



NURSING ANNUAL REPORT

2023

TABLE OF CONTENTS

A NOTE FROM THE CHIEF NURSING OFFICER	3
A NOTE FROM THE PRESIDENT & CEO	4
NURSING BY THE NUMBERS	5
EXCELLENCE IN NURSING	6
Our Journey to 4 th Magnet Designation	7
Structural Empowerment	8
Nurses Create Customized Course on Fetal Heart Monitoring	8
Emergency Department Retention Success	9
Enhancing Patient Care: Strategies for Managing Outlier Cases at South Shore Health	10
New Knowledge, Innovations, and Improvements	11
Nurses Offer Solutions to Healthcare Workforce Crisis	11
VNA's Telehealth Program Reduces Readmissions and Improves Patient Outcomes	12
New Retinal Surgery Program Begins at 2 Pond Park	13
Transformational Leadership	15
New Graduate Nurse Residency Program Welcomes Largest Cohort Yet	15
VNA Earns Perfect Score on MA Department of Health Survey	16
Lactation Certification in the Mother Infant Unit	16
Exemplary Professional Practice	18
Ambulatory Triage	18
Implementing Bedside Shift Reporting	19
Family Integrated Care (FiCare)	20
NURSING AWARDS	22
NURSING PROFILES	28
THE YEAR IN PHOTOS	30

THANK YOU TO ALL WHO CONTRIBUTED TO MAKING THIS REPORT A SUCCESS!

A Note from the Chief Nursing Officer

Dear Esteemed Colleagues,

I am honored to reflect upon and celebrate another year of compassionate care and unwavering commitment to excellence in nursing at South Shore Health. As the Chief Nursing Officer, it is my privilege to present the Annual Nursing Report, a testament to the tireless dedication and exceptional contributions of our remarkable nursing team.

Throughout the past year, our nurses have faced unprecedented challenges with resilience, compassion, and an unwavering commitment to the well-being of our patients. As we navigate the ever-evolving landscape of healthcare, this report serves as a comprehensive overview of the accomplishments, advancements, and collaborative efforts that have defined our collective journey.



Within these pages, you will find a detailed account of our achievements in patient care, advancements in clinical practice, ongoing education initiatives, and the collaborative partnerships that have strengthened our ability to provide world-class healthcare services. The report also highlights the innovative strategies employed to enhance patient outcomes, improve efficiency, and ensure the highest standards of quality and safety in every aspect of our nursing practice.

Our nursing team's dedication extends beyond the walls of our hospital, influencing positive change within our community and contributing to the broader healthcare landscape. This report not only encapsulates the numerical achievements but also shares the heartfelt stories of the lives touched and transformed through the compassionate care provided by our nursing professionals.

As we review the accomplishments of the past year, let us also look forward to the opportunities that lie ahead. Together, we will continue to navigate challenges, embrace innovation, and uphold the values that make our nursing community an integral part of the healing journey for those we serve.

I extend my deepest gratitude to each member of the nursing team for your unwavering commitment and outstanding contributions. Your passion, expertise, and dedication have shaped our success and strengthened our shared mission of providing exceptional care to our patients.

Thank you for your continued commitment to excellence in nursing.

Sincerely,

A handwritten signature in black ink that reads "Andrew D. Harding". The signature is fluid and cursive, with a stylized "H" and "D".

Andrew D. Harding, DNP, RN, NEA-BC
Vice President & Chief Nursing Officer
South Shore Health

A Note from the President and CEO

As we reflect upon another momentous year, I want to highlight a significant milestone in our journey. Your dedication, compassion and commitment to providing excellent care to our patients and families was nationally recognized when you earned the prestigious Magnet® designation from the American Nurses Credentialing Center recognition for the fourth consecutive time. South Shore Health is one of only 14 organizations in the state to earn this honor, and one of only 128 organizations worldwide to be designated for the fourth straight time!

This prestigious recognition is a testament to the unwavering commitment and exceptional contributions of each member of our nursing division, day in and day out.



I extend my heartfelt congratulations and gratitude to every member of our remarkable team. It is your dedication to excellence and compassionate care that elevates our health system and helps make us the leading healthcare provider for so many patients in our region.

In the face of historically high patient volumes, your resilience and unwavering dedication to providing high quality care have been truly commendable. Each member of our nursing family – whether it be in the acute, urgent, emergent, ambulatory, inpatient, procedural, or home care environment – plays a pivotal role in ensuring our patients receive the highest standard of healthcare.

Thank you for always being the strongest voices for our patients. I am immensely proud to lead this health system and to work closely with nurse leadership, including Drew Harding and others, to support such an exceptional team. I look forward to continued success and growth together.

A handwritten signature in black ink, appearing to read 'A. Smith', with a long, sweeping horizontal line extending to the right.

Allen L. Smith, MD, MS
President/CEO
South Shore Health

1800

nurses system-wide

Nursing

BY THE NUMBERS

**OVER
800**nursing colleagues
hired in 2023**MORE THAN****257,000**calls triaged by nursing at
South Shore Medical Center**815 patients**seen in the Nurse-Driven HTN clinic
at South Shore Medical Center**141,214**visits conducted by
South Shore VNA**87** new graduate
nurses**OVER 1,000**undergraduate nursing students from
over 21 schools in Massachusetts**66.9%** BSN Rate**110**
senior
nursing
students**47**advanced nursing
practice students**4** new Stepping Into Professional
Practice programs: OR,
Leadership, ACC, Bed Flow**18.7%**
certified
nurses**OVER 500** American Nurses
Credentialing Center (ANCC)
contact hours awarded**11** Transition to
Practice Programs:
ED, CCU, New Grads,
BU, MIU, OR, NICU**25**
nurses
became
certified**2 NURSES**
publishedKelly Mattar BSN, RN, CMSRN,
NPD-BC, Clinical Professional
Development and Kayla
Alvares, MSN, RN, NICU

EXCELLENCE
IN NURSING

OUR JOURNEY TO 4TH MAGNET DESIGNATION

In January of 2024, South Shore Health received the much anticipated results of its latest Magnet survey, and the results were a resounding victory. For the fourth consecutive time, South Shore Health unanimously achieved Magnet recognition, which is the highest national honor for nursing excellence and serves as a reflection of our nursing professionalism, teamwork, and excellence in patient care.

After a deficiency-free site visit in November of 2023, the chair of the Commission on Magnet Recognition, Dr. Sharon Pappas PhD, RN, NEA-BC, FAAN announced that South Shore Health received five exemplars or instances, in which we exceeded Magnet's already high standards for:

- Nurse satisfaction data
- Reducing length of stay for clinical high risk patients
- Prevention of ambulatory falls
- Prevention of Patient burns
- Nurse autonomy and accountability

"I am nothing but proud of the nurses, the nursing assistants, and the wonderful things that the leaders do at South Shore Health to make sure that we are well prepared to serve our patients and provide an excellent professional practice environment," said Andrew D. Harding, DNP, RN, NEA-BC, Vice President and Chief Nursing Officer.

"Congratulations to every member of our team here at South Shore Health on achieving Magnet recognition", continued Naomi Pollara, MSN, RN, Magnet Program Manager. "Earning this honor reaffirms the hard work and dedication of our entire staff and reinforces the core values that guide how we do our jobs every day."

South Shore Health continues to be part of a small and select group of healthcare organizations in the state have achieved Magnet recognition; we are one of 14 organizations in Massachusetts with this distinction.



Nurses and leaders from around the system gathered in the Board Room at South Shore Hospital to receive the news virtually from the Chair of the Commission on Magnet® Recognition, Sharon Pappas PhD, RN, NEA-BC, FAAN



Our nurse guides were particularly instrumental to ensuring a seamless and enjoyable visit for the appraisers. Thank you to our nurse guides (L-R): Alison Donovan, BSN, RN, RN-BC - Emerson 6; Conor Gillespie, RN - Emergency Department; Cheryl Silipignio, MSN, RN, RN-BC - Care Progression; Ginny Philippeaux, MSN, RN - PACU.

STRUCTURAL EMPOWERMENT

Structural Empowerment: South Shore Health's nursing colleagues are grounded in the health system's mission, vision, and values. They are recognized for their contributions to addressing the strategic priorities of the organization. Our nurses are supported to be autonomous through shared decision-making, nurse driven protocols, and professional development.

NURSES CREATE CUSTOMIZED COURSE ON FETAL HEART MONITORING

Like all nurses in South Shore Hospital's Birthing Unit, Jenny Collins, BSN, RN, RNC-OB, Diane Cooney, BSN, RN, and Alyse Gebhardt, BSN, RN, have to take a required course on fetal heart monitoring every two years. They saw an opportunity for innovation and collaboration.

"We go above and beyond for our patients and their babies every day; we took that same mentality with this course," Jenny explains.

Working together with Clinical Professional Development Specialist Mary Ellen Kelleher, MSN, RN, RNC, they created a customized version of the required curriculum. The result was a more practical, collaborative course that accurately reflected the labor and delivery team's day-to-day experience with fetal heart monitoring.

Fetal heart monitoring observes an unborn baby's heartrate pattern either before or during labor, which may prompt further intervention if the readings fluctuate or fall outside the normal range. Previously, the unit offered accredited, but generic, courses from outside sources such as the Association of Women's Health, Obstetric, and Neonatal Nurses (AWHONN) at a cost to the organization.

However, after Jenny, Diane, and Alyse became certified instructors of the AWHONN course, they decided to create a new version that met accreditation standards but also incorporated elements specific to our Birthing Unit's processes and protocols.

This included incorporating common acceptable terminology used to describe fetal heart rate tracings during interdisciplinary rounds and a review of Team Birth concepts, which focus on including the patient and family in decision-making and keeping them informed about labor progress.

The enhanced course also reinforces the use of the Electronic Fetal Monitoring (EFM) Huddle process, designed to encourage communication among nurses and providers about any concerns. In the spirit of interdisciplinary



Nurses in the Birthing Unit review and discuss patients' electronic fetal monitoring readings.



Clinical Professional Development Specialist Mary Ellen Kelleher and Jenny Collins, RN hold fetal monitoring equipment.

collaboration, the course now trains providers and nurses together (instead of separating them into different cohorts) to facilitate communication and shared decision-making in clinical practice.

“The feedback from attendees has been overwhelming positive; both nurses and providers appreciate the concepts and also the chance to further partnership with their peers,” says Mary Ellen, who provides logistical and programmatic support for the course.

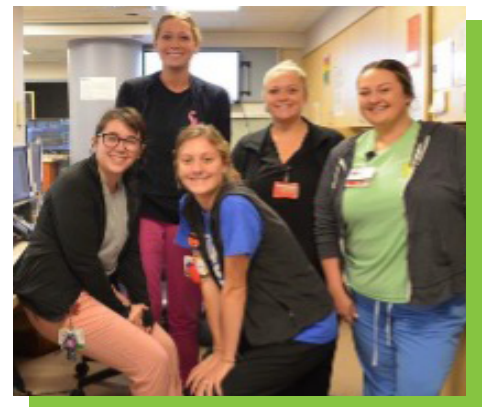
The new fetal heart monitoring course first ran in October 2022 and was tweaked further for its next run in December 2022. The feedback on the course was so positive that the Birthing Unit ran it again in April 2023, and then again in June and September of the same year, as many colleagues were eager to learn and meet this requirement.

We salute our Birthing Unit nurses and colleagues for their innovation and initiative!

EMERGENCY DEPARTMENT RETENTION SUCCESS

According to the National Healthcare Retention and RN Staffing Report published by Nursing Solutions, Emergency Nurses have the second highest turnover rate in nursing. Emergency Department (ED) nurses are faced with working in an ever-changing, dynamic work environment, which is inclusive of high levels of occupational stress, critical incidents, and workplace violence.

Committed to the nurses having a voice, South Shore Hospital’s ED managers turned to the ED Shared Governance Council to help solve the problem of staff retention. The council took action and implemented strategies to target nurse turnover, which included recognition through ED superlative awards, structured preceptor education and support aimed at improving the orientation process for new hires and for existing staff, professional development activities that included certification preparation classes and Trauma Instructor education, and writing a proposal for ED nurses to attend a national conference. The actions of the ED Shared Governance Council reduced turnover by 17.6% in 2023!



Isabella Toal, NA, Kristin McCaig BSN, RN, Hannah Fagan, NA, Jaimie Stewart, BSN, RN, Katelyn Lynch, BSN RN



Emily Flynn BSN, RN, Ruth Brown RN, Jenifer Walsh, BSN, RN, Laurie Falvey, RN



Patricia Suslo MSN, RN, CCM, Shannon Laubenstein, BSN, RN, Cheryl Silipigno, MSN, RN, MEDSURG-BC, Nicole Regan, MSN, RN, CCM

ENHANCING PATIENT CARE: STRATEGIES FOR MANAGING OUTLIER CASES AT SOUTH SHORE HEALTH

In the realm of healthcare management, the term “outliers” pertains to patients whose hospital stays extend beyond the expected Length of Stay (LOS). At South Shore Health, outlier cases are specifically defined as those with a LOS exceeding 10 days. Typically, these outliers encompass medically or socially complex individuals who, while no longer requiring a hospital level of care, necessitate a multidisciplinary approach for a safe transition from the hospital setting. Such cases may involve patients lacking social support in the community, those requiring long-term care, individuals with limited insurance coverage, the homeless, those in need of new guardianship, as well as patients grappling with mental health issues or substance use disorders requiring specialized care coordination.

Addressing the unique challenges posed by outlier cases, the Care Progression department took the lead in establishing the Clinical High-Risk (CHR) Meeting. This initiative aims to eliminate barriers, ensuring that all patients, including outliers, receive the highest quality care in an efficient, timely, and cost-effective manner. Key strategies involve daily Interdisciplinary Rounds, Care Progression Leadership Rounds, and weekly CHR meetings, enabling various disciplines to collaborate, problem-solve, discuss discharge impediments, and identify solutions that enhance patient outcomes.

Central to the success of managing outlier cases is the active involvement of Case Managers and Social Workers. Working collaboratively with patients, families, and the healthcare team, Case Managers play a pivotal role in crafting comprehensive, effective, and safe discharge plans. Through a thorough assessment of both clinical conditions and social needs, Case Managers can pinpoint medical services, as well as financial and legal resources, necessary to address the unique requirements of each patient.

Noteworthy achievements in outlier management are evident in South Shore Health's data, reflecting a significant reduction in the average length of stay among outlier patients. From 73.4 days in February 2022, the figure plummeted to 20.1 days by Quarter 4 of 2023. The commendable efforts of the Care Progression department and the interdisciplinary team were spotlighted during the Magnet site visit, where appraisers cited this success as an exemplar of Nursing Excellence at South Shore Health.

Building on this momentum, the Care Progression team and the CHR Committee persist in their commitment to reducing the organization's overall average length of stay. Proactive measures, such as 6–9-day LOS meetings, have been implemented to identify potential outlier patients early, thereby preventing extended stays beyond 10 days. As a testament to their efforts, South Shore Health recorded a reduction in the number of outlier cases, from 52 in April 2022 to 36 in March 2023. These initiatives underscore South Shore Health's dedication to continuous improvement and delivering exceptional patient-centered care.

NEW KNOWLEDGE, INNOVATIONS, AND IMPROVEMENTS

New Knowledge, Innovations, and Improvements: At South Shore Health, nurses are invited to shape the future of nursing. Using research, evidence-based practice, innovation, and technology to redefine the practice environment is a hallmark of a Magnet organization.

NURSES OFFER SOLUTIONS TO HEALTHCARE WORKFORCE CRISIS

Our nation's healthcare is experiencing a workforce crisis. During an era of significant need healthcare professionals across the country, and here in Massachusetts, are choosing to leave their professions due in part to stress, burnout and retirement, leading to an increased reliance on contract or traveling labor.

The Massachusetts Health Policy Commission (HPC) recently hosted a special event, [Building a Robust Healthcare Workforce in Massachusetts](#), to address the critical workforce challenges – both preexisting and in the wake of the COVID-19 pandemic.

South Shore Health's Sharon Stemm, MSN, RN, NE-BC, ACNO Professional Development, took part in an HPC panel discussion on the topic, along with healthcare executives from across Massachusetts.

In the context of the ongoing strain on our health system's capacity and resources, both morning and afternoon panelists – healthcare providers, policymakers, and researchers discussed and identified potential solutions to these current challenges.

A newly released [HPC research presentation](#) was shared. It highlighted South Shore Health's "transition to practice" programs – a beneficial tool, Stemm told the audience, to address the wellbeing, retention and professional development, retention and wellbeing of our nurses.

"We have created a system that engages nurses of all abilities and supports the desire of our nurses to grow within the field of nursing. With that said, these transition programs take time, resources and follow up – whether

it is for a new or experienced nurse to move into a specialty area. I am proud that South Shore Health is committed to investing in our nursing workforce by providing these important opportunities for our colleagues.”

“We must think about developing our clinical workforce of the future and our robust partnerships with colleges and workforce development services are extremely important, Stemm added. We work together to empower and encourage those interested in entering healthcare.”

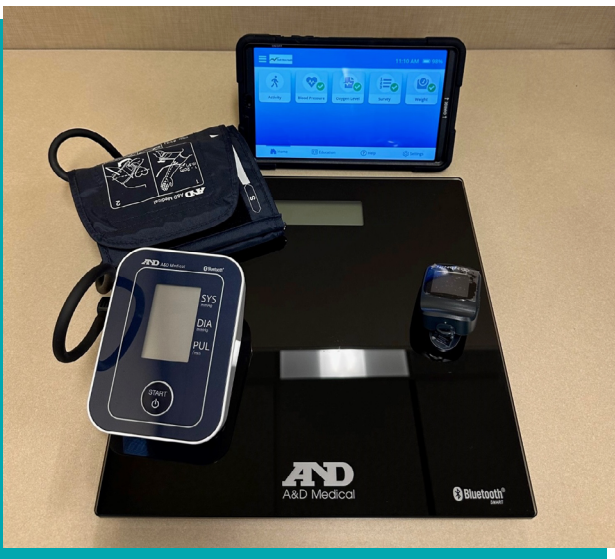
An additional panel discussion focused on the future of the healthcare workforce, noting that it is critical for Massachusetts to strengthen and support it, whether through increasing capacity for education and training, developing career pathways, exploring licensing reforms, or developing student loan repayment programs.



South Shore Health's Tim Quigley, DNP, MBA, RN, NEA-BC, Senior Vice President, Special Projects; Sharon Perkins, DNP, RN, CRRN, ACNS-BC, Clinical Academic Practice Coordinator; Sharon Stemm, MSN, RN, NE-BC; and Kerriann Campbell, MS, RN, CCRN-K, Clinical Professional Development Specialist and attended the HPC event.

VNA'S TELEHEALTH PROGRAM REDUCES READMISSIONS AND IMPROVES PATIENT OUTCOMES

The South Shore Visiting Nurses Association (VNA) was ahead of its time when the pandemic brought telemedicine to the forefront of healthcare. What started in 2006 as a program with one nurse and 30 machines has grown to include coverage seven days a week using medical equipment that has the capacity to remotely monitor up to 175 patients – an approach shown to reduce hospital readmissions and ensure the appropriate utilization of home visits.



The standard equipment used for telehealth patients includes a scale, pulse oximeter, blood pressure cuff, and a tablet.

Patients with chronic medical conditions that can be managed at home, such as chronic obstructive pulmonary disease (COPD) or congestive heart failure (CHF), are typically referred to the VNA's telehealth program. Our VNA equips the patient with the devices needed to provide remote monitoring by our nurses, including a scale, a pulse oximeter that measures the blood's oxygen levels, and a blood pressure cuff. An accompanying tablet transmits the daily readings to our nurses who closely follow these patients.

The goal of the telehealth program is not necessarily to detect an emergency in the moment, but to prevent one. By collecting and reviewing a patient's basic health data, such as blood pressure and weight, nurses are able to establish a baseline

and detect deviations that might preclude an acute health event. This information allows them to intervene, consult with the other members of the patient's care team, and potentially avoid a poor outcome, such as hospitalization or a decline in health status.

"In addition to seeing our patients in their homes, we are able to have eyes on them remotely and are talking with them on the phone frequently. We know what's normal for them and what is not," says Nancy Daly, RN, who has coordinated the telehealth program since it started. "Our patients get to be engaged in their healthcare, and it gives them a sense of comfort knowing they're being watched closely".

The telehealth program not only gives patients the opportunity to actively help manage their health and gives family members additional comfort that their loved ones are being monitored, it also enables the VNA to optimize its own resources while improving the appropriate utilization of other health services around the system. Telehealth patients average about seven visits a month, while non-telehealth patients usually require closer to 15 visits. Because the nurses are getting data on their patients remotely seven days a week, they can prioritize each day's home visits for those patients who need them the most.

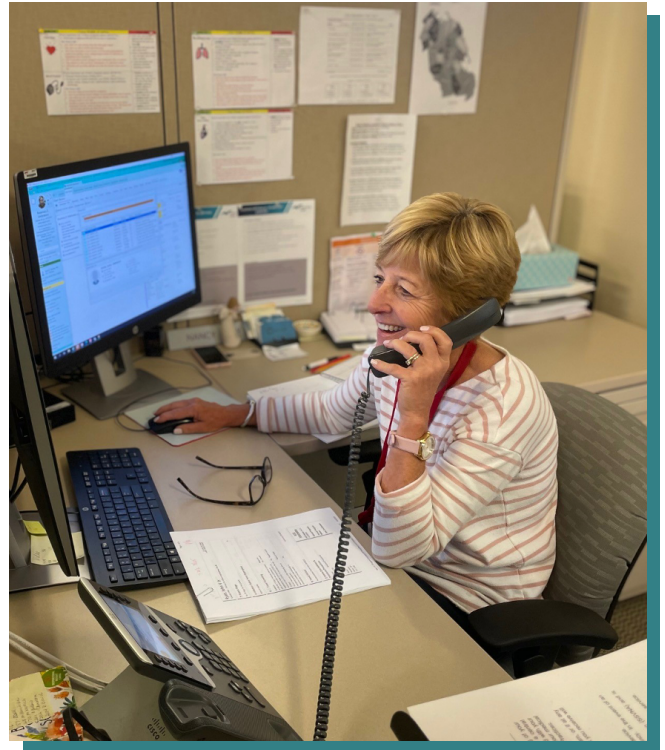
Further evidence of this program's benefits is demonstrated by the fact that the re-hospitalization rate for telehealth patients is about half that of all other VNA patients. Readmissions to the hospital are costly, stressful for the patient and their families, and can contribute to volume challenges for providers. "Our telehealth program has demonstrated itself to be beneficial to both patients and the health system," says Andrea McMannus, BSN, RN, Telemonitoring Program Coordinator, South Shore VNA.

Thank you to the telehealth team of clinicians at the South Shore VNA for using an innovative approach to optimize resources to ensure the comprehensive and efficient care of our patients!

NEW RETINAL SURGERY PROGRAM BEGINS AT 2 POND PARK

South Shore Health once again works together to meet the needs of its community - this time through a new partnership to provide a new retinal surgery program with Ophthalmic Consultants of Boston (OCB), a private practice ophthalmic group with 13 offices around Greater Boston.

As of the end of September, ophthalmic surgeons from OCB have begun performing vitrectomies and retina repairs at our South Shore Health Ambulatory Surgery Center located at 2 Pond Park in Hingham. Previously, OCB patients on the South Shore would need to travel into Boston or to Cape Cod to have their surgery performed in an operating room setting.



Nancy Daly, RN, who started the program in 2006, reviews a patient's readings and discusses the results with them over the phone.

"Given the high demand for these surgeries, limited space, and emergency add-on cases, sometimes patients going into Boston would be bumped into the evening or rescheduled altogether," explains Nurse Manager Jean Conley, MSN, RN, who oversees the South Shore Health pre-surgical evaluation, pain management, and ambulatory surgery programs at 2 Pond Park. Our ambulatory surgery center provides patients and families with a high quality and efficient surgical experience locally.

Under the stewardship of South Shore Health perioperative leadership led by Dr. Fred Millham, Chair of Surgery, Tim Lynch, VP of Medicine, Critical Care, and Perioperative Services, and Lisa Ackland, MSN, RN, ACNO, the 2 Pond Park surgical team worked with OCB to give them a consistent block of surgical time, which will result in a steady volume of patient cases being able to be performed at 2 Pond Park.



South Shore Health colleagues welcome their new OCB collaborators with fun matching tee shirts. L-R: Kristen Bimmler BSN, RN; Jackie Macone, BSN, RN; Kristy Bennett, RN; Michaela Barhite, BSN, RN; Jenny O'Neal, BSN, RN; Jean Conley, MSN, RN; Liz Silva, BSN, RN; Jhoanne Gerenia, BSN, RN, CNOR; and Renee Bornheim, BSN, RN

"We are proud to offer the new OCB Retinal Surgery Program at South Shore Health, which will improve patient access to ophthalmic surgery in our region and further diversify our health system's surgical offerings," says Lynch.

We are grateful for the innovative and collaborative thinking of our colleagues from Perioperative leadership, Pharmacy, Supply Chain, Patient Access, the Central Processing Department, Pre-Surgical Evaluation, and the entire staff of the South Shore Health Ambulatory Surgery Center who all made this partnership possible.



Above and Above Right: South Shore Health colleagues receive training on new eye equipment.



Below: OCB Ophthalmologist Dr. James Stefater presents surgical intervention plans to South Shore Health clinical colleagues at a recent training



TRANSFORMATIONAL LEADERSHIP

Transformational Leadership: Driven by purpose, South Shore Health's transformational nursing leaders have the vision, influence, clinical knowledge and expertise to create, lead and nurture a nursing culture and practice for the future.

NEW GRADUATE NURSE RESIDENCY PROGRAM WELCOMES LARGEST COHORT YET

South Shore Health's New Graduate Nurse Residency Program provides recent graduates a unique opportunity to immerse themselves in a supportive and dynamic environment, guided by experienced professionals. It's also a cornerstone of our recruitment and retention strategy. After interviewing over 130 candidates who just graduated in Spring 2023, the program welcomed its biggest cohort yet of 60 participants in Fall 2023.

Using classroom education, hands-on training, and dedicated mentorship, the program nurtures and empowers the next generation of healthcare professionals by giving them the practical skills, confidence, and clinical acumen needed to excel in their chosen specialties.

"By investing and actively developing young talent, we are not only attracting the best and brightest minds but also fostering a culture of engagement and loyalty", says Drew Harding, Vice President and Chief Nursing Officer.

And this investment has paid off – most important, these new nursing colleagues are integral members of our South Shore Health clinician family while at the same time helping mitigate increased costs associated with temporary or traveling nurses. The program's next cohort will start in March 2024, with a goal of welcoming an additional 40 participants, as fewer students typically graduate in December as compared to May.

The success of the New Graduate Nurse Residency Program is the result of a deep organizational commitment from our many clinical nurse preceptors and key partners across the health system including:

Clinical Professional Development: Rosanna Jaime (Program Leader), Paula Lynch Ritchie (Program Leader), Nina Sanchez, Mikaela Walsh

Clinical Informatics: Kathy Melvin

Employee Health: Jeanine Farah

Environmental Health: Michelle Hunt

Environmental Services: Claudio Carvalho, Joe Quinn

Gift Shop: Susan Noyes

Healthstream: Karen Pina

Human Resources: Maia Vergara, Brenda Welch



Clinical Professional Development Specialists Rosanna Jaime, MSN, RN (left) and Paula Lynch Ritchie, DNP, RN (right) lead the New Graduate Residency Program while Nurse Managers Sandy Krall, RN and Peter Casella, RN (middle) conducted interviews with over 130 program candidates

Information Services: Tracy Bond, Fred Jones, Mark Tirrell

Lab: Diane Cauteruccio

Nurse Managers: Peter Casella, Sandy Krall

Nursing Leadership: Drew Harding, Sharon Stemm

Nutrition Services: Donna Hawkesworth

Pharmacy: Jason St. Armour

Security and Public Safety: Kelly Boudrot, Tony Martin

Thanks to all of these folks and others who have helped make this program so successful.

VNA EARNs PERFECT SCORE ON MA DEPARTMENT OF PUBLIC HEALTH SURVEY

Congratulations are in order for our colleagues at the South Shore VNA! After an unannounced and extensive site visit, DPH surveyors certified the VNA as being in compliance with all regulatory requirements and without any deficiencies, meaning in essence they earned a perfect review.

"This is an unbelievable achievement for us, especially given our size and complexity," says Tina Dwyer, Director Care Coordination/Community Benefits Officer, who served as the point-person for DPH during their visit.

All VNA agencies in Massachusetts must undergo an extensive audit from the MA DPH at least every three years to maintain their ability to receive reimbursements from the Centers for Medicare & Medicaid Services for the care they provide. It is very uncommon for an agency to pass the review without a single citation for future improvement.

Thanks to extensive preparation, including mock drills, and strong cross-departmental collaboration, the South Shore VNA deftly met all of DPH's requests during their six-day visit, including the review of clinical documentation, policies, and procedures; in-person interviews with colleagues; and home visit observations with our clinicians as they visited patients.

"Having this official designation of being in full compliance and deficiency-free is a testament not only to the quality of care we provide to our community, but to the excellence and dedication of our home care colleagues," says Beth Sulger, Vice President Home & Community Health Operations.

Congratulations to the South Shore VNA on their laudable accomplishment!



Members of the South Shore VNA Clinical and Quality Teams, who were instrumental to the success of the DPH site visit in January 2023.

LACTATION CERTIFICATION IN THE MOTHER INFANT UNIT

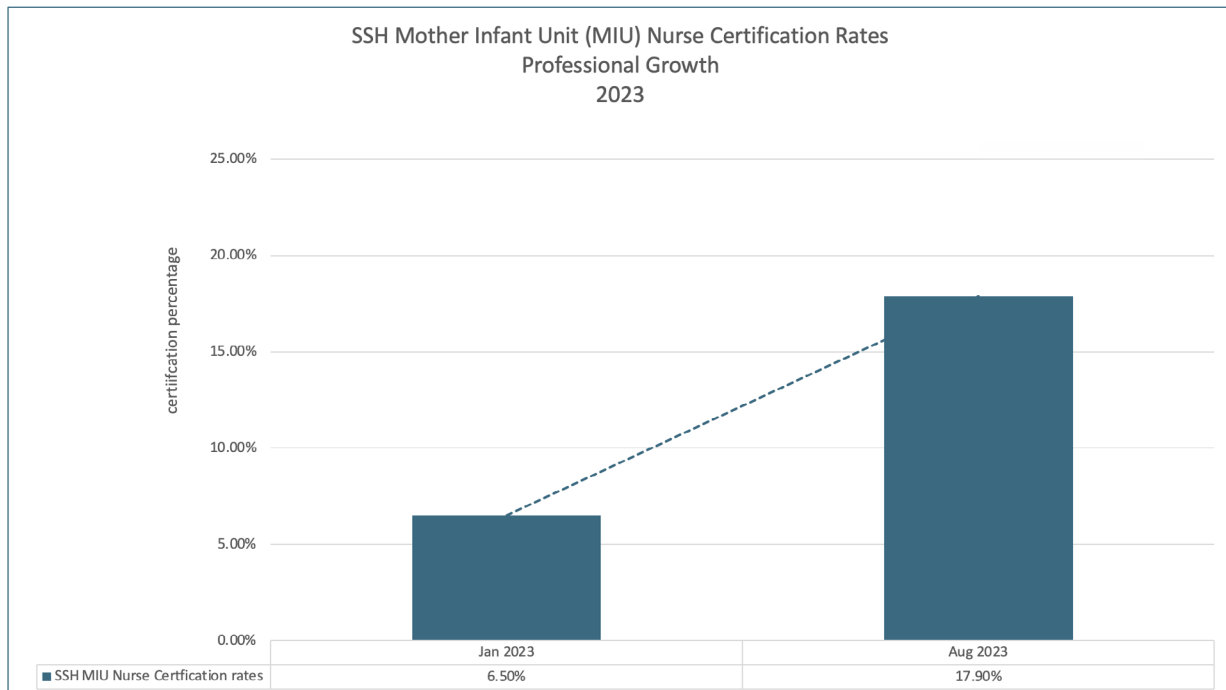
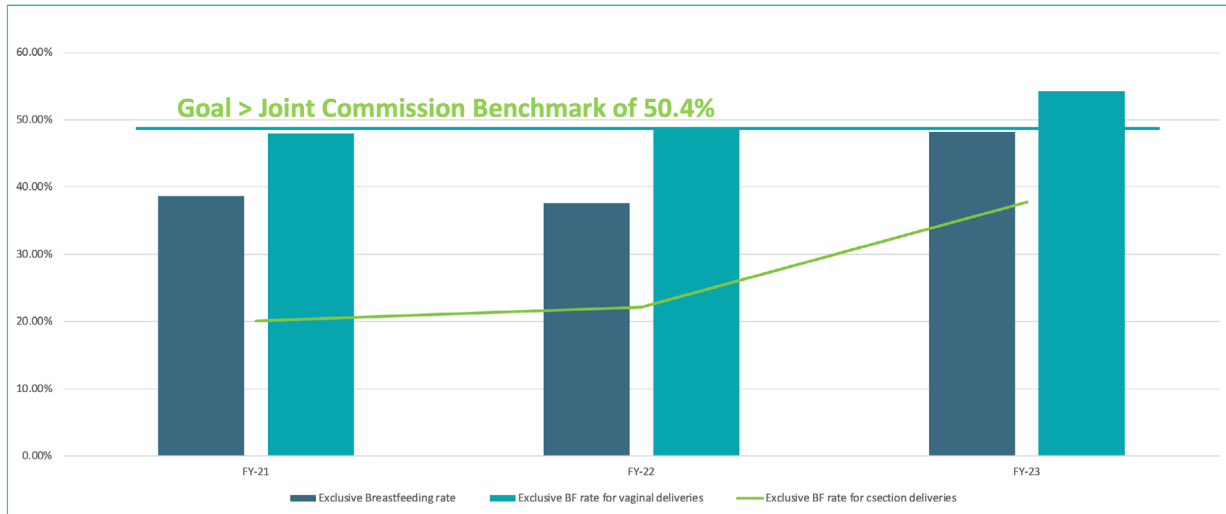
Michele O'Hara, DNP, RN, NE-BC, CLC, Mother Infant Unit (MIU) Nurse Manager, had many goals when she put together a proposal to support Lactation Certification in the MIU. Michele not only wanted to see the number of certified nurses in the MIU grow, she also wanted to improve breastfeeding rates, ensure professional development access and support for her staff, and empower nurses to make an impact on national benchmarks.



Narika O'Connell, RN, IBCLC and Cynthia Hoar, RN, IBCLC, RN with Nurse Manager and Certified Lactation Counselor Michele O'Hara, DNP, RN, NE-BC, CLC in front of the hospital's milkpod™ vending machine

Through the support of Professional Development ACNO, Sharon Stemm, MSN, RN, NE-BC, Michele's proposal to offer financial support to nurses pursuing Lactation Certification was accepted. Nurses interested in certification were given the option to have the course paid for or their time reimbursed through the Education Days Policy. This innovative approach led to 11.4% increase in certification in the MIU in 2023. Even more impressive, the MIU saw a 15.5% increase in exclusive breastfeeding rates from 2022 to 2023. This improvement helped MIU exceed the Joint Commission Benchmark for 2023!

Michele said the key to success was Nurse Leader support both initially and ongoing. Michele modeled the way by becoming a Certified Lactation Councilor alongside her staff. A second certification cohort was started in October and includes 12 nurses from throughout the Parent Child Division; MIU, Neonatal Intensive Care, and Birthing Unit. “The patients are the true beneficiaries of this initiative,” says O’Hara.



EXEMPLARY PROFESSIONAL PRACTICE

Exemplary Professional Practice: Core to every Magnet® designated institution is exemplary professional practice within nursing. At South Shore Health, nursing practice regularly exceeds the threshold of excellence. Nurses rely on evidence-based practice, interprofessional collaboration, and process improvement to continually deliver exceptional patient care. Patients experience fewer complications and are engaged and satisfied with the care they receive due to the dedication of our nurses.

AMBULATORY TRIAGE

Since starting her position as an Ambulatory Clinical Nurse Educator at South Shore Medical Center (SSMC), Jessica Stevens, BSN, RN, saw an opportunity to improve the telephone triage process. Noting that there was no formal education or training in the triage process and receiving feedback from nursing leadership that there was inconsistencies in practice, Jessica set out to create an innovative and customized telephone triage educational class for primary care nurses in Ambulatory Care. Safety events further highlighted such variations, where the standards of care were not being followed. Existing decision support tools, such as evidence based smartphrases, which help determine the nature, urgency, and ultimate disposition of a call, were either being underutilized or nurses did not know how to use them. Jessica recognized the need to provide telephone triage nurses with key information and evidence-based tools necessary to provide safe, high-quality nursing care during triage calls. In addition, she focused on decreasing knowledge gaps and variations in practice.



Kaylin Kaiser, LPN, Lorin Lawlor, BSN, RN, Jessica Stevens, BSN, RN, Sharon McLean, BSN, RN, Leeann Brown, BSN, RN

A baseline telephone triage knowledge test was created, using evidence-based literature, to identify specific knowledge gaps. Based on analysis of the results of each test question, specific content was created for the four-hour telephone triage course. In addition, Jessica completed the AACN's 17-hour online telephone triage course and reviewed several evidence based articles to gather knowledge to create the class. Through collaboration with our Shared Governance Evidence Based Practice Council, decision support tools for the telephone triage nurses were updated and additional tools were created. This included updating existing smartphrases for chest pain, depression, and sunburns. Smartphrases for allergic reaction/anaphylaxis, animal bites, breast pain/problems, heat stroke, sprains, and vasectomy complications were created using Julie Briggs' Telephone Triage Protocols for Nurses text.

The four-hour American Nurses Credentialing Center (ANCC) approved, 4 CEU, customized course consisted of five components; pre-test, PowerPoint content, interactive online polling, case studies, and a post-test. The PowerPoint included review of the basics of telephone triage, the nursing process and its pivotal role in telephone triage, and an in-depth review of specific validated tools to perform patient assessments. The online polling used during the class helped to promote participants' engagement and content discussion. Many participants expressed positive feedback about the online polling. Participants had to score an 80% or greater on the post-test to receive credit for the course.

Test scores from the pre-test to the post-test significantly improved. Upon completion of the educational course, the requirement was for participants to obtain an 80% or higher on the post-test. All 38 class participants achieved a score of 80% or higher. On average, pre-test scores improved 15% upon completion of the course. The average pre-test score was 78% and the average post-test score was 93%. Participants' course evaluations revealed that 100% of participants answered they were confident or extremely confidence in successfully achieving the learning outcomes for the class. In addition 100% of the participants answered "yes" that the materials/information presented during their class will assist them with telephone triage.

Jessica is working on expanding this class to other Ambulatory areas with specialty specific content. Currently she is working on submitting this work to local and national conferences.

IMPLEMENTING BEDSIDE SHIFT REPORTING

Nursing is transforming their shift reporting process by implementing bedside shift reporting and a safety check. This innovative approach has demonstrated positive improvements to patient safety, continuity of care, and patient engagement.



Sarah Bicknell, NA, Samuel Gicho, RN, and Alyssa Johnson, RN do their bedside shift reporting and safety check with their patient on Emerson 4

Bedside shift reporting involves transferring the responsibility of patient care from one nurse to another at the patient's bedside through open communication and active involvement of patients and their families. The bedside shift report provides a structured, consistent approach to handoff communication, reducing risk and improving patient outcomes.

"We recognize the significance of implementing bedside shift reporting and supporting nurses' engagement with patients, and we are further elevating the quality of care provided to our community," explains Evelyn Vasconcelos, MSN, RN, ACNO for Medical-Surgical and Critical Care Services.

Adopting bedside shift reporting has many significant benefits, chief among them is enhanced patient safety and continuity of care. Bedside shift reporting promotes direct communication between nurses, allowing for real-time updates on patient conditions, potential risks, and individualized care plans. This approach enhances the clarity and effectiveness of communication. When a safety check is coupled with a bedside shift report, it leads to improved patient safety and a reduced likelihood of patient harm. Nurse sensitive patient outcome measurements have revealed a decrease in falls with injury by 50 percent in the two months following the initiation of bedside shift report when compared to the previous ten months of data. Improved patient safety can also be seen in the 40 percent increase of near miss medication safety events reported in the two months preceding bedside shift report initiation. Near miss medication events are situations where there is potential for patient harm but the error was recognized before causing harm or reaching the patient. By tracking and reporting near miss medication safety events a systemic problem can be identified and help prevent future errors from occurring.

Bedside shift reporting also empowers patients to be active participants in their own care. Patients have the opportunity to voice their needs, goals, and preferences, enabling healthcare providers to tailor their care accordingly. A safety check is when two nurses use a checklist to review a set of patient and environmental factors. This promotes situational awareness and consistent application of safety practices. It further promotes effective collaboration among nursing teams who are able to use a consistent, streamlined process for conveying critical information efficiently, ensuring that essential items are reviewed during the transition of care. Starting first with the medical-surgical floors and the Critical Care Unit at South Shore Hospital, bedside shift reporting will soon be rolled out to other areas of the hospital, including the Emergency Department and the Mother Infant Unit.

By embracing innovative approaches like bedside shift reporting with the safety check, South Shore Health enhances patient care, promotes a culture of safety, and improves overall healthcare outcomes.

FAMILY INTEGRATED CARE PROGRAM (FICARE)

A first-of-its-kind South Shore Hospital program was featured in the Journal of Perinatology for its groundbreaking research on caring for babies in the Neonatal Intensive Care Unit (NICU). The study, authored by Zuzanna Kubicka, MD, and made possible by the NICU nursing team, shows empowering parents of babies in the NICU improves their newborn's outcome and significantly reduces caregiver stress. The FICare Taskforce, led by Dr. Kubicka and Brittany Amaral, BSN, RN, explored and implemented the four pillars of the FICare model which included Staff Education and Support, Parent Education, NICU Environment and Psychosocial Support.

"For years, NICU parents would feel like spectators in the care of their little ones," explained Kubicka, a neonatologist at South Shore Hospital, part of South Shore Health. "This study shows that treating parents as partners and part of the NICU team, coaching by NICU staff with hands-on care with their baby can have remarkable effects on lowering their stress levels and in-turn, help their newborn thrive."

There is growing evidence regarding parental stress and anxiety following the delivery of a preterm infant, including uncertain outcomes, a sense of helplessness and loss of control, long hospital stays and the inability to care for and interact with their own infant. Modeled on Canadian NICUs and modified to fit the needs of U.S. parents, South Shore Hospital spearheaded the Family Integrated Care (FICare) program in 2019, which seeks to ease the helplessness and anxiety felt by many parents during their babies' NICU stay, and enables them to become active participants in their babies' care.

In the study, participants in FICare reported a significant reduction in the above-stated concerns, as well as improved communication with their child's care team and increased confidence in caring for their newborn at discharge. Parents also overwhelmingly reported participation in daily multidisciplinary rounds to be beneficial. Prior research also revealed implementing the program benefits clinical outcomes for NICU babies, including improved rates of breastfeeding, improved growth, and reduced length of stay.

Additionally, nurses in the study reported FICare implementation in the NICU did not increase nurse-related stress, but instead, resulted in an increase in nursing job-satisfaction. The nurses reported that FICare improved their perceptions of parental readiness and parental confidence to take their baby home, making it easier for nurses to discharge the infants.

"Our study found that a modified FICare model in the NICU setting has utility, with positive effects on both parents and nurses," added Kubicka.

The FICare program consists of several main components:

- **Parent coaching at the bedside:** Parents learn "hands-on" skills taught by NICU nursing and multidisciplinary staff, including taking their baby's temperature, measuring girth, bathing, feeding, administering oral medications, and taking on other important tasks to support their infant's development and nutritional needs.
- **The South Shore Health NICU FICare mobile application:** Parents can download the application to their smartphones or personal devices to access educational materials compiled by South Shore Health doctors, nurses, nurse practitioners, and other specialists including lactation consultants, feeding specialists, nutritionists, and occupational therapists.
- **Parent participation in daily rounds led by NICU multidisciplinary staff:** Parents are included in daily rounds (in-person or virtually) to help make plans regarding their baby's care.
- **Parent Support Group:** Bi-Weekly support group meetings are held with former NICU parents to share information and experiences.
- **The Bead Program:** For every milestone achieved by their NICU baby, parents receive a bead to add to a memory bracelet.

"Parents can choose to participate in as many or as little of these components as they choose," said Dr. Kubicka. "We hope this program will make a real difference for our parents and their babies." Kubicka and the NICU team presented their research at the 6th annual International Family Integrated Care Conference in September 2023.

A horizontal banner with a dark blue central rectangle containing the text "NURSING AWARDS" in white, flanked by teal-colored rectangles on both sides.

NURSING AWARDS

NURSES WEEK AWARDS

COMMITMENT TO EXCELLENCE AWARD



WINNER

Patricia Martini, Pratt 4

NOMINEES

Natay Gibbons, Pratt 3
Elissa Salvucci, Pratt 5
Maria Dasilveira, Float Pool
Jennifer Guilfoyle, Med-Surg Nursing Administration
Audrey Pamphile, Emerson 3
Karen Duffy, Float Pool
Renee Thompson, CCU
Deborah Starr, Maternal Special Care

OUTSTANDING CONTRIBUTOR AWARD



WINNER

Kenesha Bakinson, CCU

NOMINEES

Natay Gibbons, Pratt 3
Megan Treanor, BU
Karen Carino, Trauma Program
William Rich, Emerson 6
Lilia Andrade, Emerson 4
Brooke Fitzgerald, SSMC Family Medicine
Mor Ndiaye, Float Pool
Sandra Barros, PACU
George Palmer, ED
John Buckley, Pain Clinic
Laura Burke, SSMC Pediatrics
James Reddy, ED
Cynthia Schlehuber, ED
Hannah Nunes, SSMC Specialties
Nerlande Estiverne, Emerson 5
Deborah Starr, BU/Maternal Special Care
Kimberly Jackson, Maternal Special Care
Julie Noonan, PACU
Margaret Young, NICU
Deana Grant, SSMC Internal Medicine

RISING STAR AWARD



WINNER

Kristen Bimmler, 2PP Paranesthesia

NOMINEES

Melissa Neary, Pratt 4
Meghan Dunlap, Pratt 5
Kayla Alvares, NICU/Special Care Nursery
Mia Celestino, CCU
Nicole Craig, CCU
Jillian Young, SSMC Family Medicine
Olivia Goodson, Endoscopy
Brenda Pierotti, RRT
Radwa Abdelfattah, CCU
Tiffany Okeefe, ED
Monica McPhail, Emerson 5
Dericka Imbert, Emerson 4
Meghan Davis, Pratt 4
Simone Forde, SSMC Pediatrics
Anna Alberski, VNA IV Team
Brittany Brown, SSMC Internal Medicine
Emma Kennelly, SSMC Pediatrics
Amanda Milone, SSMC Family Medicine
Kristen Peterson, SSMC Internal Medicine
Kayla Alvares, NICU

SUE TOBIN AWARD



WINNER

Maureen Rogers, PACU

NOMINEES

Robert Mood, SSMC Anticoagulation
Leigh Gammons, ACC
Kathy Callahan, Pratt 3
Carolyn Marshman, CNC E6 & P4
Casey Rooney, PACU
Allison Weckbacher, SSMC Specialties/Endocrinology
Amy Arki, CCU

HALL OF FAME AWARD**WINNER****Sharon Perkins, Professional Development****NOMINEES**

Lauren Smith, Pratt 3
 Tammy Wood, Critical Care
 Kim Hurley, CNC Critical Care
 Carolyn Marshman, CNC E6 & P4N
 Paula Beaulieu, ACNO Emergency Services
 Lisa Payne, Float Pool
 Ingeborg Alvarez, SSMC Pediatrics
 Susan Medici, ACNO Care Progression

EXEMPLARY PROFESSIONAL PRACTICE AWARD**WINNER****Matthew Mason, Emergency Department****NOMINEES**

Monique Hankinson, BU/Maternal Special Care Unit
 Marie Larson, RRT
 Devyn Bilotas, ED
 Carolyn Marshman, CNC E6 & P4
 Tammy Sullivan, Emerson 4
 Jamie Chartier, Emerson 5
 Dagmar Sjoquist, SSMC Internal Medicine
 Tammy Wood, CCU

TRANSFORMATIONAL LEADERSHIP AWARD**WINNER****Andrea Stephen, Ambulatory Nurse Manager****NOMINEES**

Cindy Fiocchi, E3 Nurse Manager
 Laura Zuzevich, Emerson 3
 Elizabeth Brooks, NICU/SCN & Pediatric
 Nurse Manager
 Dona Tehranian-Burns, Birthing Unit Nurse Manager
 Kaitlin Sidor, NICU/SCN
 Amy Timmins, Float Pool Nurse Manager
 Robert Abbadessa, Emergency Department
 Kerri Sennott, NC Care Progression
 Carolyn Marshman, CNC E6 & P4
 MaryEllen Kelleher, Professional Development
 Theresa Burgess, Maternal Special Care
 Caitlin Oliva, ACC (Administrative Clinical Coordinator)
 Kaitlin Sidor, NICU

PATIENT AND FAMILY CENTERED CARE AWARD**WINNER****Caitlin Babin, Mother Infant Unit****NOMINEES**

Denise Ward, Care Progression
 Kelly McLaughlin, NICU/SCN
 Kathryn Kelleher, PACU
 Annmarie D'Angelo, SSMC Anticoag/Specialties
 Anne Richardson, Float Pool
 Casey Rooney, PACU
 Conor Gillespie, Emergency Department
 Denise Daley, Care Progression

**INNOVATION/CONTINUOUS IMPROVEMENT
AWARD****WINNER****Michelle Tangstrom, Birthing Unit****NOMINEES**

Sabine Galipeau, Pratt 5
 Dona Tehranian-Burns, Birthing Unit Manager
 Brittany Nuby, SSMC Pediatrics
 Monique Hankinson, Birthing Unit

COMMUNITY/POPULATION AWARD**WINNER****Michelle Solari, VNA Parent Child Health Team****NOMINEES**

Kimberly Luce, CCU
 Gail Altieri, BU/Maternal Special Care
 Rosemary Emme, BU/Maternal Special Care



MARJORIE BRYANT AWARD

**WINNER****Patti Jean Yule**

THE FRIENDS OF SOUTH SHORE HEALTH SCHOLARSHIPS

RICHARD & JOANN AUBUT NURSING SCHOLARSHIP

WINNERS: MATTHEW CROWLEY, MATTHEW MASON



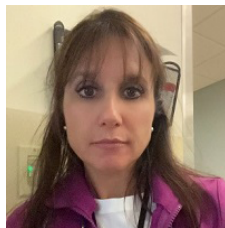
TERRY RIES SCHOLARSHIP

WINNER: KAITLYN BOSSE



NURSING SCHOLARSHIP

WINNERS: REGINA MOOD, ELISA POLLARD, CARI CIANO, TAMMY WOOD, JOAN BLANCHARD, ERIN DOYLE



DR. ALLEN SMITH AND DENISE DUCHAINEY NURSING SCHOLARSHIP

WINNERS: MARIA DASILVIERA, JULIE NOONAN



NURSES ACHIEVE FULL ACCREDITATION FOR CONTINUING PROFESSIONAL DEVELOPMENT

South Shore Health has been granted full accreditation as a provider of Nursing Continuing Professional Development (NCPD) by the American Nurses Credentialing Center (ANCC).

“Achieving ANCC accreditation is a tangible demonstration of South Shore Health’s commitment to delivering high-quality, evidence-based continuing education that promotes the professional development of our nurses,” said Sharon Stemm, MSN, RN, NE-BC, Associate Chief Nursing Officer of Professional Development.

South Shore Health’s Clinical Professional Development Specialists (CPDS) Team was responsible for achieving this mark of distinction that acknowledges the organization’s commitment to lifelong learning. Susan Duty, ScD, MSN, RN, ANP, BC, Nurse Scientist was the CPDS colleague who led the ANCC Accredited Provider Unit application process to achieve this privilege.

“We are proud that South Shore Health is part of an influential global community of accredited organizations that have demonstrated a measurable commitment to the professional enrichment of its nurses, which leads to empirical outcomes for our patients,” said Andrew Harding, DNP, RN, NEA-BC, FACHE, FAHA, FAEN, Chief Nursing Officer.



CPDS Team (left to right): Naomi Pollara, Kelly Mattar, Colleen Smith, Kristine DiCarlo, Jessica Stevens, Paula Lynch Ritchie, Sharon Stemm, Sharon Perkins, Kerriann Campbell, Lisa Lennon, Rosanna Jaime, and Kelly Fitzpatrick (Not pictured: Sharon Duty, MaryEllen Kelleher, Connie Rogers).

NCPD accreditation from ANCC elevates educational offerings that benefit our nurses, and the patients and communities we serve, by:

- Promoting the highest professional standards to sustain effective strategies that improve professional nursing practice
- Improving curricula for nurses to provide evidence-based education that strengthen professional development programs
- Increasing credibility to adhere to evidence-based, global standards that deliver quality, professional education
- Expanding visibility to be included among other accredited organizations that are listed in a nationwide, searchable directory
- Increasing demand to offer continuing professional development contact hours that are essential to building professional portfolios, and maintaining certification and accreditation from ANCC and other licensing boards and regulatory bodies

The duration of South Shore Health’s accreditation period is four years.

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NURSING PROFILES

NURSES SHARING THEIR STORIES

Click on the images to read more about each person's story.



Jennifer Durant:
I Like Fixing
Problems and
Putting Patients
at Ease



Michelle Gareau:
Home Care is
My Calling – It's
Where I'm Meant
to Be



**Colleague
Spotlight:**
Celebrating
Laureen O'Hara!



Rebecca Graziano:
Collaboration,
Education, &
Expertise: The Role
of a Hospitalist
Nurse Practitioner

August 2023

Quality *Champion*

Kristen Peterson, RN, SSMC Nursing

Kristen has been instrumental in our Ambulatory Hypertension Quality work, while also taking on a new role as Internal Medicine Nursing Supervisor. She has been committed to the Nurse BP clinic, seeing patients herself, doing patient outreach herself (51 outreach in the past week alone!), and leading by identifying improvement opportunities, utilizing reports, and training others.

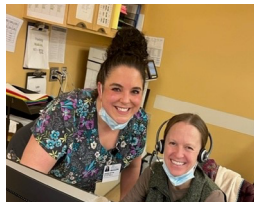
Kristen's involvement and leadership in this initiative has undoubtedly improved the blood pressure of many patients with hypertension and their resulting cardiovascular outcomes.



South Shore Health

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THE YEAR IN PHOTOS



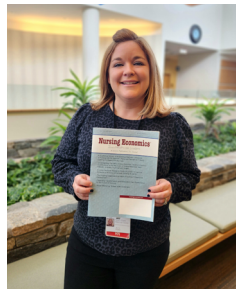


South Shore Health
Nursing Professional Development Week
South Shore Health Clinical Professional Development Team proudly celebrates Nursing Professional Development. Thank you to the CPDS Team for leading onboarding, transition to practice programs, and professional growth out our health system. Your work is important and is valued.

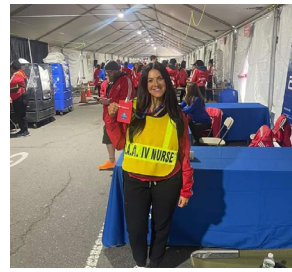


Kathleen McDevitt, NP
South Shore Health Center for Wound Healing









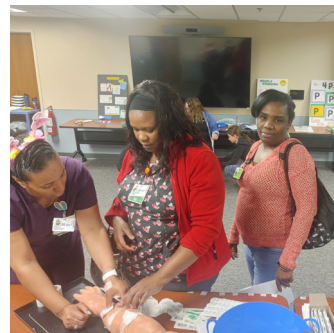
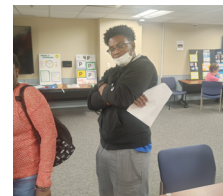
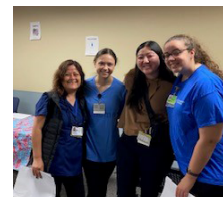
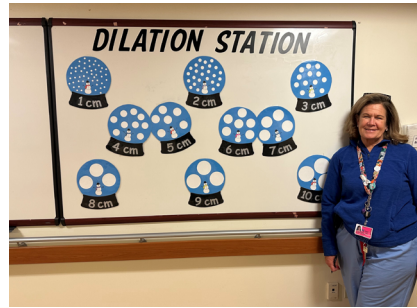
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South Shore Health

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