-Chairperson, Host Committee, Celebrations of Women in Health Care, Kenneth B. Schwartz Center, Boston, MA*

Karon Konner, MSW, LICSW

Member, Alumni Board, Simmons Graduate School of Social Work

Susan Lee, RN, PhD

Visiting Scholar, Boston College

Kelly Macauley, PT, DPT, GCS

Adjunct Faculty Member, Bay State College

Jennifer Neveu, PT, DPT, GCS

Chair, Nominating Committee, American Physical Therapy Association of New Hampshire

June Peterson, RN, BSN

President Elect, Northeast Chapter, Organization of Nurse Educators, National Nurse Staff Development Organization

Lynn Sullivan, BS, RRT, NPS

Adjunct Faculty in Respiratory Care, Northern Essex Community College

Philip Waithe, RN

Member, Board of Registration in Nursing

national

Joanna Akladiss, MS, OTR/L, CHT

Member, Editorial Advisory Board, Today in OT

Howard Blanchard, RN, MS, MEd, ACNS-BC, CEN

Member, Membership Committee, National Association of Clinical Nurse Specialists

Virginia Capasso, ANP-BC, PhD

Member, Advisory Board, Elsevier, US Nursing and Health Profession Journal

Deborah D'Avolio, APRN-BC, PhD

*Board Member, Clinical Practice Committee, National Gerontological Nursing Association
Abstract Reviewer, National Gerontological Nursing Association*

Patricia Fitzgerald, RN, MSN

Member, Advisory Board, Elsevier, US Nursing and Health Profession Journal

Martha Garlick, PT, DPT, MS, CCS

Elected Delegate, House of Delegates, American Physical Therapy Association

Jane Harker, RN, MS, BSN, CGRN

Member, Board of Directors, Society of Gastroenterology Nurses and Associates

Dean Hess, PhD, RRT, FCCP, FAARC

Editor in Chief, Respiratory Care

Jeanette Ives Erickson, RN, MS, FAAN

Fellow, American Academy of Nursing, Washington, DC
Member, National Advisory Council on Nurse Education and Practice, US Department of Health and Human Services Administration, Washington, DC
Founding Member and Inaugural Chair, CNO Research Council, Health Workforce Solutions, LLC
Member, Board of Directors, Nurse Leadership Association, Robert Wood Johnson Executive Nurse Fellows Program, Princeton, NJ
Member, Online Journal of Issues in Nursing, Editorial Review Board, Kent, OH
Member, American Nurses Association, Washington, DC
Member, Editorial Advisory Board, Nursing 2008
Member, Editorial Review Board, Journal of Nursing Administration, Annual Nursing Research Issue
Member, Advisory Panel, Licensed to Care – Nursing in the 21st Century, Crosskeys Media, Santa Barbara, CA

Elizabeth Johnson, RN, MSN, AOCN, AOCNS

Member, Test Development Team, Advanced Oncology Nursing Certification Examination, Oncology Nursing Certification Corporation
Member, Nominating Committee, Oncology Nursing Society

Matthew Nippins, PT, DPT, CCS

Abstract Reviewer, PT/RT Section, North American Cystic Fibrosis Conference

Kristin Parlman, PT, DPT, NCS

Manuscript Reviewer, Journal of Neurologic Physical Therapy, American Physical Therapy Association, Neurology Section
Member, Awards Committee, American Physical Therapy Association, Neurology Section
Representative, Neurology Section, American Physical Therapy Association
Consensus Conference

Gayle Peterson, RN

Member, House of Delegates, American Nurses Association

Constance Roche, MSN, ANP, BC

Member, Board of Trustees, National Consortium of Breast Centers

Arlene Schiro, RN, MA, CS, NP

Chair, Pulmonary Hypertension Resource Network
Chair, Pulmonary Hypertension Association
Member, Board of Directors, Pulmonary Hypertension Association

international

Diane Carroll, RN, PhD, FAAN

Member, Council of Cardiovascular Nurses, European Society of Cardiology
Member, Allied Professionals' Education Committee, European Society of Cardiology

Jeanette Ives Erickson, RN, MS, FAAN

Co-Chair, CNO-Dean Advisory Council, Sigma Theta Tau International
Member, Communication Expert Panel, Joint Commission International Center for Patient Safety, The Joint Commission and Joint Commission Resources
Senior Nurse Consultant, Mentor for Chief Nurse, Project Hope, Basrah Children's Hospital, Basrah, Iraq
Chairperson, Massachusetts General Hospital Center for Global Health
Executive Committee, Boston, MA
Member, Editorial Review Board, Worldviews on Evidence-Based Nursing, London England

PROFESSIONAL ACHIEVEMENTS · publications

authorship of books and chapters in books

Gaurdia Banister, RN, PhD

Chapter: Process
*Nurse Executive:
The Four Principles of Management*
Dewey

Barbara Chase, RN, APRN, BC, ANP, NP

Chapter: Diabetes in Adults and Children
Teaching Strategies for Health Education
Jones & Bartlett

Peggy Doyle Settle, RNC, PhD(c)

Chapter: Nursing Ethics and
Advanced Practice: Neonatal Issues
*Nursing Ethics and Professional Responsibility
in Advanced Practice*
Jones & Bartlett

Jeanette Ives Erickson, RN, MS, FAAN

Chapter: Relationships:
The Importance of a Staff-Friendly Culture
*Smart Nursing: Nurse Retention & Patient
Safety Improvement Strategies*
Springer Publishing

Chapters: Nursing Satisfaction in the
Professional Practice Environment; Professional
Practice Model; Staffing Effectiveness
Nursing Leadership: A Concise Encyclopedia
Springer Publishing

Taryn Pittman, MSN, RN-BC

Chapter: Teaching Tools
*Teaching Strategies for Health Education and
Health Promotion: Working with Patients,
Families and Communities*
Jones & Bartlett

Robert Wilkens, MS, RRT
James Stoller, MD
**Robert Kacmarek, PhD, RRT,
FCCM, FCCP, FAARC**
Egan's Fundamentals of Respiratory Care, 9th Ed
Mosby Elsevier

James Zachazewski, DPT, PT/ATC, SCS
David Magee
William Quillen
*Pathology and Intervention
in Musculoskeletal Rehabilitation*
Saunders

articles

Paul Arnstein, RN, PhD
The Joint Commission: New Name, Look,
Leadership and Standards
ASPMN Pathways

Paul Arnstein, RN, PhD
Will Rowe, CEO
Russell Portenoy, MD
Aaron Gilson, MS, MSSW, PhD
Micke Brown, RN, BSN
Howard Heit, MD, FACP, FASAM
Perry Fine, MD
Todd Sitzman, MD, MPH
Scott Fishman, MD
Report: Provider Prescribing Patterns
and Perceptions: Identifying Solutions
to Build Consensus on Opioid Use
in Pain Management
American Pain Foundation

Jean Ashland, PhD, CCC-SLP
Dysphagia in the NICU Setting:
A Multidisciplinary Approach to Management
*Early Childhood Services: An Interdisciplinary
Journal of Effectiveness*

Anne-Marie Barron, RN, PhD, CS
Amanda Coakley, RN, PhD
Ellen Fitzgerald, RN, MS
Ellen Mahoney, RN, DNS, FGSA
Promoting the Integration of Therapeutic
Touch in Nursing Practice on an Inpatient
Oncology and Bone Marrow Transplant Unit
International Journal for Human Caring

Maria Paula Caramenz, MD, PhD
Eriko Miyoshi, MD
R. Scott Harris, MD
**Robert Kacmarek, PhD, RRT,
FCCM, FCCP, FAARC**
Atul Malhotra, MD
Gas Exchange Impairment Induced by
Open Suctioning in Acute Respiratory Distress
Syndrome: Impact of Permissive Hypercapnia
Critical Care Medicine

Diane Carroll, RN, PhD, FAAN
Glenys Hamilton, RN, DNSc
Long-Term Effects of Implanted
Cardioverter Defibrillators in Health Status,
Quality of Life and Psychological State
American Journal of Critical Care

Daniel Chipman, BS, RRT
Maria Caramenz, MD
Eriko Miyoshi, MD
Joseph Kratochvil, RRT
**Robert Kacmarek, PhD, RRT,
FCCM, FCCP, FAARC**
Performance Comparison of 15
Transport Ventilators
Respiratory Care

Deborah D'Avolio, APRN-BC, PhD
James Feldman, MD
Patricia Mitchell, RN, BSN
Neville Strumpf, RN, PhD
Access to Care and Health Related
Quality of Life Among Older Adults with
Non-Urgent Emergency Department Visits
Geriatric Nursing

Barbara Farrell, RN, MS, MJ
Becky Pomrenke, RN, MSN, CNL
Jeri Heinzel, RN
Amanda Stefanczyk, RN, MSN, MBA
Transforming Care at the Bedside:
Three Hospitals' Journeys
Voice of Nursing Leadership

Juliana Ferreira, MD
Daniel Chipman, BS, RRT
**Robert Kacmarek, PhD, RRT,
FCCM, FCCP, FAARC**
Trigger Performance of Mid-Level ICU
Mechanical Ventilators During
Assisted Ventilation: A Bench Study
Intensive Care Medicine

Tessa Goldsmith, MA, CCC-SLP
Observations on Cancer Treatment
and Rehabilitation
Audio-Digest Otolaryngology

Jeanne Hathaway, MD, MPH
Bonnie Zimmer, LICSW
Georgianna Willis, PhD
Jay Silverman, PhD
Perceived Changes in Health and Safety
Following Participation in a Health Care-Based
Domestic Violence Program
Journal of Midwifery & Women's Health

Dean Hess, PhD, RRT, FCCP, FAARC
Luca Bigatello, MD
The Chest Wall in Acute Lung Injury/Acute
Respiratory Distress Syndrome
Current Opinion Critical Care

Dean Hess, PhD, RRT, FCCP, FAARC
Aerosol Delivery Devices in the
Treatment of Asthma
Respiratory Care

Todd Hultman, MD
Elizabeth Keene Reder, MA
Constance Dahlin, RN, APRN, BC, PCM
Improving Psychological and Psychiatric
Aspects of Palliative Care: The National
Consensus Project and The National Quality
Forum Preferred Practices for Palliative and
Hospice Care
Omega-The Journal of Death and Dying

Ann Hurley, RN, DNSc, FAAN
Jeffrey Rothschild, MD, MPH
Mary Lou Moore, RN, MS
Colleen Snyderman, RN, MSN
Patricia Dykes, RN, DNSc
Sofronia Fotakis, MSW, LICs
A Model of Recovering Medical Errors in the
Coronary Care Unit
Heart and Lung

Jeanette Ives Erickson, RN, MS, FAAN
Marianne Ditomassi, RN, MSN, MBA
Dorothy Jones, RN, EdD, FAAN
Interdisciplinary Institute for Patient Care:
Advancing Clinical Excellence
Journal of Nursing Administration

Jeanette Ives Erickson, RN, MS, FAAN
Joyce Clifford, RN, PhD, FAAN
Building a Foundation for Nurse-Physician
Collaboration
CRICO/RMF Forum

Jeanette Ives Erickson, RN, MS, FAAN
Ann Daniels, PhD, LICSW
Mary Ellin Smith, RN
Carmen Vega-Barachowitz, CCC-SLP
Recognizing Clinical Excellence at all
Levels of Practice: a Multidisciplinary
Clinical Recognition Program
Journal of Nursing Administration

Yandong Jiang, MD
Yafen Liang, MD
Robert Kacmarek, PhD, RRT,
FCCM, FCCP, FAARC
The Principle of Upper Airway Unidirectional
Flow Facilitates Breathing in Humans
Journal of Applied Physiology

Robert Kacmarek, PhD, RRT,
FCCM, FCCP, FAARC
Counterpoint: High-Frequency Ventilation is/
is not the Optimal Physiological Approach to
Ventilate ARDS Patients
Journal of Applied Physiology

Mary Larkin, RN, MS
Virginia Capasso, ANP-BC, PhD
Chien-Lin Chen, BS
Ellen Mahoney, DNSc, RNCS
Barbara Hazard, PhD, RN, FAAN
Enrico Cagliero, MD
David Nathan, MD
Measuring Psychological Insulin Resistance:
Barriers to Insulin Use
The Diabetes Educator

Mary Larkin, RN, MSN, CDE
Chelby Cierpial, RN, MSN, APRN, BC
Joan Stack, RN, BSN, MS
Victoria Morrison, RN, PhD, CIC
Catherine Griffith, RN, CNS, APRN,
BC, CCRN
Empowerment Theory in Action:
The Wisdom of Collaborative Governance
Online Journal of Issues in Nursing

Susan Lee, RN, PhD
Bessie Manley, RN, MPA/HA
Nurse Director Rounds to
Ensure Service Quality
The Journal of Nursing Administration

Yafen Liang, MD
William Kimball, MD, PhD
Robert Kacmarek, PhD, RRT,
FCCM, FCCP, FAARC
Warren Zapol, MD
Yandong Jiang, MD, PhD
Nasal Ventilation is More Effective than
Combined Oral-Nasal Ventilation
During Induction of General Anesthesia
in Adult Subjects
Anesthesiology

Michele Lucas, MSW, LICSW
S.E.A.R.C.H.ing for Control (Simplify,
Simplify, Simplify; Educate Self and Others;
Ask for and Accept Help; Redefine Life;
Control Whatever Able; Hunt for Satisfaction)
Coping Magazine

Hypervigilance: Your State of
Mind Can Affect Your Quality of Life
Coping Magazine

Andrew Marchese
Daniel Chipman, BS, RRT
Pedro de la Oliva, MD
Robert Kacmarek, PhD, RRT,
FCCM, FCCP, FAARC
Adult ICU Ventilators to Provide Neonatal
Ventilation: A Lung Simulator Study
Intensive Care Medicine

Theresa Michel, PT, DPT, MS, DSc, CCS
Understanding Type II Diabetes: Prevention
and Management – The Physical
Therapy Perspective
PT Magazine

Anne Muller, RN, CNS, MSN
Aaron Bell, RN, CRNP, MSN
Electrolyte Update: Potassium,
Chloride and Magnesium
Nursing 2008 Critical Care

Lynn Oertel, RN, MS, ANP-C
Contributing editor, Oral Anticoagulation
Patient Self-Testing: Consensus Guidelines
for Practical Implementation
Managed Care

Ashli Owen-Smith, SM
Jeanne Hathaway, MD, MPH
Maria Roche, APRN, BC
Marie Elena Gioiella, MSW, LICSW
Denise Whall-Strojway, RN
Jay Silverman, PhD
Screening for Domestic Violence in an
Oncology Clinic: Barriers and Potential Solutions
Oncology Nursing Forum

Robert Owens, MD
Dean Hess, PhD, RRT, FCCP, FAARC
Atul Malhotra, MD Jose Venegas, PhD
R. Scott Harris, MD
Effect of the Chest Wall on Pressure-Volume
Curve Analysis of Acute Respiratory Distress
Syndrome Lungs
Critical Care Medicine

Robert Owens, MD
William Stigler, MD
Dean Hess, PhD, RRT, FCCP, FAARC
Do Newer Monitors of Exhaled Gases,
Mechanics, and Esophageal Pressure Add Value?
Clinical Chest Medicine

PROFESSIONAL ACHIEVEMENTS · publications

Parthak Prodhan, MD
Reynaldo Dela Rosa, MD
Maria Shubina, MSc
Kenan Haver, MD
Benjamin Matthews, MD
Sarah Buck, RN

**Robert Kacmarek, PhD, RRT,
FCCM, FCCP, FAARC**

Natan Noviski, MD
Wheeze Detection in the Pediatric Intensive
Care Unit: Comparison among Physicians,
Nurses, Respiratory Therapists, and a
Computerized Respiratory Sound Monitor
Respiratory Care

Jennifer Repper-DeLisi, RN, APRN, MS, BC

Theodore Stern, MD

Monique Mitchell, APRN, BC

Mary Lussier Cushing, APRN, BC

Barbara Lakatos, APRN, BC

Gregory Ficcionone, MD

Joan Quinlan, MPA

Martha Kane, PhD

Rhodes Berube, MPH

Mark Blais, PsyD

Virginia Capasso, ANP-BC, PhD

Firdosh Pathan, RPh, MS

Andrew Karson, MD

Michael Bierer, MD, MPH

Successful Implementation of an
Alcohol-Withdrawal Pathway in
a General Hospital

Psychosomatics

Guilherme Schettino, MD, PhD
Neila Altobelli, BA, RRT

**Robert Kacmarek, PhD, RRT,
FCCM, FCCP, FAARC**

Noninvasive Positive-Pressure Ventilation in
Acute Respiratory Failure Outside Clinical
Trials: Experience at the Massachusetts
General Hospital
Critical Care Medicine

Ulrich Schmidt, MD, PhD

Dean Hess, PhD, RRT, FCCP, FAARC

Jean Kwo, MD

Susan Lagambina, RRT

Elise Gettings, RN

Farah Khandwala, MD

Luca Bigatello, MD

H. Thomas Stelfox, MD, PhD

Tracheostomy Tube Malposition in
Patients Admitted to a Respiratory Acute
Care Unit Following Prolonged Ventilation
Chest

Ulrich Schmidt, MD, PhD

Kanya Kumwilaisak, MD

Edward Bittner, MD, PhD

Edward George, MD, PhD

Dean Hess, PhD, RRT, FCCP, FAARC

Effects of Supervision by Attending
Anesthesiologists on Complications of
Emergency Tracheal Intubation
Anesthesiology

Katrina Scott, MDiv, BCC

Mary Martha Thiel, MDiv, BCC

**Constance Dahlin, RN, MSN,
APRN, BC, ACHPN**

The National Agenda for Quality Palliative
Care: The Essential Elements of Spirituality
in End-of-Life Care
Chaplaincy Today

Tasnim Sinuff, MD, PhD

Deborah Cook, MD, MSc

Sean Keenan, MD, MSc

Karen Burns, MD, MSc

Neill Adhikari, MDCM, MSc

Graeme Rocker, MHSc, DM, FRCP, DRCPC

Sangeeta Mehta, MD

**Robert Kacmarek, PhD, RRT,
FCCM, FCCP, FAARC**

Kevin Eva, PhD

Nicholas Hill, MD

Noninvasive Ventilation for Acute Respiratory

Failure Near the End of Life

Critical Care Medicine

Alison Snow, LCSW

Jocelyn Warner Walls, LICSW

Felice Zilberfein, PhD

The Increase of Treatment Options at The End
of Life: Impact on the Social Work Role in an
Inpatient Hospital Setting
Social Work in Healthcare

Samuel Soares, MD

Ramon Oliveira, MD

Silvia Franca, MD

Susan Rezende, MD

Drago Dragosavac, MD

**Robert Kacmarek, PhD, RRT,
FCCM, FCCP, FAARC**

Carlos Carvalho, MD

Continuous Positive Airway Pressure Increases

Inspiratory Capacity of COPD Patients

Respirology

Konstantinos Spaniolas, MD

George Velmahos, MD

Christopher Kwolek, MD

Alice Gervasini, RN, PhD

Marc de Moya, MD

Hasan Alam, MD

Bedside Placement of Removable Vena Cava
Filters Guided by Intravascular Ultrasound in
the Critically Injured
World Journal of Surgery

Konstantinos Spaniolas, MD

George Velmahos, MD

Stephan Wicky, MD

Karen Nussbaumer, RDMS, RVT

Laurie Petrovick, MS

Alice Gervasini, RN, PhD

Marc de Moya, MD

Hasan Alam, MD

Is Upper Extremity Deep Venous Thrombosis
Under Diagnosed in Trauma Patients?
American Surgeon

Amanda Stefanczyk, RN, MSN, MBA

Nurses Participate in Presenting Patients in
Rounds, Part 2

American Journal of Nursing

Nurses Participate in Presenting Their Patients
in Morning Rounds: The First Test of Change
was More Complex Than Anticipated
American Journal of Nursing

Implementing TCAB on White 10:
A Retreat Can Advance Care
American Journal of Nursing

Transforming Care at Mass General
American Journal of Nursing

H. Thomas Stelfox, MD, PhD

Claudia Crimi, MD

Lorenzo Berra, MD

Alberto Noto, MD, PhD

Luca Bigatello, MD

Dean Hess, PhD, RRT, FCCP, FAARC

Determinants of Tracheostomy Decannulation:

An International Survey

Critical Care

Joel Weissman, PhD

Eric Schneider, MD, MSc

Saul Weingart, MD, PhD

Arnold Epstein, MS, MA

JoAnn David-Kasdan, RN, MS, SM

Sandra Feibelmann, MPH

Catherine Annas, MD

Nancy Ridley, MS

Leslie Kirle, MPH

Constantine Gatsonis, PhD

Comparing Patient-Reported Hospital Adverse

Events with Medical Record Review: Do Patients

Know Something that Hospitals Do Not?

Annals of Internal Medicine

Myra Woolery, RN, MN, CPON

Annette Bisanz, RN, BSN, MP

Hannah Lyons, RN-BC, MSN, AOCN

Lindsay Gaido, RN, MSN

Mary Yenulevich, RN, BSN, OC

Stephanie Fulton, MS

Susan McMillan, PhD,

ARNP, FAAN

Putting Evidence Into Practice:

Evidence-Based Interventions for the

Prevention and Management of

Constipation in Patients with Cancer

Clinical Journal of Oncology Nursing

NURSE SCIENTIST ADVANCEMENT MODEL

The MGH Nurse Scientist Advancement Model was launched in 2007 to provide doctorally prepared nurses with protected time to advance their research agenda. Administered by The Yvonne L. Munn Center for Nursing Research, the model delineates three levels of nursing research expertise: associate nurse scientist, nurse scientist, and senior nurse scientist, and is highly adaptable to meet the needs of each clinician or researcher.

APPOINTMENTS

associate nurse scientist

Mary Jane Costa, RN, PhD

Jacqueline Somerville, RN, PhD

nurse scientist

Virginia Capasso, ANP-BC, PhD

Amanda Coakley, RN, PhD

Barbara Roberge, RN, PhD

Patricia Arcari, RN, PhD

Ellen Robinson, RN, PhD

Donna Perry, RN, PhD

Paul Arnstein, RN, PhD

Deborah D'Avolio, APRN-BC, PhD

PROFESSIONAL ACHIEVEMENTS · volunteer hours

MGH is fortunate to have more than 1,400 volunteers each year who provide countless and valuable services to patients and staff throughout the hospital. They can be found in a variety of settings, from greeting patients when they first arrive at MGH to escorting them to transportation after discharge. Although the volunteers come from all age groups, backgrounds and experiences, they share a commitment to making a difference at MGH. In 2008, many volunteers reached significant milestones for the total number of hours they have served the MGH community.

100+

Andrea Alberg
Abdi Ali
Diana Aycinena
Janet Baker
Genci Bala
Robin Bard
Lisa Bartlett
Wendy Bazari
Hal Berman
Susan Blankenship
Jennifer Calabrese
Paula Capraro
Maggie Carvan
Matt Chavlovich
Joshua Claunch
Ross Cleveland
Maryellen Collins
Elizabeth Cunningham

Charley Davidson
Liliana Difabio
Andrea Dimanno
Sanja Djurdjevic
Kristen Donohue
Dorothy Donovan
Sanford Evans
Armando Fernandez
Katie Gagne
Carmen Garcia
Eloisa Garcia
Bassem Ghali
Rose Gibbons
Meghan Gregory
Kieron Gyles
Barbara Haley
Daniel Hartnett
Danielle Heck

Elizabeth Holt
Jacob Humphries
Irene Jackmauh
Penelope Jeffers
Kristine Johnson
Deborah Jones Cerretani
Richard Keyes
Kris Kitamura
Irina Knyshevski
Natalia Kuzmina
Matthew Leclair
Nick Lee
Gloria Leitner
Caitlin Lortie
Mariel Lougee
Susan Maguire
Tanya Mahoney
Betsy Maloney

Lilly Manolis
Ashley Martin
John McCarthy
Robert McCunney
Kevin McElroy
Vinodh Mechery
Alma Membreno
Matthew Mielke
Katie Miller
Peter Mitchell
Narine Mousissian
Elizabeth Murray
Susan Nasr
Noureedin
Nazarpack-Kandlousy
Haley Newman
Brendan O'Brien
Adam Olejnik
Miriam O'Neil
Osaretin Osayi-Osazuwa
Kinjal Parikh
Han Park
Chitrang Patel
Preya Patel
Kim Phung Pham
Michael Powers
John Quinn
Polina Ravdel
Elizabeth Raymond
Emily Reid
Andrew Rivera
Rana Saner
Frederique Schutzberg
Elvis Shehu
Eric Shin
John Shin
Karen Statires
Jack Sullivan

Erik Sylven
Joan Sylvester
Jillian Tarani
Cara Toretta
Roxanna Trujillo
Phyllis Tuohy
Claudia Tupanjanin
Floor van Kimmenade
Kadambari Vyas
Greg Walsh
Peter Webster
Patricia Whalen
Peter Whistler
Stephanie Wu
Ting Wu
Elizabeth Yuan

500+

Loretta Attardo
Chester Bisbee
Kay Buck
Kevin Currie
David Drapeau
Jean Elkins
Susan Fisher
Lee Higgins
Chris Kelly
Susan Lazarus
Melvin Mael
Mary May
Nancy Murray
Lisa Paolino
Betsy Ryder
David Ryder
Paula Settimelli
Robert Thibodeau
Carol Toronto

1,000+

Steven Berke
Priscilla Farias-Monge
Barbara Jankowski
Margaret Lanoix
William Lauch
Elizabeth Quinn
Joann Scoppettuolo
Haydee Vasquez
Robert Volpicelli

2,000+

Lynn Cetrulo
Anne Lee Doig
Ann McNamara
Sharon Murphy
Needham
Annie Pham

3,000+

Patty Austen

4,000+

Charles McCarthy
Margaret Wilkie

5,000+

Norris Branscombe

GUIDING PRINCIPLES *The following values guide our work:*

- We are ever alert for opportunities to improve patient care; we provide care based on the latest research findings.
- We recognize the importance of encouraging patients and families to participate in the decisions affecting their care.
- We are most effective as a team; we continually strengthen our relationships with each other and actively promote diversity within our staff.
- We enhance patient care and the systems supporting that care as we work with others; we eagerly enter new partnerships with people inside and outside of the Massachusetts General Hospital.
- We never lose sight of the needs and expectations of our patients and their families as we make clinical decisions based on the most effective use of internal and external resources.
- We view learning as a lifelong process, essential to the growth and development of clinicians striving to deliver quality patient care.
- We acknowledge that maintaining the highest standards of patient care delivery is a never-ending process that involves the patient, family, nurse, all healthcare providers and the community at large.

VISION AND VALUES

As nurses, health professionals and Patient Care Services support staff, our every action is guided by knowledge, enabled by skill and motivated by compassion. Patients are our primary focus, and the way we deliver care reflects that focus every day.

We believe in creating a practice environment that has no barriers, is built on a spirit of inquiry and reflects a culturally-competent workforce, supportive of the patient-centered values of this institution.

It is through our professional practice model that we make our vision a demonstrable truth every day by letting our thoughts, decisions and actions be guided by our values. As clinicians, we ensure that our practice is caring, innovative, scientific and empowering, and is based on a foundation of leadership and entrepreneurial teamwork.

NURSING DIRECTORS

Suzanne Algeri, RN, MSN
Neuroscience

Beverly Amero, RN, BSN, MBA, CNOR
Mass General North Shore Ambulatory Surgery

Marcy Bergeron, ANP
Bulfinch Medical Group

Cristina Bethune, RN, BSN
Electrophysiology Lab

Sharon Bouvier, RN, MS
Vascular Surgery

Nancy Bryant, RN, MSN, ANP-BC
Medical Walk-in Unit

Susan Caffrey, RN, MSN
Labor and Delivery

Theresa Capodilupo, RN, MSN
Surgery/Trauma

Barbara Cashavelly, RN, MSN, AOCN
Cancer Center

Coleen Caster, RN,C, MN, FNP
Gynecology

Judith Catalan, MS, APRN-BC, ACNP
Cardiac Surgical Intensive Care

Scott Ciesielski, RN, MS
Post Anesthesia Care

Tony DiGiovine, RN, BSN, BA
*Burn, Transplant, Plastic and
Reconstructive Surgery*

Linda Duggan-Johnson, RN, BSN
Massachusetts General Medical Group

Darryl DuVall, CRNA, MS
Anesthesia

Marybeth Ellbeg, RN, MS
Pre-Admission Testing Area

Ellen Fitzgerald, RN, MS
Oncology /Bone Marrow Transplant

Marion Freehan, RN, MPA/HA, CNOR
Endoscopy

Alice Gervasini, RN, PhD
Trauma & Emergency Surgery

Colleen Gonzalez, RN, MSN
General Medicine

Susan Gordon, APRN, BC
General Medicine

Kathryn Hall, RNCS, NP-BC, MS
General Clinical Research Center

Marie Henderson, CNM, MSN
Nurse Midwifery

Maryfran Hughes, RN, MSN
Emergency Services

Donna Jenkins, RN, MS, NE-BC
Thoracic Surgery

Stacy Hutton Johnson, RN, MS, MBA
General Medicine

Adele Keeley, RN, BSN, MA
Medical Intensive Care

Linda Kelly, RN, MSN
Outpatient Gynecology

Ann Kennedy, RN, BSN, MS
Neuroscience

Joanne Lafrancesca, RN, MN, AOCN
Oncology Infusion

Mildred LeBlanc, RN, BSN
Radiology

Annette Levitt, RN, MS
Surgical Clinic

Robin Lipkis-Orlando, RN, MS, PMHCNS-BC
Psychiatry

Sara Macchiano, RN, MS, MBA
General Medicine

Bessie Manley, RN, MPA, HA
Surgical

Catherine Mannix, RN MSN, OCN
Radiation Oncology

Sharon McKenna, RN, BSN
Interventional Cardiovascular Therapy

Brenda Miller, RN, MSN
Pediatric Intensive Care

Susan Morash, RN, BSN, MA
General Medicine

Lisa Morrissey, RN, MBA, CNOR
Main Operating Rooms

Walter Moulaison Jr., RN, MSN, MBA
Anticoagulation Management Services

Janet Mulligan, RN, MS
IV Therapy

Kathleen Myers, RN, MSN, APRN,
BC, ONC, CA N
Orthopedic

Hiyam Nadel, RN
Ambulatory Obstetrics and MGH West OB/GYN

Peg Nelson, RN, BSN, ACRN
Infectious Disease

Judy Newell, RN, BSN
Pediatrics

Claire O'Brien, RN, BSN, MBA, CNOR
MGH Orthopedic Ambulatory Surgery Center

Sylvia Perry, RN, MS, ANP
General Medicine

Lori Pugsley, RN, BSN, MED
Family & Newborn

Janet Dauphinee Quigley, RN, MSN
Same Day Surgical Unit

Maureen Schneider, RN, MS, CPHQ
Central Resource Team, Clinical Supervisors

Peggy Doyle Settle, RN,C, PhD(c)
Newborn Intensive Care

Kelly Santomas, RN, MSN
Cardiac Surgical Stepdown

Judith Silva, RN, MSN
*Cardiac Interventional Unit
Interim, Cardiac Surgical Step-down*

Colleen Snyderman, RN, MSN
Cardiac Intensive Care

Amanda Stefanczyk, RN, MSN, MBA
General Medicine

Mary Sylvia-Reardon, RN, MS
Renal

Tara Tehan, RN, MSN, MBA
Neuroscience Intensive Care

Aileen Tubridy, RN, AAS, BSN, MSN
Cardiac Step-Down

Susan Tully, RN, BSN
Surgical Intensive Care

Maria Winne, RN, MS
General Medicine and Respiratory Acute Care

EXECUTIVE TEAM

Jeanette Ives Erickson, RN, MS, FAAN
*Senior Vice President for Patient Care
and Chief Nurse Executive*

Gaurdia Banister, RN, PhD
Executive Director, The Institute for Patient Care

Paul Bartush, BS, MM, CAVS
*Codirector, Volunteer, Interpreter, Information
Ambassadors, and General Store Services*

Debbie Burke, RN, MSN, MBA
Associate Chief Nurse

Leila Carburnari, RN, MED
Director, International Patient Program

Edward Coakley, RN, MED, MA, MSN
Director Emeritus

Deborah Colton
Vice President of External Affairs, MGPO/PCS

Ann Daniels, PhD, LICSW
Executive Director, Social Service, Chaplaincy

Marianne Ditomassi, RN, MSN, MBA
Executive Director, PCS Operations

Thomas Elliott, RN, MHSA
*Director, PCS Financial
Management Systems*

Theresa Gallivan, RN, MS
Associate Chief Nurse

Robert Kacmarek, RRT, PhD,
FCCM, FCCP, FAARC
Director, Respiratory Care Services

Sally Millar, RN, MBA
*Director, Office of Patient Advocacy
and PCS Informatics*

Georgia Peirce
*Director, Promotional Communication
and Publicity*

Keith Perleberg, RN, MDiv
Director, PCS Office of Quality & Safety

George Reardon, MBA
Director, Clinical Support Services

Pat Rowell
*Codirector, Volunteer, Interpreter, Information
Ambassadors, and General Store Services*

Susan Sabia
Executive Editor, Caring Headlines

Jackie Somerville, RN, PhD
Associate Chief Nurse

Michael Sullivan, PT, DPT, MBA
*Director, Physical Therapy and
Occupational Therapy*

Dawn Tenney, RN, MSN
Associate Chief Nurse

Carmen Vega-Barachowitz, MS, CCC-SLP
*Director, Speech, Language &
Swallowing Disorders*

Deborah Washington, RN, PhD(c)
Director, PCS Diversity Program

2008

PATIENT CARE SERVICES

55 Fruit Street, Bulfinch 230
Boston, MA 02114-2696
www.massgeneral.org/pcs



The State's First Magnet Hospital
Awarded for Excellence in Nursing



This publication is made from Forest Stewardship Council (FSC)-certified forests, company-controlled sources and/or post-consumer reclaimed material. FSC is an independent, nongovernmental, nonprofit organization established to promote the responsible management of the world's forests.