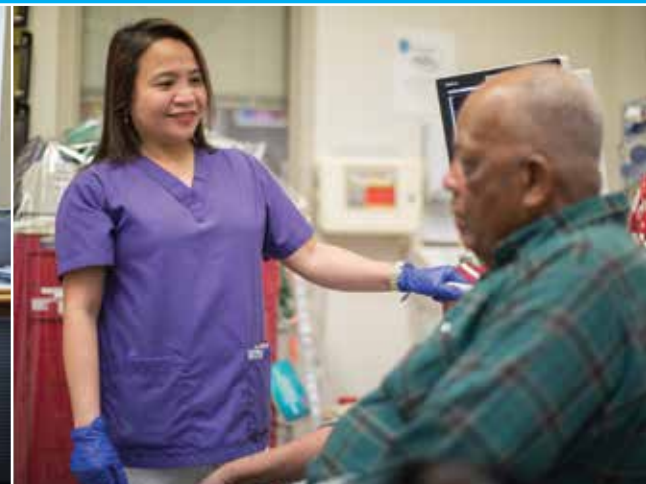
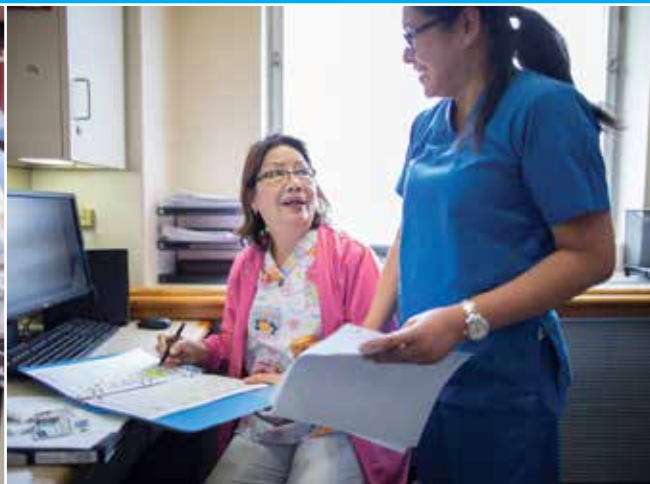


# Nursing Biennial Report

## 2017-2018





*January 2019*

Dear Colleagues & Friends,

At New York Eye and Ear Infirmary of Mount Sinai (NYEE), we are proud of our nurses for their exemplary practice and long-standing Magnet® Recognition, considered the gold standard of nursing care. Our nursing staff is one of the things that sets NYEE apart from other hospitals, and is a contributing factor for why we are recognized as one of the world's leading facilities for diseases of the eyes, ears, nose, and throat.

At NYEE, we strive to develop all our nurses into transformational leaders. We do this by aligning the nursing department goals with the hospital's overarching organizational goals, and by empowering our nurses to develop innovative solutions to improve the quality and safety of health care delivery, which is a top priority. We believe this results in better patient outcomes, improved collaboration among NYEE medical staff, and greater job satisfaction among our nurses.

Our nurses continually demonstrate dedication, accountability, and professionalism. They foster a culture of safety through teamwork and multidisciplinary collaboration, and strive to exceed the expectations of our patients, their loved ones, and the communities we serve.

NYEE promotes lifelong learning to encourage professional development while ensuring that our nurses are up-to-date with the latest standards of care. Our focus on education, research, and professional growth, in addition to clinical excellence, results in quality patient care and exemplary nursing sensitive outcomes.

It gives me great pleasure to share some highlights with you to demonstrate why NYEE—and our nurses—have a lot to be proud of. I hope you enjoy reading our Biennial Report as much as I enjoy the privilege of working with this superb group of nurses every day.

Sincerely,

A handwritten signature in cursive script that reads "Stacey A. Conklin".

Stacey A. Conklin, MSN, MHCDS, RN, NE-BC

*Vice President, Patient Care Services, Chief Nursing Officer*

# Transformational Leadership

Our primary goal at New York Eye and Ear Infirmary of Mount Sinai (NYEE) is to provide all our patients with an exceptional health care experience by delivering outstanding clinical services and compassionate care.

The dedicated nursing staff at New York Eye and Ear Infirmary has a history of Magnet Recognition from the American Nurses Credentialing Center (ANCC). This is the highest and most prestigious distinction a health care organization can receive for nursing excellence and high-quality nursing care. We are proud to be among the only 8 percent of hospitals nationwide to have achieved this distinction.

In order to achieve Magnet status, hospitals must meet a set of criteria designed to measure the strength and quality of their nursing. Recognized hospitals demonstrate Transformational Leadership, Exemplary Professional Practice, Structural Empowerment, and New Knowledge and Innovation.

## Patient Experience

## Patient Care Services Strategic Plan 2016-2020

### How Our Patients Experience Care

- Commit to patient - and family - centered care
- Exceed patient/family expectations, and maximize patient experience
- Promote and foster cultural competence
- Explore and develop alternate care models
- Implement Relationship Centered Care (RCC)

## Quality and Safety

### Keeping Our Patients Safe

- Advance patient safety to achieve zero occurrences for preventable complications, and maintain level of health
- Translate evidence into practice; expand nursing research project throughout each department/Unit
- Leverage technology and informatics to enhance patient outcomes

## Hospital of Choice

(Mount Sinai Health System)

### Patients, Doctors, Staff, and Our Community Choosing Us

- Ensure a culture of leadership, integrity and engagement
- Participate in lifelong learning and professional growth
- Lead inter/intra-professional collaboration
- Enhanced teamwork across the department; actively participate in mentoring at all levels
- Embrace civility and supportive communication
- Optimize nurses' scope of practice
- Drive individual accountability and performance transparency; Just Culture Model, Team STEPPS
- Provide a culture of celebration and recognition
- Achieve Magnet re-designation - 2019
- Successful Joint Commission Survey

## Improving Patient Flow in the Eye Clinic by Employing the Pod System

To improve efficiency and patient flow in the Eye Clinic, NYEE implemented a pod system for nursing staff and physicians. Each pod consists of one attending physician, two residents, an RN or LPN, and an NA. They work as a team in close proximity to patients and to each other. Instead of one centralized nursing station, smaller satellites enable teams to provide more seamless, consistent, personalized patient care.

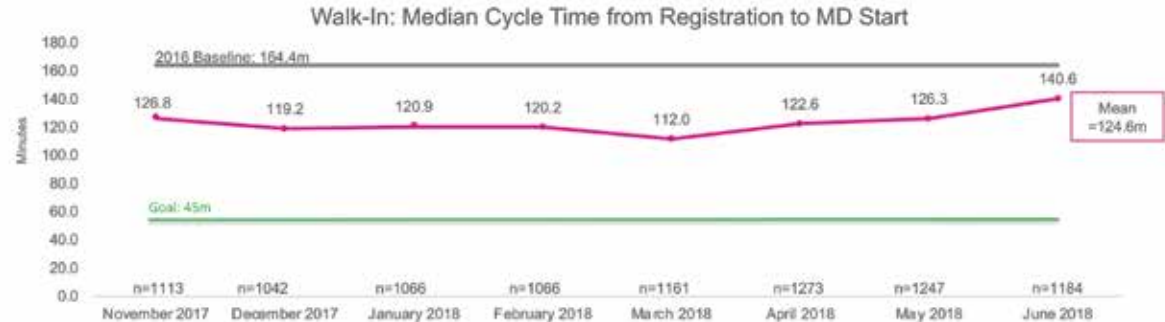
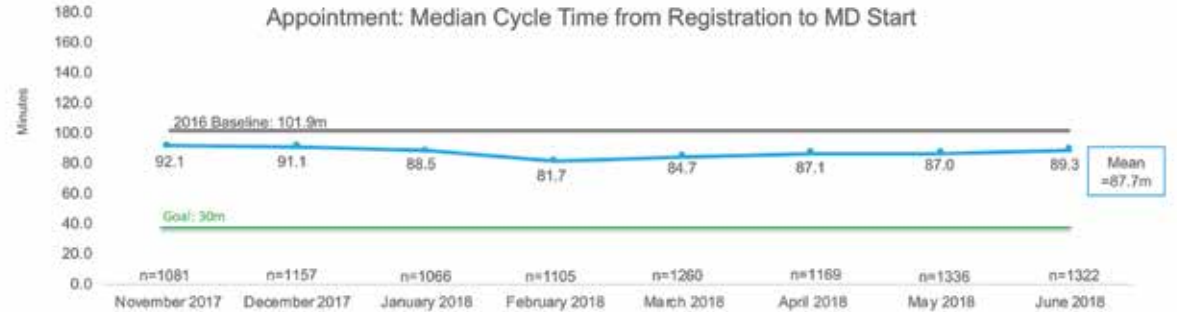
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The first pod was piloted in June 2017, and expanded to two the following month.

In October 2017, we launched four pods in the Eye Clinic. The implementation of pods allows for better allocation of resources to accommodate walk-in patients and patients with appointments. This results in reduced patient wait times, which ultimately leads to increased patient satisfaction.

The addition of a patient flow coordinator helps us efficiently move patients through the stages of care and optimize our resources.

## Patient Flow: Comprehensive Eye Clinic



## Reducing Pre-Op Turnaround Time

To ensure efficient utilization of our operating rooms (OR's), we track and measure turnaround time (TAT), from the time patients check in until they are ready for the OR. The 5th Floor Ambulatory Surgery staff was part of an interdisciplinary team tasked to reduce patient TAT with goals of better utilizing resources, improving efficiency, and enhancing overall patient experience.

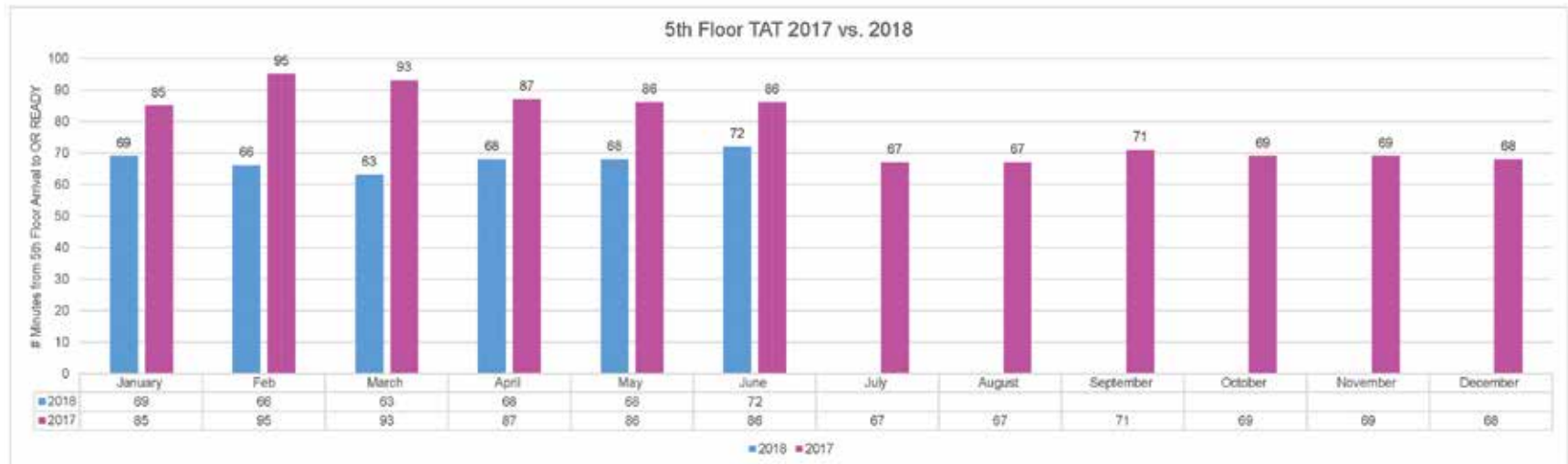
The chart below quantifies these significant results in reducing pre-op TAT from 2016 to the present.

In 2017, the longest wait time was 95 minutes; year-to-date 2018, it was 69 minutes, representing a nearly 28 percent TAT reduction. The shortest wait time in 2018 was 63 minutes. The average wait time in 2018 was 24 minutes shorter than the average wait time in 2016, representing a 26.5 percent improvement in TAT.

## Goals

- Improve utilization of resources
- Improve efficiency
- Improve patient experience

## ASU Turnaround Time



2016 Average (Baseline) = 90 minutes | 2017 Average = 78.5 minutes

2018 Average = 66 minutes | 2018 Goal = 60 minutes

# Exemplary Professional Practice

## Exemplary Professional Practice

The essence of a Magnet organization stems from exemplary professional practice within nursing. It defines how nurses interact with patients, families, and the internal interdisciplinary medical team to impact positive patient outcomes, define quality care and best practices. These fundamentals are at the core of NYEE's approach to nursing.

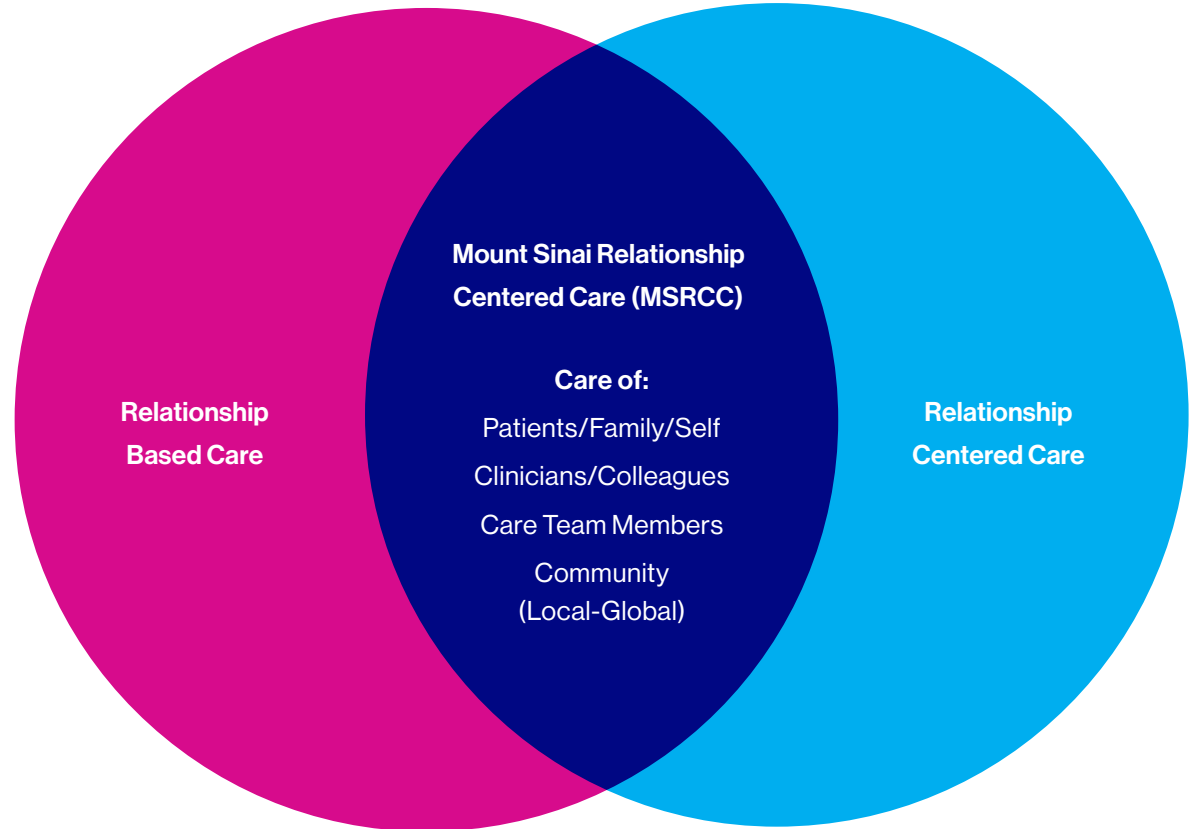
## Our Professional Practice Model

In August 2017, we introduced the Mount Sinai Relationship-Centered Care professional practice model (PPM), which represents a core set of care principles that reflects our beliefs, values, mission, and philosophy of nursing. It offers guidance about how nurses collaborate, communicate, and practice to provide patients with high-quality, patient-focused care.

Consistent with the Mount Sinai Health System nursing practice model, it focuses on the five key stakeholders who interact with nurses: patients and their families, clinicians and colleagues, team members, the local and global community, and the nurses themselves.

## Professional Practice Model

### Mount Sinai Relationship Centered Care (MSRCC)





## Pride in Their Work

To celebrate the spirit of professional practice, nurses from patient care areas across the hospital submitted a photo to kick off 2018 National Nurses Week. The photo submission demonstrates how nurses in the organization display the Professional Practice Model every day during their nursing practice.

## Standard of Practice

### Pre-operative Clinical Chart-Review Team

In February 2017, NYEE formed an organization-wide perioperative workgroup to evaluate current processes, and determine how and where we could make improvements.

The team determined that we could improve on time 7:30 am surgical starts by implementing a pre-op clinical chart review. This involves distributing an updated patient information sheet and setting up educational lunch-and-learn sessions with pre-op clinical staff nurses and physician office staff.

The nursing staff implemented the clinical practice changes, led the sessions, and was instrumental in developing the educational materials.



## Interprofessional Collaboration

### The ICARE Program

Sometimes despite the best intentions and best practices, even experienced, competent staff are involved in unanticipated patient events, such as an injury or medical error. This can take an emotional toll on staff members, leaving them feeling victimized or traumatized. In response to what is known as the second victim phenomenon, NYEE created the ICARE program to help medical staff cope with the aftermath of such an event. Internal staff members from different disciplines volunteer to be trained in order to provide peers with confidential, critical incident stress management and emotional support to help them recover from an event.

### TeamSTEPS at NYEE

In April 2018, NYEE introduced a program to reinforce a culture of patient safety throughout the hospital. Team Strategies and Tools to Enhance Performance and Patient Safety (TeamSTEPS) is an evidence-based approach designed to improve communication and teamwork among health care professionals.

The hospital offered more than 30 classes over the course of six weeks, taught by an interdisciplinary NYEE leadership team. Nearly 500 doctors and nurses from all departments attended the training.

## Quality and Patient Experience

NYEE participates in the collection and reporting of nursing sensitive indicators in the National Database of Nursing Quality Indicators (NDNQI). The nursing staff is very proud of their exemplary performance as evidenced by the following results.

- Zero incidents of catheter-acquired urinary tract infections (CAUTI), as reported quarterly beginning 2016 Q1 through 2018 Q3
- Zero incidents of central line-associated bloodstream infection (CLABSI), as reported quarterly beginning 2016 Q1 through 2018 Q3
- Zero hospital acquired pressure ulcers (HAPU), as reported quarterly beginning 2016 Q1 through 2018 Q3\*
- Zero inpatient falls, as reported quarterly beginning 2016 Q1 through 2018 Q3\*
- Zero falls with injury ( hospital wide), as reported quarterly beginning 2016 Q2 through 2018 Q3\*
- Zero restraints used, as reported quarterly beginning 2016 Q1 through 2018 Q3\*

\*Exceeded the goals listed on NYEE's Quality and Safety Plan for 2017





## Patient Satisfaction

### Medical Team Collaboration

NYEE is home to a highly-qualified, experienced medical team of nurses and physicians that offers quality, compassionate care. Our patients benefit when there's interdisciplinary collaboration among health care professionals that results in comprehensive care all under one roof.

### Interdisciplinary Rounds

Interdepartmental rounds are conducted daily on the 7th floor inpatient unit to ensure multidisciplinary collaboration and an exceptional patient experience.

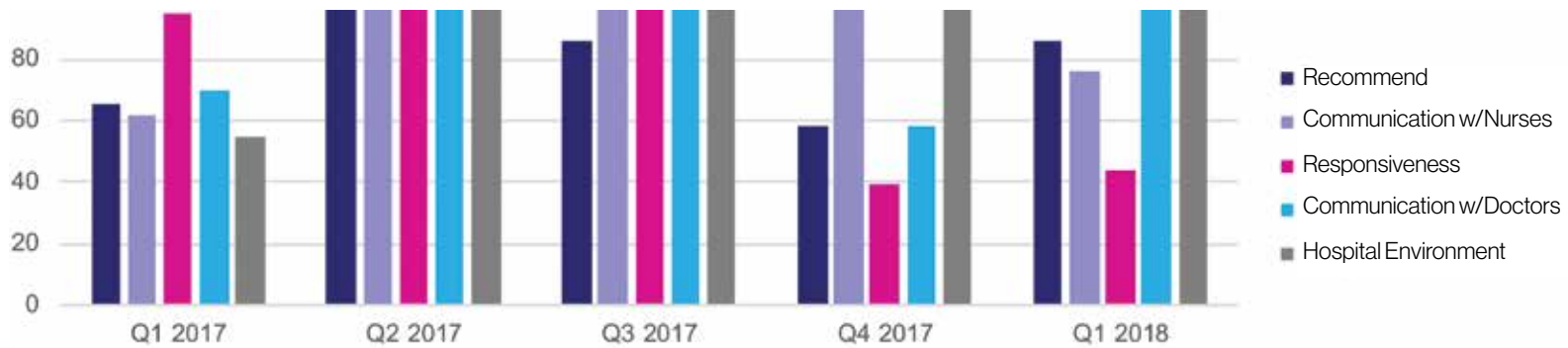
### Child Safety in Pediatrics

The 9th floor pediatric unit staff is working to improve patient/caregiver education, with the goal of keeping pediatric patients safe while they are at NYEE.

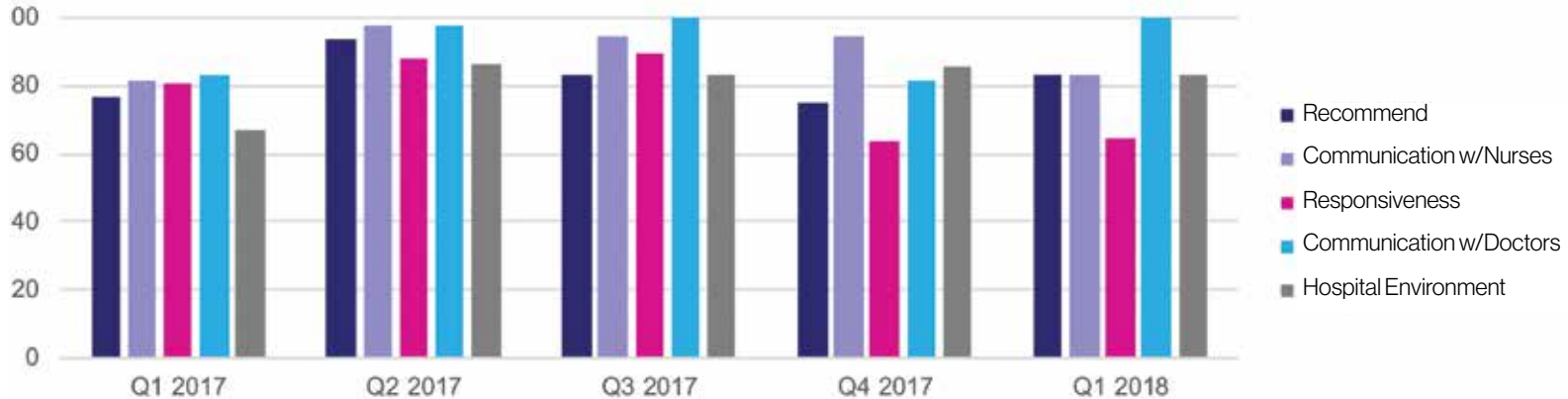


## Patient Experience: Patient Satisfaction

NYEE: Inpatient Unit 7th Floor HCAHPS Percentile Rank by Quarter



NYEE: Inpatient Unit 7th Floor HCAHPS Top Box by Quarter



## Keeping Our Patients Safe with Emergency Preparedness

Staff from all perioperative areas participated in fire safety and patient evacuation device (MedSled) training on November 8, 2017. Working with our plant operations, emergency management, and life safety teams, they were trained on many aspects of fire safety. Staff received hands-on training and were given an opportunity to put their "RACE" skills into practice using a fire extinguisher simulator. The staff were educated on the various fire safety features of the 2nd floor ORs and PACU areas that mitigate against fire spread. In addition, they were taught the proper emergency procedures and techniques for using a MedSled if a horizontal or vertical patient evacuation is required.



## Structural Empowerment

NYEE recognizes the value clinical nurses bring to patient care. We strive to ensure a continual flow of bi-directional information between the frontline clinical nurses and the chief nursing officer (CNO). We believe this results in better patient care and demonstrates to our entire medical staff that nurses are valued for their experience, insights, and recommendations.



### Shared Governance

Shared governance is a nursing practice model that reflects the organization's core values, as a means to achieve quality care. It is designed to improve nurses' work environment, satisfaction, and retention.

#### **NYEE has created four shared governance councils:**

**The Practice Council** empowers clinical nurses to implement and maintain standards of nursing practice and patient care consistent with evidence-based practice and requirements of regulatory agencies.

This Council, which helps ensure exemplary clinical practice, is currently reviewing and revising policies, procedures, and standards of care. In recent meetings, the council has reviewed evidence-based research findings to determine how results can lead to system improvements.

**The Informatics Council** provides ongoing leadership in information technology (IT) and electronic solutions for patient care and nursing practice. Among other things, this Council has helped implement changes to ensure sensitivity to the needs of our transgender patient population, and is currently updating the hospital's intranet and internet sites.

**The Quality Council** identifies, reviews, and analyzes data to measure and monitor nursing sensitive patient

outcomes, and makes recommendations for further action. This Council was instrumental in rolling out huddle boards, which help to bring data to the frontline staff and facilitate conversations about process improvement. The boards enable staff to share data about each area's quality improvement projects and patient experience metrics.

**The Research Council** promotes the integration of nursing research and evidence-based practice, while offering support to clinical staff nurses interested in participating in nursing research. This Council is currently working on two studies that focus on improving patient care and safety. They are pending Institutional Review Board (IRB) approval before the research begins.





### **Esprit de Corps and Motivation**

At NYEE, we recognize that our nurses are among our best assets, and we are committed to a happy, productive, and valued nursing staff. Studies show that high morale among nurses leads to increased patient satisfaction, improved efficiency and productivity, reduced turnover, better communication, and better patient outcomes. We value our nurses and our goal is to make them feel appreciated. This is why we put programs in place to recognize their valuable contributions to our hospital.

### **Employee Recognition**

**Eye Hear You're Great** is a recognition program that provides an opportunity for peers, managers, and leadership to acknowledge those who have gone above and beyond in the service of their patients or the NYEE community. These individuals exemplify the Mount Sinai Health System's core values by demonstrating that they are collaborative, agile, passionate, creative, and empathetic. The Eye Hear You're Great program recognized 18 nursing staff members in 2017/2018.

**Preceptor of the Year Award** is presented annually during National Nurses Week. This award recognizes clinical staff nurses for their commitment to mentoring new nurses and for their continuous



involvement and extraordinary effort in the preceptor role. Robin Begley, RN (2017) and Bina Kalavant, RN (2018) were honored for their dedication to staff development, as demonstrated by their patience and their continued efforts in following up on the comfort level of the new nurses.

### RN Satisfaction

From late May to early June 2016, NYEE achieved a 94 percent response rate to its Press Ganey Nursing Excellence Survey measuring RN Satisfaction. The survey results show that NYEE nurses report high job satisfaction, highest among all hospitals in the Mount Sinai Health System; and in five out of eight units, surpassed the national benchmark in all categories. The results for each unit are shown in the following chart. The survey will be repeated in the coming months to ensure that we maintain our positive momentum.

**Enrichment Day:** To encourage nurses to take part in professional development opportunities, NYEE initiated Enrichment Day during National Nurses Week 2017. Activities included a presentation from our medical librarian, an education fair providing information about various nursing programs, and a panel discussion and

## Press Ganey Nursing Excellence Survey - Results by Unit

### Nursing Satisfaction Survey

| Unit/Clinic                                | Adequacy of Resources and Staffing | Autonomy             | Fundamentals of Nursing Quality Care | Leadership Access and Responsiveness | Total  |
|--|------------------------------------|----------------------|--------------------------------------|--------------------------------------|--------|
| Second Floor OR                            | ✓                                  | ✓                    | ✓                                    | ✓                                    | 4 of 4 |
| Fourth Floor OR                            | ✓                                  |                      | ✓                                    | ✓                                    | 3 of 4 |
| PACU                                       | ✓                                  | ✓                    | ✓                                    | ✓                                    | 4 of 4 |
| Ambulatory Care - Comprehensive Eye        |                                    |                      |                                      |                                      |        |
| Ambulatory Care - ENT                      | ✓                                  | ✓                    | ✓                                    | ✓                                    | 4 of 4 |
| Ambulatory Surgery - Fifth Floor Adult     | ✓                                  | ✓                    | ✓                                    | ✓                                    | 4 of 4 |
| Ambulatory Surgery - Ninth Floor Pediatric | ✓                                  |                      | ✓                                    | ✓                                    | 3 of 4 |
| Inpatient - Seventh Floor                  |                                    |                      | ✓                                    |                                      | 1 of 4 |
| <b>Total Percentage Outperformed</b>       | 6 of 8<br><b>75%</b>               | 4 of 8<br><b>50%</b> | 7 of 8<br><b>88%</b>                 | 6 of 8<br><b>75%</b>                 |        |

question-and-answer session on advancing career and practice opportunities.

### Preceptorship Program

The Department of Nursing Education and Professional Development provides our multicultural staff with a learning environment that supports the organization's

goals, fosters professional development, and promotes continuous learning. We are dedicated to upholding NYEE's reputation for high-quality nursing and continuing education programs to our global nursing connections.

The Mount Sinai Health System provides nursing orientation for newly hired or transferred RNs to ensure that they receive the necessary training to function independently and provide patients with the highest level of care. All new and transferred nurses are assigned a preceptor to assist with their training. Preceptors are clinical staff nurses who are themselves specially trained for this assignment and must complete a one-day preceptor workshop offered through the Mount Sinai Department of Nursing Education. This program is open to registered professional nurses throughout the Health System who have been designated by their Clinical Nurse Manager as preceptor candidates.

**Certified Nurses at NYEE:**

Achieving certification formally recognizes nurses' commitment to the highest standards of patient care, and validates the specialized skills, experience, and knowledge they have attained. Currently, approximately 18 percent of NYEE RNs are certified. Our goal for 2019 is to increase RN certification rates by five percent. Toward that end, we offered an ambulatory care nurse certification review course on Saturday June 9, 2018. In addition, we are participating in the Success Pays program offered by the American Nurses Credential Center, which encourages nurses to achieve certification by reducing test-taking anxiety and eliminating financial burdens.



## As of May 2018, the following NYEE nurses are certified in their respective fields

### Nursing Administration

Kulwanti Bhagwandin, BSN, RN, CRNO  
 Stacey A. Conklin, MSN, MHCDS, RN, NE-BC  
 Editha Esquieres, BSN, RN, MHA, CNOR  
 Luigi Estrera, BSN, RN, CNOR  
 Enrique Garcia, PhD, RN, CCM  
 Cynthia Girdusky, BSN, RN, CNOR, MPA, RNFA  
 Min J. Jeon, BSN, RN, CRNO  
 Veronica McGorry, MSN, RN, CEN  
 Emma Morales, BSN, RN, CNOR  
 Janine Pizzimenti, MSN, RN, NE-BC  
 Johanna Sica, MSN, RN, CEN  
 Barbara Straub, BSN, RN-BC  
 Andrew Wuthrich, MSN, RN, ONC, NE-BC

### Ambulatory Surgery

Arlene Antolin, BSN, RN, CRNO  
 Dolores Campos, BSN, RN, CRNO

### Ambulatory Care

Iveta Gajdosova, RN, CRNO

### 2nd Floor OR

Dianne Ancheta, BSN, RN, CNOR

Lucilfa Ancheta, BSN, RN, CNOR  
 Grace Angway-Ranesis, BSN, RN, CNOR  
 Susan Donnelly, BSN, RN, CNOR  
 Kira Hazan, BSN, RN, CNOR  
 Marina Maravilla, BSN, RN, CNOR  
 Jung Oh, BSN, RN, CNOR  
 Victor Zarate, BSN, RN, CNOR

### 4th Floor OR

Elena Estorque, RN, CNOR  
 Bernadette Maliwat, BSN, RN, CNOR  
 Manuel Vicera, BSN, RN, CNOR

### 7th Floor Inpatient Unit

Courtney Peloso, BSN, RN, CMSRN

### PACU

Elenita Alfonso, BSN, RN, CCRN  
 Josephine Estimada, BSN, RN, CPAN  
 Nell Ferguson, BSN, RN, CPAN, CCRN  
 Amandeep Kaur, BSN, RN, CPAN  
 George Q. Mamaril, BSN, RN, CCRN  
 Edmundo Manalastas, BSN, RN, CCRN

## Delivering patient-focused care 24/7

Special thanks to our weekend and night nursing supervisors who provide high-quality care, and advocate for the health and well-being of our patients and their families.

Kulwanti Bhagwandin, BSN, RN, CRNO

Vanessa Flaviano, MSN, RN, BC

Enrique Garcia, PhD, RN, CCM

Delia Macaraeg, RN, MSA

Evelina Marquez, RN

Romeo Victoriano, RN, CCRN



## **Community Outreach**

### **ENT Nursing Staff Conducts Hearing Screening**

On December 20, 2017, members of the ENT staff provided hearing tests to more than 50 community residents in a free event at the Church of the Immaculate Conception. The team provided on-site education and referrals for follow-up if needed. The team included Lilian Bayaya, BSN, RN; Simone de mar Theodore, PA; Shema Juliene, NA; and Nurse Manager Henedia Sirilan.

## **Professional Development**

NYEE is committed to supporting career development and the pursuit of new practice opportunities among our staff. We demonstrate this through our robust continuing education courses offered through Mount Sinai Talent and Development, a tuition reimbursement program, and a successful 2018 learning needs assessment survey, which yielded a 90 percent response rate.

## New Knowledge and Innovation

At NYEE, we are continuously working to integrate evidence-based practice and research into our clinical practice environment. We encourage and empower staff to develop innovative solutions to improve patient care outcomes.

### Research

**Two research projects are currently underway, pending IRB approval:**

- Effectiveness of Peppermint Oil Aromatherapy for Relief of Post-Operative Nausea and Vomiting, led by Courtney Peloso, BSN, RN, CMSRN.
- A Retrospective Study of the Revision Rate of Tympanomastoidectomy Due to Cholesteatoma at NYEE, led by Maria Roque, BSN, RN.

They each presented their research proposals internally during Nurses Week, and at external conferences at The Mount Sinai Hospital in May 2017 and NYU Langone Health in June 2017.

### Innovation

Nursing innovations implemented include improvements in the timeout process in the Comprehensive Eye Clinic; improvements in patient-reported pain scores on the 5th Floor ASU; and the utilization of tablets in the PACU to reduce anxiety for pediatric patients.



### Patient Safety in the Operating Room

Our OR teams have been working diligently on patient safety initiatives with an emphasis on Universal Protocol, Surgical Safety Check List, and Timeout Processes.

### Telemedicine/Teleretina

The entire interdisciplinary Retina team worked together to improve compliance with retina screening in the local primary care practices, in order to help meet the needs of diabetic patients in our community. Early detection can help prevent irreversible vision loss. Our Retina team screened more than 950 patients in 2017 during the launch of the program. Meenakashi Gupta, MD, presented this innovative project at the New York Academy of Medicine in April 2018.



# New York Eye and Ear Infirmary of Mount Sinai - At a Glance



Rankings  
U.S. News  
& World Report

#11

In the Nation  
Highest ranked in NYC



Rankings  
U.S. News  
& World Report

#44

In the Nation

|         |                           |     |                                  |
|---------|---------------------------|-----|----------------------------------|
| 235,000 | Total Outpatient Visits   | 796 | Total Employees                  |
| 30,000+ | Total Surgical Procedures | 631 | Full-Time Employees              |
| 19      | Operating Rooms           | 130 | Per Diems                        |
| 69      | Licensed Beds             | 138 | Nurses (full-time and per diems) |

## Quality

|  |  |
|--|--|
| <p><b>2017 Stage 6 Designation</b><br/>on the HIMSS Electronic Medical Records Adoption Model SM (EMRAM)</p> | <p><b>2013 Full ACCME Accreditation</b><br/>with Commendation</p>  |
| <p><b>2009 and 2014 Magnet® Status</b><br/>in Recognition of Excellence in Nursing Care</p>                  | <p><b>2012 and 2015 Accredited</b><br/>by The Joint Commission</p> |





Dear Colleagues,

I am truly proud of the amazing nursing accomplishments outlined in this report, as well as the dedication and commitment of our extraordinary nursing team. NYEE continually strives to raise the bar in patient care, safety, and satisfaction. Our nurses, who embody the highest level of professionalism, are shaping health care, improving patient outcomes, and promoting a culture of safety and quality.

NYEE's nursing leadership remains committed to the professional growth and development of our nursing staff, and supports those pursuing advanced education and specialty certification, so they may realize their full potential. As proactive advocates for our patients, NYEE provides training programs to ensure the delivery of safe, efficient, and effective care.

**Hospital specific initiatives include:**

- Implementation of Hand Hygiene TST in ambulatory settings
- Implementation of communications strategies to improve interdepartmental/unit collaboration/teamwork
- Implementation of activities to improve the patient experience
- Suicide Risk Assessment
- Pain Management
- Improvement in patient flow
- Just Culture/Culture of Safety
- Transgender care
- Clinical Indicator Review
- Third Magnet Designation
- Transformation Initiatives
- Patient Safety/Regulatory Rounds

Our coveted Magnet status, a distinction achieved by only 8 percent of hospitals nationwide, is a proud reminder of our high standards and our continued dedication to our patients and their families. As we approach our bicentennial in 2020, NYEE will continue to enhance patient care, innovate, and improve the patient experience throughout all areas of our service delivery.

Sincerely,

Christine Mahoney, RN, MS, AGACNP-BC, CCRN

*Senior Vice President, Patient Care Services and Chief Nursing Officer, Mount Sinai Downtown*

