

Committed to Nursing Excellence

2021 Nursing Annual Report



**Mount
Sinai
South
Nassau**



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Welcome Message from Chief Nursing Officer

Dear Colleagues and Friends,

Welcome to the 2021 Mount Sinai South Nassau Department of Nursing Annual Report.

When reflecting on the beginning of this year, most of us were faced with both hope and uncertainty. Hope came with the vaccine and uncertainty from what was to come with the new variants. As the months unfolded, the COVID-19 pandemic persisted. The nursing staff rose to meet the challenges as they continued to care for patients during each surge.

Despite the challenges the staff faced throughout the year, you will see examples in this report of how our professional practice model of Relationship Centered Care enabled the staff to care for our patients, families, staff, and community. Led by a team of transformational leaders and a strong shared governance structure, the teams had a solid foundation to guide them in their decision-making process.

Together with their interdisciplinary colleagues, the nursing staff remained focused on providing safe, quality care and ensuring the best possible outcomes for our patients. My sincere thanks to the Administrative Team, the Board of Directors, and the entire interdisciplinary team for their support, collaboration, and teamwork.

We hope this report highlights the dedication, commitment, and exemplary outcomes of the entire Department of Nursing. It gives me immense pleasure to work with such an extraordinary team!

Sincerely,



Stacey A. Conklin, MSN, RN-BC, MHCDS, NE-BC
Senior Vice President, Chief Nursing Officer





Transformational Leadership

At Mount Sinai South Nassau, our nursing leaders are responsive, innovative, flexible, and passionate about nursing. We empower our employees toward innovation and excellence in patient care. Nursing leadership is present and engaged in creating an atmosphere where employees thrive.



Nurses Leading the Way

Strategic planning is an important tactic enabling Mount Sinai South Nassau to look into the future in a systematic way, ensuring we remain responsive and connected to patient and community needs. It provides a clear and consistent focus. Our strategic plan aligns with the organizational and nursing system strategic plans and encompasses goals that will occur over a two-year period. Virtual Strategic Planning Sessions for clinical nurses and nursing leaders were conducted in March 2021. We categorize goals and objectives into our five pillars. The Nurse Executive Council reviews the plan on an ongoing basis to identify our progress in achieving identified goals.

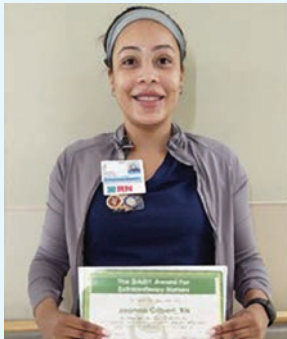


Mount Sinai South Nassau's 2021 nominee for Nassau-Suffolk Hospital Council Nurse of Excellence Award



Janice Campbell MSN, RN, LCCE, IBCLC, Lactation Coordinator

Mount Sinai South Nassau's 2021 nominee for Nassau-Suffolk Hospital Council Nurse of Excellence Award was Janice Campbell BSN, RN, LCCE, IBCLC, an extraordinary nurse who advances nursing practice through innovation and unconditional commitment. She has been a registered professional nurse for 20 years. Janice is a Lamaze Certified Childbirth Educator and Certified Breastfeeding Counselor. For the past six years Janice has served as our organization's Lactation Coordinator, exemplifying a spirit of caring, initiative, and leadership in her role. Recognized as a highly valued member of our nursing team, she is well respected by colleagues, patients, and families alike.



**Q1 DAISY Award Recipient
Joanna Gilbert, RN**



**Q2 DAISY Award Recipient
Caitlin Coyle, RN, ANM**



**Q3 DAISY Award Recipient
Ivan Taglorin, RN, ANM**



**Q4 DAISY Award Recipient
Sona Augustine, RN**

2021 Nursing Recognition DAISY Recipients

The DAISY award is an international program that rewards and celebrates the extraordinary, compassionate, and skillful care given by nurses every day. Mount Sinai South Nassau is proud to be a DAISY partner and recognized six of our nurses with this special honor in 2021.



**Leadership Award Honoree
Joan Riggs, MSN, RN-BC, CCRN**



**Lifetime Achievement Award
Patrice Kelly, MSN, RN, CNOR**



**Lifetime Achievement Award
Lori Edelman, MS, RN, CEN, NE-BC**



Our Advanced Practice Nurses take a moment to celebrate during Nurses Week.

Exemplary Advanced Practice Nurses

Mount Sinai South Nassau's Advanced Practice Nurses (APRNs), under the direction of Senior Nurse Practitioner, James Murphy DNP, RN, ANP-C, APNPC-AG, maintain an Advanced Practice Innovation Care Committee for empowerment as a peer support, peer review, and forum for sharing best practices. The committee vision is that

APRNs will assume a pivotal role in the decision-making process within the hospital and practice at the highest level of autonomy. Although the committee was unable to hold their annual seminar and awards ceremony in 2021 due to COVID-19 restrictions, we recognize and value the contributions of our APRNs in advancing patient care.

Leaders Keeping Traditions Alive Through the Pandemic



Mount Sinai South Nassau's nurses celebrate Nurses Day, May 2021.



Holistic Council brings holiday spirit and cheer to patients on the Transitional Care Unit.



Structural Empowerment

At Mount Sinai South Nassau, our nurses are confident professionals integrally involved in shared decision-making and structures. We support our nurses in seeking ongoing opportunities for education, professional development, and clinical advancement. Superior job performance is acknowledged and rewarded.

The Department of Patient Care Services supports and encourages continuing nursing education and provides financial support for ongoing formal academic preparation, seminar attendance, and specialty certifications. Our team of talented nurse educators promote professional development along the continuum from novice to expert.

Bolstering Our Nurses With Education

During 2021, nurses continued to face the challenges of the COVID-19 pandemic. Education on how to care for the patients continually evolved. Practices changed rapidly to reflect Centers for Disease Control and Prevention recommendations and implementation of the COVID-19 vaccination effort. Equipment and national supply chain challenges led to continuing education on how to use substitute products and integrate new technologies into practice. During patient surges, the care delivery model changed from modified primary nursing to a team-based model to meet patient care needs and maximize redeployed staff. Staff commitment and resiliency were key factors in Mount Sinai South Nassau's ability to adapt to new nursing knowledge and practices.

- In 2021, 351 Patient Care Services employees were hired and oriented
- 62 new graduate RNs successfully completed transition training programs
- 446 RNs participated in the Clinical Advancement Program
- Maintained academic affiliations with 25 schools of nursing
- Nursing student placements resumed and included: 888 undergraduate placements, 62 capstone students, and 57 graduate nursing students
- Conducted annual mandatory education sessions for RNs, LPNs, and support staff
- Sponsored online Trauma Care After Resuscitation program to support Trauma Service Education
- Continued and adapted hybrid and online educational programs to meet Patient Care Services staff and specialty needs. (Dysrhythmia, Crisis Prevention Institute, Stroke, Portfolio Workshops, varied specialty education programs)
- Continued to offer educational resources to staff for professional development (Emergency Nurses Association and American Association of Critical Care Nurses essentials of critical care orientation modules for Emergency Department and Critical Care, Apex Stroke Modules for D2W, Association of Women's Health, Obstetrical and Neonatal Nursing Learning Modules for Women's and Children's service line, Continuing Education Direct Online Learning, and American Nurses Credentialing Center Success Pays Certification Program)
- Conducted a summer student Nurse Extern Program for 17 nursing students
- Sponsored multiple RN recognition programs and adapted to COVID-19 Restrictions: Quarterly DAISY awards, Nurses Day and Week virtual activities and virtual Certified Nurses Day
- Trained 29 agency nurses to supplement Emergency Department, Critical Care, and Telemetry staffing



First graduating cohort of Mount Sinai South Nassau's Nurse Residency Program.

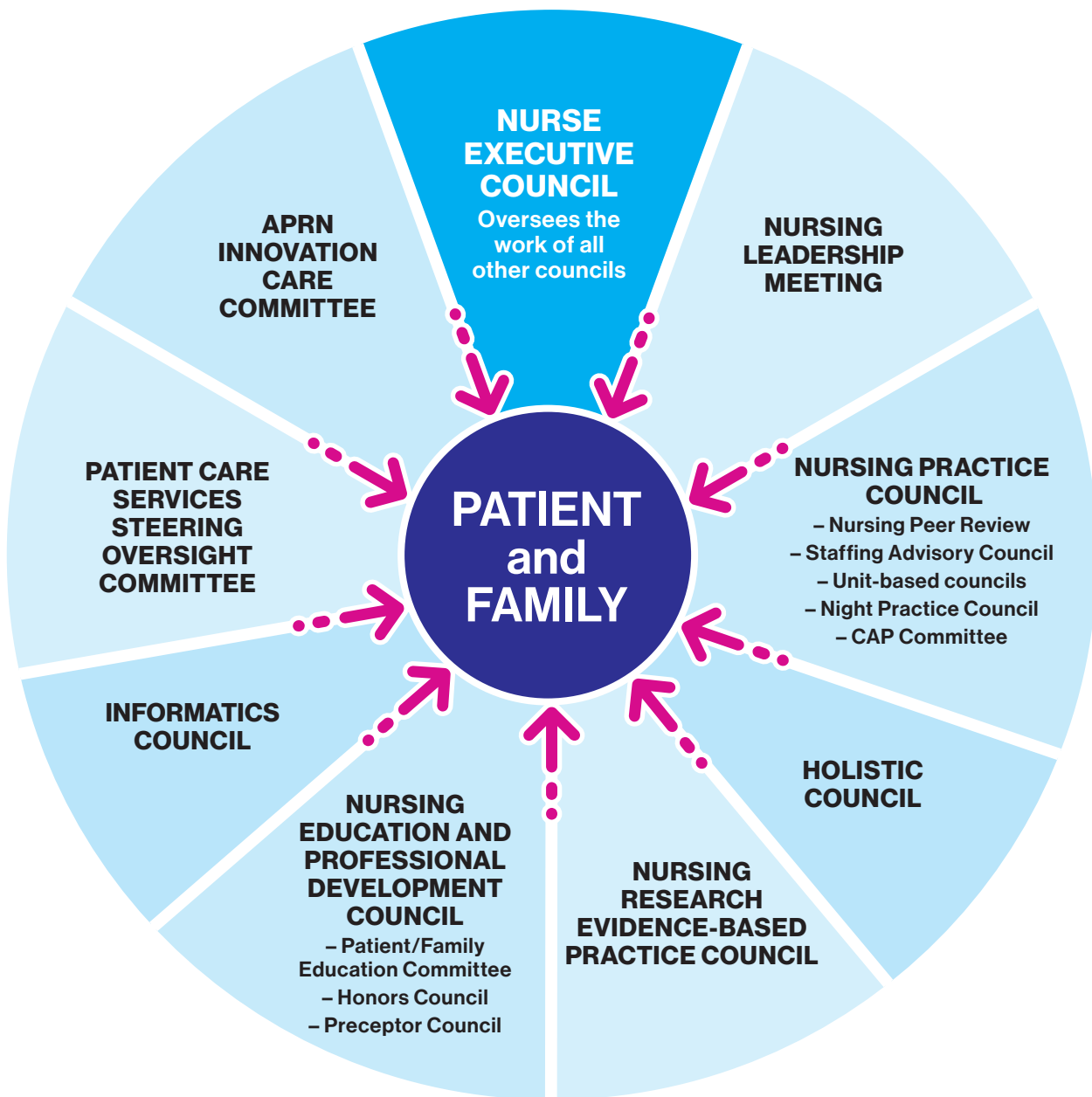
Nurse Residency Program

Mount Sinai South Nassau is committed to supporting newly licensed nurses embarking on the journey from a novice to expert RN through our Nurse Residency Program (NRP). We have partnered with the Vizient/AACN Nurse Residency Program® to provide evidence-based resources that help new nurses gain confidence and increase competence during this 12-month program. The Nurse Residency Program provides a nationally recognized, standardized curriculum of seminars and simulation designed specifically to support the new graduate RN's transition into practice. Mount Sinai South Nassau's first cohort of RN Residents graduated in 2021.

Students from our school of nursing affiliates are the future of our profession. We support students through our summer Student Nurse Extern Program and throughout the year in Mount Sinai South Nassau's Student Nurse Club.



Helen Caffray, seated, far left, welcomes our 2021 summer Student Nurse Externs to Mount Sinai South Nassau.



Councils On The Move

Our nursing council structures at Mount Sinai South Nassau are built on the premise of teams coming together to create and implement actions that move us toward empowering nursing staff to practice innovatively, influence exceptional patient outcomes, learn continuously, and create an environment where nurses choose to work, and patients want to receive care. They are the foundation for a commitment to shared vision and collaborative practice.

Our Councils include:

- Nurse Executive Council
- Nursing Practice Council
- Nursing Education and Professional Development Council
- Nursing Research and Evidence-based Practice Council
- Holistic Council
- Informatics Council
- Unit-based councils

Nursing Education and Professional Development Council



Nurses at the 2021 Council Fair.

- Hosted a virtual Certified Nurses Day Celebration with our highest certification rate—47 percent of our eligible nurses have professional certification in their specialty
- Hosted Support Staff Appreciation Day
- Developed annual Learning Needs Assessment Survey to plan future educational programs for RN staff
- Sponsored Return of Nursing Grand Rounds

Nursing Practice Council



Members of the 2021 Nursing Practice Council with the Workplace Violence Prevention Council.

- Reviewed and revised policies, procedures, and nursing standards
- Revised our RN Peer Review Tool
- Conducted reevaluation of how we operationalize our Professional Practice Model to align with our system's Professional Practice Model of Relationship-Centered Care
- Collaborated with unit-based councils on specialty-specific projects

Holistic Nursing Council



Members of the 2021 Holistic Council.

The Holistic Council is a shared decision-making forum that promotes nursing practice that focuses on the principles of holism, unity, wellness, and the interrelationship of human beings and their environment. The Council promotes methodologies for nurses to integrate self-care, self-responsibility, and reflection to recognize and care for the totality of the human being. The condition of the patient as a whole person is considered during all aspects of the nursing process (assessment, diagnosis, planning, intervention, and evaluation). The council promotes and supports holism as a key component of nursing practice. A holistic approach to care is valued as a hallmark of nursing excellence and contributes to improved patient outcomes.

Holistic methodologies are innovative and individualized to the specific patient. The Holistic Council fosters collegiality and interdisciplinary collaboration in achieving the goals of care for the patients we serve.

In 2021, Council initiatives focused on promoting self-care and stress management for staff and implementation of alternate modalities for pain and stress like aromatherapy for our patients. The council was instrumental in implementation of Mount Sinai South Nassau's Recharge Room in November 2021.



Patient/Family Education Council Accomplishments 2021

- Approval of NICU sibling education submitted by AnnMarie DiFrancesco
- Approval of stroke brochure submitted by Charmaine Brereton
- Baby-friendly and breastfeeding education approved and submitted by Janice Campbell
- Approval of poster on edible THC ingestion prevention posted in Pediatrics and ED waiting room
- Discussion of SMART journal feedback by group
- PCare patient education data monitored and reviewed
- Diabetes education material approved and submitted by Maura Carragher
- Heart failure program material approved and submitted by Kimberly Babich

- Birth Control education in English and Spanish submitted by Janice Campbell
- Disability and bias education submitted by Lina Hoyos
- Stroke Support Group virtual meeting

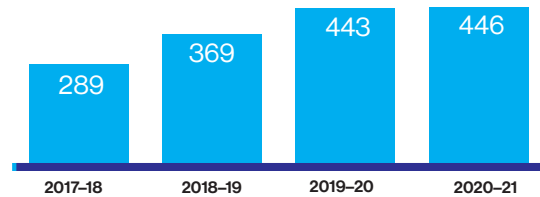


Patient/Family Education Co-Chairs, Lynn Bert, DNP, and Charmaine Brereton, stroke coordinator.

Nurses Make Progress In Clinical Advancement Program (CAP)

Mount Sinai South Nassau's Clinical Advancement Program achieved our highest level of participation in 2021, at 446 RNs. Our program is based on Benner's conceptual model "From Novice to Expert." Reward and recognition are provided for professional accomplishments, engagement, and contributions. The program benefits patients, nurses, and our organization as it supports clinical nurses with the resources to develop ongoing expertise and advancement within our profession.

**Clinical Ladder: RN Participation
2017-2021**



Community Service

Mount Sinai South Nassau's Nurses are involved in community service and served as first responders during the COVID-19 pandemic. Community screening events, public education, and community fundraising activities began returning during 2021. Nursing team members contributed to the success of the COVID-19 community vaccination POD and Vaxmobile, increasing vaccination rates throughout our region. Our nurses were at the heart of an extraordinary interdisciplinary initiative that exemplified the spirit of nursing at Mount Sinai South Nassau. This is one of our nurses' most meaningful practice initiatives, which has impacted our communities' hopes for a brighter future and path towards pandemic recovery.



Mount Sinai South Nassau's Vaxmobile team—protecting our communities one vaccine at a time.

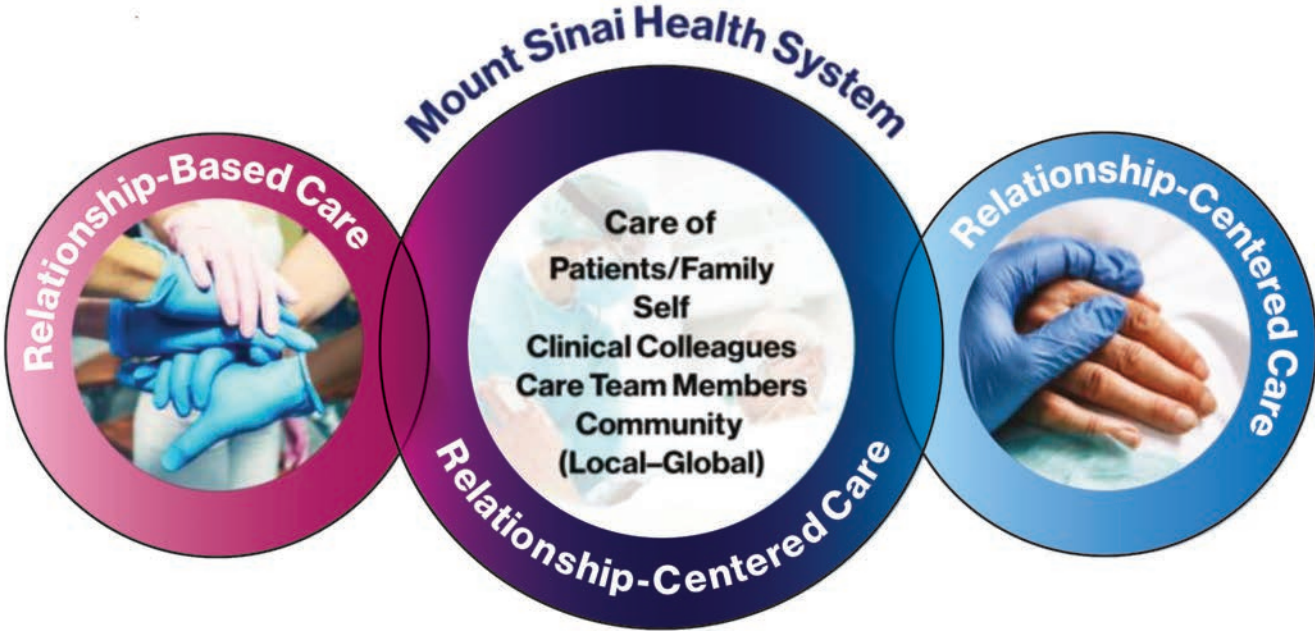


Exemplary Professional Practice

A top priority and core goal of our nurses is to provide patients with comprehensive, quality care in a safe, healing environment. Our Magnet nurses focus on teamwork, collaboration, communication, and relationship building, not only with their outstanding health care colleagues, but also with their communities, patients, and their patients' families.

As part of the Mount Sinai Health System, Mount Sinai South Nassau aligns with the system Professional Practice Model Relationship Centered Care. Our practice model is a dynamic system which supports registered nurse control over the delivery of nursing care and the environment in which care is delivered. Subsystems of the model include core values, professional relationships, the patient care delivery model, leadership/governance structures, and recognition and reward.

Professional Practice Model: Mount Sinai Health System Relationship Centered Care





Long Island's Flagship Hospital of The Mount Sinai Health System

As the flagship hospital for Mount Sinai on Long Island, the flag on the map of Long Island, right, reflects our commitment to relationship-centered care. It also contains our foundations of evidence-based practice and development along a continuum of novice to expert. We aspire to our STAAR Standards *Every Day, Every Shift, for Every Patient* depicted in the 3D model, right. Our nursing values are noted along the map of Long Island.



Ruth Watson, RN, of Labor and Delivery, created a 3D model of how Mount Sinai South Nassau implements relationship-centered care.

Unit Highlights

Emergency Department Oceanside and Long Beach

The Emergency Departments (EDs) are staffed with a complement of skilled clinical staff which provides a high level of clinical expertise. Both Emergency Department's continued to be impacted by COVID-19 in 2021.

Significant Achievements

Mount Sinai South Nassau Emergency Department has addressed throughput challenges through implementing many proactive changes. We are ready to focus on proactive communication and teamwork.

- No-delay nurse reports are an important tool to reduce time from admit orders to arrival
- Staffing an Emergency Department provider in the triage area during peak patient arrival times, expediting patient evaluation
- Adjustments to Emergency Department registered nurse staffing to better match patient arrival times
- Ensuring open beds are filled. Pull until full. Patients are placed in an Emergency Department bed immediately upon arrival, if a bed is available, reducing the wait time for provider evaluation of the patient



The Emergency Department staff continued to hold the frontline during 2021.

- Established a new position—Emergency Department Quality Coordinator
- Patient-driven plan/culture change plan to be more patient-focused and staff-involved
- Split flow implemented to reduce “left without being seen” rate and length of stay
- Added 1 pm Huddle with all disciplines outside of Emergency Department North. Review any barriers that may need to be addressed as the volume in the Emergency Department begins to increase

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- Improved patient transport and EVS process. Transporters now ensure that stretchers are available and clean to place in the bay once a patient leaves to go to the floor
- EMS arrival process with offloading in the new ambulance bay area
- Radiology process—creation of a patient changing area to expedite exams while patients are waiting in triage
- It is exciting to welcome new experienced and new grad staff, and we realize the need to support them through this transition
- Transitioned two existing Emergency Department RN positions to Clinical Practice Experts who will provide hands-on support to the new graduates and new ED staff on the night shift
- Onboarding of new Medics position to assist with ambulance triage, EKG, and phlebotomy
- Splitting the time in triage for RN staff to decrease their stress levels after handling ill patients who have been waiting to be seen
- Creation of an EMS ambulance crew break room outside the Emergency Department, equipped with chairs, tables, a microwave, and snacks.

Critical Care



Our Critical Care nursing team members continued to be on the frontlines of COVID-19 in 2021.

The Critical Care Units are comprised of 22 beds with “closed” oversight by Mount Sinai South Nassau’s Intensivists. Incorporated within these units are beds designated for critical surgical/trauma patients who are assigned to the Surgical Intensive Care (STICU). The clinical

expertise of the critical care nursing staff, supported the continued expansion of services, care and treatment for patients who require critical and specialized modalities for a myriad of medical illnesses, surgical interventions, and traumatic injuries.

Significant Achievements

- Participated in a successful ACS Trauma Survey in March 2021
- Implementation of Daily Management Board (DMB): Communication, Key Performance Indicators (KPI), and Professional Practice
- Obtained 22 new Stryker beds.
- Fall Rates 2021: ICU: 0; CCU: 1.03

Telemetry: D2W



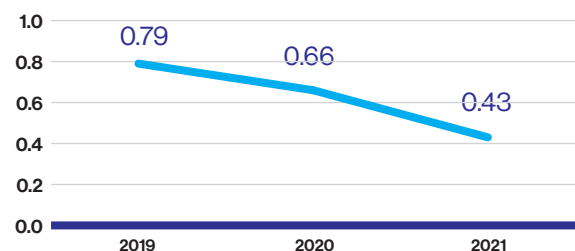
The D2W team—Time is Brain

D2 West is a 36-bed medical/surgical telemetry unit that includes 12 semiprivate rooms and 12 private rooms. D2 West provides care for stroke, medical/surgical, telemetry, ventilator-dependent and Continuous Ambulatory Peritoneal Dialysis (CAPD) patients.

Significant Achievements

- Implementation of Daily Management Board (DMB): Communication, Key Performance Indicators (KPI), Professional Practice
- iBed Vision Board: Implementation spring 2021
- KBMA medication administration scanning was 95 percent for the year
- 2021 American Heart Association Get With The Guidelines® Gold Plus Award
- 45 percent reduction in falls with injury rate 2019–2021

Falls with Injury Rate



Telemetry: D2E



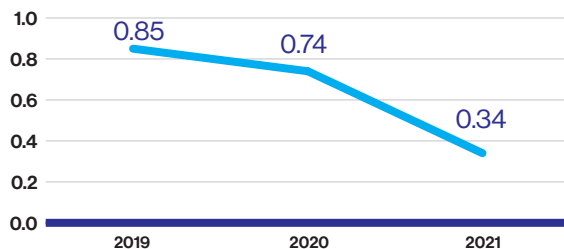
The D2 East team in 2021

D2 East is a 38-bed telemetry unit with a complement of skilled clinical staff who provide a high level of clinical expertise to the heart failure patient population. The goals align with those of the institution with a focus on consistent excellence both in the clinical and patient experience sector.

Significant Achievements

- Implementation of Daily Management Board (DMB): Communication, Key Performance Indicators (KPI), Professional Practice
- iBed Vision Board: Implementation Spring 2021
- Successfully introduced the concept of care narrations and care checks on the unit
- KBMA medication administration scanning was 96 percent for the year
- Contributed to Joint Commission Disease Specific Heart Failure Re-Certification and 2021 American Heart Association Get With The Guidelines® Gold Plus Award.
- Greater than 50 percent reduction in falls with injury rate during 2019–2021

Falls with Injury Rate



Telemetry: D1



D1 staff promote excellence and innovation in practice.

D1 East is a 36-bed medical/surgical telemetry unit that specializes in the care of the geriatric population, aligning with the Nurses Improving Care for Healthsystem Elders (NICHE) and Age Friendly vision for elder care

- In July 2021, The Icahn School of Medicine of Mount Sinai Medical Residency Program entered its third year with D1 East designated as the primary admission unit for “teaching patients.” Our nursing team continues to support the teaching environment where medical residents have thrived under the direction of our Hospitalist Physicians
- D1 continues our mobility initiative by educating other inpatient units how the designated “rounder” (Patient Care Technician) is utilized to ambulate our patients each day. Our mobility initiative is quality driven and aimed at ensuring excellent care for our geriatric population by maintaining their functional status while in the hospital
- In 2021, Mount Sinai South Nassau enrolled in the Healthcare Association of New York State’s Age-Friendly Health System (HANY’s) 2021–2022 Action Community Cohort. An age-friendly interdisciplinary team was created, including a Hospitalist, Pharmacist and Nurse Practitioner, who round weekly on designated geriatric patients on D1

Key Operational Improvements

- Active unit-based councils are involved in all unit decision making, incorporating quality improvement initiatives which are displayed on our Daily Management Board
- Implementation of Daily Management Board Briefs at 7 am/7 pm daily and weekly update on projects/unit news each Friday with staff

Significant Achievements

- Maintained NICHE Membership: Focus continues on our geriatric population to ensure quality care
- Age-Friendly Focus: Interdisciplinary collaboration to meet the needs of our geriatric population
- 11 certificated RNs: Gerontology and/or Medical Surgical Nursing
- Six RNs enrolled in Advanced Practice (NP) programs

Cardiovascular Services



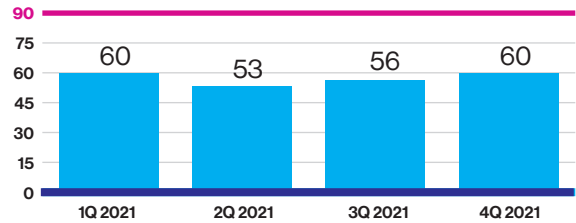
Our Cardiovascular Services nurses, 2021.

The Department of Cardiovascular Services consists of the Cardiac Cath Lab (2 Labs), Electrophysiology Lab (1 Lab), Non-Invasive, and E1 Pre/Post Recovery (18 Bays). The year 2021 was a time of programmatic growth, meeting or exceeding the benchmark year of 2019 and post-COVID-19 year of 2020. Catheterization Lab and E1 experienced milestone growth 4th Quarter 2021 over that of 2019. E1 volume by hour of day consistently trended upward 2021 over 2019. This was due to a 53 percent growth in Percutaneous Coronary Intervention (PCI) volume September through December 2021 over September through December 2019. The department continued to exceed standards in the quality of care provided and the patient experience.

Significant Achievements

- ST-Elevation Myocardial Infarction (STEMI) door-to-balloon time average for 2021 = 56 minutes. 100 percent of the cases met the 90-minute or below benchmark
- Zero percent implant infections for 2021 in the Electrophysiology Lab, meeting the benchmark of 1 percent or less
- 1.54 percent Lead Dislodgement, meeting the (Heart Rhythm Society) benchmark of 7 percent or less
- Ambulatory callbacks within 24 hours = 95 percent
- Get With The Guidelines® Heart Failure Gold Plus Award

ST-Elevation Myocardial Infarction 2021: Door-to-Balloon (D2B) Goal: 90 minutes or less



Mount Sinai South Nassau door-to-balloon time exceeds the national benchmark each quarter. National benchmark is 90 minutes.

Patient Experience

- Ease of registration process 2021 score of 97 percent exceeds benchmark of 95 percent
- Staff's Explanation of Test/Treatment 2021 score of 96 percent exceeds benchmark of 95 percent
- Hospital Rating Over Time 2021 top box score 77.8 percent, exceeding hospital goal of 61.4 percent by 16.3 percent (74th percentile rank)
- Nurse Communication 2021 top box score 87 percent, exceeding hospital goal of 74.1 percent by 12.9 percent (91st percentile rank)
- Staff Worked Together (Teamwork) 2021 top box score 72.5 percent exceeded hospital goal of 59.1 percent by 13.5 percent (64th percentile rank)

Community Outreach

- Sponsored Go Red for Women Event
- Participated in American Heart Association Wall Street Walk @ Long Beach
- Conducted CPR Awareness and Education
- Participated in American Heart Association Long Island Heart Walk
- Co-sponsored National BP/Stroke Education Day



Jessica Arroyo, RN, far right, runs the communication huddle, which was implemented in the summer of 2021, with the Cardiology staff.

Staffing Office and Nursing Float Team



Staffing Office is a key resource center for nursing at Mount Sinai South Nassau.

The staffing office continues to be the resource center for Patient Care Services. The continuation of the pandemic through 2021 saw another utilization of an accomplished labor pool that strongly supported the organization with attention to nurse assignments based on past labor pool experience and specialties to support a positive employee experience for internal and external staff. The staff incentive was successfully managed through the staffing office. The Float Team is central to providing resources to a wide variety of Mount Sinai South Nassau practice settings.

Significant Achievements

- Added 12 new cameras to the Tele-sitter program to enhance patient safety in 2021, increasing the number of support staff trained with average camera utilization of 79 percent
- Increased the number of CPI trained support staff to 49
- Increased the number of LPN hires training to support ED, Unit team nursing, MR, and phlebotomy needs
- Added Phlebotomy Team to the Float Team
- Revised scheduling and staffing practices to decrease OT and increase efficiency
- Added assigned phlebotomist to Outpatient to decrease wait times and increase patient satisfaction
- Added LIAT testing to Float Team. Trained 29 members of Float Team support staff to run three LIAT machines to accommodate POC LIAT testing 24/7
- Increased student engagement resulted in a current roster of 69 student nurses in varying stages of their education and training in float ancillary positions
- COVID-19 tent testing and community vaccinations on Vaxmobile was supported by three to four members of the Float Team who were trained to do vaccinations, PCR and rapid testing
- Assigned six FTEs from Float Team RN/LPNs to ED staffing to participate in TEAM nursing

Perioperative Services

The Main Operating Room consists of 14 Operating Room Suites in a racetrack design with an inner core and an outer core module. The Ambulatory Unit, on E3, consists of three Operating Rooms and one procedure room. The OR provides care to patients within the following clinical specialties: Orthopedics/Minimally Invasive Orthopedics, Podiatry, Thoracic/Minimally Invasive Thoracic, Pulmonary, Vascular, Gastrointestinal, Urological/Minimally Invasive Urological, Gynecological/ Minimally Invasive Gynecological, Uro-Gynecology, Ophthalmic, Ear/Nose/Throat, Neurosurgical, Plastic Surgery, Trauma, Minimally Invasive Bariatric Surgery, Organ Donation, General Surgery/ Minimally Invasive General Surgery, Minimally Invasive Robotic/Assisted Surgery and Pain Management. These represent both inpatient and outpatient populations.

Key Operational Improvements

- Non-elective Triage System (NEST) implemented to provide guidance to perioperative staff on scheduling add-on/emergency cases and prioritized completion depending on acuity and available resources
- OR scheduling implemented process to capture ambulatory patient vaccination status and document in Allscripts
- New Procedures:
 - V-Notes—Minimally invasive natural orifice hysterectomy
 - Inspire—Surgical treatment for sleep apnea
 - Bulkamid procedures for urinary incontinence
- Radio frequency sponge detection system implemented to prevent retained surgical items
- New Equipment:
 - De Mayo Orthopedic Positioner®
 - Neoprobe
 - Acclarent ENT Navigation System
 - Zeiss Kinevo Microscope for Neurological procedures
 - 190 Bronchoscopes and processor used in thoracic surgery



The Operating Room team is at the ready.

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- Process to move trauma/critical patients from Operating Room (OR) to Surgical Intensive Care Unit (SICU), bypassing Post Anesthesia Care Unit (PACU) implemented
- Phone call handoff from Ambulatory Surgery Unit (ASU) nurse to OR nurse to improve communication and improve throughput
- Two RN positions added to E3 to extend hours of operation to accommodate surgical volume
- Volume increase by service: Robotic case volume increased 69.9 percent
 - Thoracic case volume increased 24.9 percent
 - Neurology case volume increased 19.8 percent
 - Orthopedic case volume increased 15.0 percent

Significant Achievements:

- Nicole Ng, RN, selected to replace Pat Kelly, RN, retiring Perioperative Director
- Four RNs successfully completed perioperative 101 training
- Operating Room volume lost due to COVID-19 pandemic was recovered in 2021
- Implemented single consent for Operating Room/ procedure and anesthesia

Endoscopy



The Gastrointestinal Endoscopy Unit staff

The GI Endoscopy Unit cared for 5,371 patients in 2021. This was a 36.8 percent increase in patient volume over 2020. In 2021, the GI Endoscopy Unit cared for 3,940 ambulatory patients and 1,431 admitted patients. More than 2,500 colonoscopies were performed, and over 700 advanced procedures were completed.

Significant Achievements

- Improved operational efficiency, as evidenced by, significant reduction in GI procedures performed in the OR
- Expanded on-call system coverage to include holidays.
- Standardized use of medical supplies to reduce operating expenses
- Expanded use of ProVation software to include Pulmonary
- Added an Olympus Video Travel Cart for bedside procedures. ProVation image capturing technology was added, as well

Pain Management

The Pain Management Unit provides care to patients that are afflicted with chronic pain. The patients represent both outpatient (ambulatory) and inpatient populations. Pain Management provides care for surgical patients throughout their perioperative period, consisting of preoperative admission and preparation, phase one and two recovery and discharge. The unit is located on E3 and collaborates with E3 to provide high quality patient care. A total of 1,423 procedures were performed in 2021.

Significant Achievements

- Pain Management 2021 volume was 1,423 which is an increase of 400 cases from 2020 volume, a 39.1 percent increase
- Additional 0.5 RN full-time equivalent granted to accommodate increased case volume and improve patient throughput
- Pain Management nurses collaborate with E3 nursing to provide efficient patient care with increased surgical volume

Post-Anesthesia Care Unit, Ambulatory Surgery Unit, and Pre-Surgical Evaluation



Post-Anesthesia Care Unit nursing staff

The Post-Anesthesia Care Unit and Ambulatory Surgery Unit continue to provide high quality care. Specialty services include General Surgery, Thoracic, Vascular, and Orthopedic, including Total Joint Replacements, Spine, Neurosurgery, Gynecology, Urogynecology, Ear, Nose, and Throat, Pulmonary, Plastic Surgery, and Urology. In 2021, the ASU department provided care for over 7,500. The PSE department treated over 6,700 patients.

There were a total of 9,299 recovered cases in PACU for 2021. During the COVID-19 surge, PACU nurses were reassigned to take care of critical care patients, step-down, and medical-surgical patients. PACU continued to provide post-anesthesia patient care as well as critical care overflow patients.

Key Operational Improvements

- A Medical Assistant role was added in ASU: This role encompasses chart review and STAT lab tests for ASU leading to dramatic decrease in wait time for lab tests, vitals of preoperative patients, and assistance in throughput. This Medical Assistant also provides support in our Fast-Track area
- Development of Fast-Track: In September of 2021, we transitioned the former ASU preoperative area to a Fast-Track. This area is designed to accommodate patients who meet criteria to fast track from the OR to Phase II recovery, enhancing throughput in the PACU. The Fast-Track area also accommodates the Phase II patient after a Phase I in PACU. Patients are observed and discharged directly from the Fast-Track area upon meeting criteria for Phase II discharge. This process has led to improvement in discharge of recovering ASU patients within one hour. Fast-Track has decreased utilization of the Transportation Department as patient are moved directly from PACU to Fast-Track
- All PACU nurses were trained for blood drawing competency for STAT lab tests and time critical lab tests to decrease patient's length of stay while awaiting blood work results in PACU
- An additional NP and RN were allotted to Presurgical Evaluation. As our volume increased our length of stay increased. With the addition of this staff, the length of stay is approximately 90–100 minutes, down from 120 minutes
- The addition of the clinical RN role has supported Presurgical Evaluation in the safe education of our preoperative patients. The RN's collaborative approach of reconciling medications, educating on skin preparation, Enhanced Recovery After Surgery (ERAS) protocol compliance, and incentive spirometer education facilitate perioperative readiness
- To maintain COVID-19 testing compliance, the unit clerk in PSE has been diligent to schedule patients within the required period of five days for polymerase chain reaction (PCR) COVID-19 testing

Significant Achievements

- ASU RNs assisted in Critical Care and Medical-Surgical units during the second COVID-19 wave
- Our Unit Clerk in ASU, Claudia Hernandez, was awarded "Unit Clerk of the Year" for Mount Sinai South Nassau



Presurgical Evaluation Team members pose with nursing education's Helen Caffray, far left, and Chief Nursing Officer, Stacey Conklin, far right.

Interventional Radiology



The Interventional Radiology nursing team in 2021.

The Interventional Radiology Department at Mount Sinai South Nassau performed 2,841 cases in 2021. The interventional radiology component performed 2,109 procedures, including seven trauma cases; the vascular surgery component performed 383 procedures and neurology component performed 76 cases, including 15 emergent stroke patients.

Significant Achievements

- Added one full-time Nurse Practitioner
- RNs now report through Patient Care Services
- Implemented daily huddles
- Recruited and on-boarded an additional Interventional Radiology RN to fill vacancy
- Assistant Nurse Manager James Desetto became Mount Sinai South Nassau's first Certified Radiological Nurse

Women and Children's Services



Women and Children's Services nursing staff

Women and Children's Services interdisciplinary team provides care to a diverse population of obstetric and gynecological, neonatal, pediatric, and medical-surgical patients admitted to Labor and Delivery and Mother-Baby units, Pediatrics, and the Level II Neonatal Intensive Care Unit.

The Labor and Delivery and Mother-Baby units accommodated 2,409 live births and 2,789 outpatient visits in 2021. In addition, multiple high-risk antepartum patients and postoperative gynecological patients were cared for by the team.

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- Labor and Delivery RN Residency program was launched with four new graduate RNs
- Four birthing rooms were converted to negative pressure rooms, which allowed to optimize care for COVID-19-infected laboring patients
- Three RNs with medical-surgical experience were accepted to Labor and Delivery nurse-fellowship program
- Escalation policy for the Department established and formalized. Ongoing quarterly drills and mock codes for the interdisciplinary team on shoulder dystocia, postpartum hemorrhage, and severe hypertension in pregnancy and neonatal resuscitation
- Presurgical evaluation process revised to allow in-person evaluation and lab collection the same time

Significant Achievements

- Early elective deliveries—0 (The Joint Commission Core Measure)
- Best practice implementation: quantitative blood loss calculation for every delivery
- Four Labor and Delivery RNs obtained certifications in Inpatient Obstetrics and Electronic Fetal Monitoring
- Staff was trained on care of Mother-Baby patients (mother and newborns). COVID-19-positive moms and their newborns were transferred to Pediatrics for care (prior to the build of negative-pressure rooms on Mother-Baby Unit)
- Staff trained and cared for patients receiving intravenous infusions of monoclonal antibodies assisted with administration of monoclonal antibody infusions to 95 COVID-19-positive ambulatory patients in December 2021
- Percentage of certified Pediatric nurses increased from 62 percent to 69 percent
- Staff created a virtual memorial following the loss of a longtime Mount Sinai South Nassau Pediatric Unit RN



Women and Children's Services nurses participate in March of Dimes "March for Babies."

Level II NICU received 278 patients in 2021, totaling 2,343 patient days. An average length of stay was 9.72 days and average daily census was 6.45 patients.

- 5.7 percent increase in average daily census in NICU
- 56.3 percent increase in the patient population of neonates weighing 1,500–2,500 grams admitted to NICU, which reflects the complexity and earlier gestational age of newborns admitted to NICU
- Implementation of the Eat Sleep and Console scale allowed mothers with opioid use disorders to stay and bond with their asymptomatic newborns in the rooms as opposed to newborns admitted to NICU
- Six rooms were converted to negative pressure, which allowed to optimize care for COVID-19-positive postpartum patients and their newborns
- The Pediatric team cared for 303 pediatric patients, 318 adults, and 98 pediatric ambulatory surgery patients.
- Pediatric-specific education was provided to pediatric patients cared for in other areas of the hospital
- Our Child Life program has grown to be an integral part of pediatric services and the Child Life Specialist extends her expertise in supporting the needs for the pediatric population throughout the institution



The Pediatric nursing team with Nurse Manager Lynn Bert, far right.

Surgical Telemetry: F1 and E2

E2 and F1 are medical surgical units that accommodate patients after orthopedic, neurological, colorectal, bariatric, head-and-neck, and gynecological surgeries as well as a variety of medical and trauma patients. Four step-down beds on each unit accommodate patients who have been downgraded from Critical Care and require sub-acute care. Both F1 and E2 teams cared for COVID-19-positive patients during the surges of the pandemic as E2 was transformed to COVID-19 unit and F1 was surged to accommodate 42 surgical and medical patients.



F1 nursing staff



E2 nursing staff “goes red” in 2021

Both units participated in extensive educational activities to improve RN expertise in thoracic care, bariatric, orthopedic, neuro/spinal, and colon surgery. Unit-based education was conducted for Patient Care Technicians on F1 and E2 in postoperative care, mobility, and ambulation, drains, and tube care.

F1 holds two bariatric certifications: Joint Commission “disease-specific” for bariatric surgery and the American Society of Metabolic and Bariatric Surgery accreditation by the American College of Surgeons. This year bariatric services were expanded, and the F1 team cared for postoperative bariatric patients from four different practices. They also welcomed new surgeons from Mount Sinai Health System.

E2 provided care to approximately 278 total joint replacement patients and 271 neurosurgical patients in 2021. The team continues to deliver evidence-based care through specially trained surgical nurses for the orthopedic, neurosurgery, and trauma patient population. E2 has made strides to maintain Joint Commission Disease Specific certification in total joints and has expanded its knowledge of the Chiari malformation patient.

Dialysis Service



The Dialysis team celebrates a graduation.

A year after the pandemic, the hemodialysis services is recovering with exciting new projects in place. The Inpatient Dialysis Unit performed 3,432 total annual treatments and 515 bedside treatments. A total of 1,014 patients were seen in the unit this year.

The Outpatient Dialysis Center rendered 18,409 treatments, and 71 patients were admitted this year. The newly developed home hemodialysis program welcomed its very first home hemodialysis patient in November 2021 and successfully completed the Department of Health survey in December 2021 with no deficiency.

Significant Achievements

- Outpatient and Inpatient Dialysis units maintain the **5 Diamond of Safety** recognition
- The Outpatient Dialysis facility maintains its **Centers for Medicare Services (CMS) Five-Star Rating**, which is the highest rating conferred on dialysis facilities by the Centers for Medicare and Medicaid Services
- 83.5 percent of patients received flu vaccination. (Rating exceeds national benchmark of 74 percent)
- Quality indicators for dialysis adequacy, anemia management, mineral bone disease, and vascular access met benchmarks
- Outpatient Dialysis: four patients received successful kidney transplantation despite the challenges brought by COVID-19 pandemic
- Three RNs enrolled in a master’s program, one patient care technician and one medical secretary enrolled in LPN programs
- One RN graduated with an NP degree and one RN graduated with a Bachelor of Science in Nursing degree

Outpatient Infusion

The skilled and compassionate infusion services nursing team provides a comfortable, quiet, and patient-focused environment for patients receiving infusions. The staff works with a diverse population of patients and patient needs. This dedicated team specializes in intravenous treatments, such as chemotherapy, monoclonal antibody infusions, and blood transfusion administration. In May 2021, Outpatient Infusion moved from its temporary home in the combined Albert Conference Room and Conference Room 2 space, back to its former home on F4.

Transitional Care Unit



The Transitional Care Unit nursing team faced the challenges of 2021 together.

The TCU has completed its seventh successful year of operation in 2021. TCU services continue to grow to meet the demands for sub-acute and rehabilitation services post-acute care hospitalization. Despite the COVID-19 surge and the closure of TCU for three months in 2021, the quality of care and patient safety remained exceptional as well as financially viable.

The inception of the Patient-Driven Payment Model system that has replaced the Resource Utilization Groups has dramatically influenced TCU's financial stability. The shift from a single, volume-driven case-mix group, to one that is focused on individualized patient needs and clinical characteristics has improved payment accuracy while ensuring appropriate patient treatment.

Significant Achievements

- TCU achieved **Best Nursing Homes 2021–2022** and **High Performing Rank for Short-Term Rehabilitation 2021–2022** by *U.S. News and World Report*
- TCU maintained its **CMS Five-Star Rating** since 2016
- 83.33 percent of TCU RNs have a BSN degree; 16.66 percent of TCU RNs enrolled in a BSN program
- 50 percent of TCU RNs are certified
- During our COVID-19 surges, TCU staff rose to the occasion and quickly transitioned from working within a sub-acute setting to an acute care setting. The resilience of TCU staff has proven their excellent service, teamwork, and dedication, time and again

IV Team



IV Team staff members in 2021

The Infusion and Vascular (IV) Department continued to provide excellence in the safe delivery of IV care to the patients of Mount Sinai South Nassau as well as continued education to staff, patients, and families.

F3



F3 DAISY team in 2021

Our F3 staff continued facing the front line during COVID-19 surges in 2021. The nursing staff adeptly cared for patients who were acutely ill, and required supplemental oxygen and needed close monitoring. Many had a variety of other comorbidities needing treatment, as well. The F3 staff faced the challenge of learning new technologies and competencies for Masimo monitoring and worked together as a team of excellence to provide the care their patients needed.

During early 2021, the unit focused on meeting the individual needs of its patients by incorporating a new interdisciplinary team approach by identifying the care partner and providing daily telephone updates and virtual visits. The goal of this process change was to improve our visibility and communication with patients and families who were not able to be present at the bedside.

Key Operational Improvements:

- Unit was equipped with iBed awareness monitors
- Active unit-based council. Shared governance. Continued meeting monthly and working on quality initiatives
- Ongoing training dysrhythmia course for F3 RNs to accommodate telemetry patients
- Transitioned unit to accommodate inpatient and outpatient COVID-19 patients
- Communication improvement for all staff through implementation of daily management board

G2/RCU

G2 is a 27-bed unit with the capacity to surge one additional bed to total 28 beds. There are 13 semi-private rooms and one private room which accommodate the need for respiratory isolation. In addition to providing care and meeting the needs of the medical-surgical patient, G2 is a dedicated unit for the patient with respiratory illnesses, such as chronic obstructive pulmonary disease (COPD) and pneumonia. G2 also cares for the ventilator-dependent patient.

The Respiratory Care Unit (RCU) is an eight-bed progressive telemetry unit, caring for the medical and surgical patients who have been downgraded from the ICU/CCU, but require ventilator weaning and or specialized respiratory care. In addition, the RCU accepts patients from various areas of the hospital who may require specialized respiratory care and meet the admission criteria to the unit. Each of the eight private rooms is monitored on the unit and via a central monitoring station and concurrently monitored remotely by the Monitor Room. In addition to providing care and meeting the needs of the telemetry patient, RCU provides specialized respiratory care to the ventilator-dependent patients requiring continuous pulse oximetry.

Significant Achievements

- Successful implementation of the iBed Vision Safety monitoring system completed in 2021
- Implementation of an upgrade to eight newly designed Stryker Beds for the RCU
- Successful completion of Mount Sinai Health System's Wound Treatment Associate education program for nurses interested in wound care training for one G2 RN
- Successful completion of two G2 RNs becoming Wound Care Champions
- HCAHPS Score for Nursing Indicator—Nurses explained information in simple terms, which was understood at a rate of 81.67 percent

D4 Behavioral Health



The D4 Behavioral Health nursing team

D4 is a 36-bed unit that provides services for Behavioral Health patients. During 2021, the unit focused on improving safety and providing the best compassionate quality care for our patients. Our goals included improving communication, documentation, and education to maintain a safe and therapeutic environment for our patients. Many initiatives have been put into practice this year to meet our goals.

Key Operational Improvements:

- Weekly individual patient reports initiated to improve RN communication across shifts
- Shift report initiated and emailed to entire interdisciplinary team to enhance communication across disciplines
- RNs and PAs assigned to meet new admissions at intake room to comply with throughput
- Hourly RN rounds implemented to improve patient safety and satisfaction
- Admission and discharge checklist created to improve documentation
- Legal paper check list created to improve documentation.
- Restraint binder documentation checklist created to improve documentation
- Charge nurse assigned to audit admissions from previous shift to comply with admission requirements

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The G2/RCU nursing team

- Education to staff regarding de-escalation techniques, including verbal redirection, reflection, and active listening provided to staff to decrease the frequency of Code Grays
- Responsibility of completing treatment plan assigned to social worker
- Safety huddles initiated daily 10 am, 4 pm, and 12 am to improve communication and identify daily concerns
- Patients at risk for falls are identified on a whiteboard in the nursing station. In addition, the names of these patients are written on the door of their rooms with a yellow sign that reads, "high-risk fall" and yellow clips are attached to patients' identification bands
- Established scheduled shower times for patients
- 10 hours shifts were implemented for RNs
- Additional nursing groups conducted at 2 pm and 4 pm daily
- Structured patient activities: shower time, walking time, and reflection time

Our nurses practicing in off-campus settings provide exemplary care to patients in a variety of specialties and services. No matter what setting, our Mount Sinai South Nassau nurses seek to advance nursing practice through education, equity, leadership, innovation, and research, finding the way to promote health and wellness in the diverse communities we serve.



Our Electronic Medical Records and Homecare nursing staff at Hicksville celebrate Nurses Day 2021



Our nursing staff always finds a way to care for our patients in a special way and at every stage.

New Knowledge, Innovation, and Improvement

Mount Sinai South Nassau's advancement is driven by our outstanding nurses. Our staff takes the lead in acquiring new nursing knowledge, implementing evidence-based practice, and conducting innovative nursing research. Our nurses' enthusiasm, passion for learning, and willingness to share findings with colleagues ensures a culture where a spirit of inquiry and scholarship thrives.

Nursing Research and Evidence-Based Practice Council 2021 Poster Presentations

Nursing Research Poster Presentations

- **The Effect of Mock Code Simulation in an Acute Care Setting on Nurses' Confidence and Performance Levels,**
Carolyn Engel

NYONEL, September 13, 2021:

- **Technology Innovations Decrease Exposure and Improve Outcomes,**
Stacey A. Conklin, MSN, RN-BC, MHCDS, NE-BC;
Kelly O'Neill, MSN, RN; Margaret Pfeiffer, MSN, RN,
NE-BC, CCRN; Meghan Reilly, MSN, RN
- **Workflow Redesign Improves Perioperative Efficiency and Capacity,**
Stacey A. Conklin, MSN, RN-BC, MHCDS, NE-BC;
Taylor Clowe, MHA; Pat Kelly, MSN, RN, CNOR;
Meghan Reilly, MSN, RN

Nurse Residency Program Evidence-Based Practice Project

June 25, 2021:

- **Can the Use of an End-of-Life Situation Background Assessment Recommendation (SBAR) Communication Model Improve Our Patient Care?**
Ashley DiResta; Lindsay Hyde; Bountah Lawson
- **The Impact of Team Nursing in the Medical-Surgical Setting,** Krista Langdon; Julia Tucci; Danielle Malek
- **Labeling IV Lines In Acute Care Facilities,**
Arlene Apura; Agnieszka Zaleska;
Victoria Constantinescu
- **The Significance of the Moment of Silence,**
Christina Candemeres; Janique Rosado;
Shannon Kingston; Laura Alzate

September 17, 2021 :

- **The Impact of Central Line-Associated Bloodstream Infection (CLABSI) Rates,**
Orrette Baker; Kyeongmi Park; Melinda Ramroop;
Gabriela Rivas; Yocheved Sauber
- **The Impact of Breathing Exercises on Postpartum Mothers,** Melanie Bernard; Brianna Cahill
- **Increasing Compliance of a Fluid Restriction in Congestive Heart Failure (CHF) Patients,**
Melanie Bert; Thomas McGowan; Leanne Miller;
Lauren Moran; Kaila Quinlivan
- **Decreasing Stress Among Emergency Room Employees,** Maggie Hastings, Casey Cummings
- **Promoting Collaborative Care for Stroke Patients,**
Meaghan Pinker; Molly VanDusen; Nick Polo



Members of the 2021 Nursing Research and Evidence-based Practice Council.

Acquiring New Technologies: Enhancing Patient Safety and Improving Nursing Workflow

iBed Vision And Dashboard To Decrease Falls And Falls With Injury

Visual display on the nursing unit:

- Identifies patients who are at low or high risk for falls
- Displays if the bed configuration is set to our fall prevention safety bundle
- Alerts nursing department team if a patient is a high risk for falls and does not have the bed exit on
- Alerts the nursing department team if a bed exit is sounding its alarm



Mobile Heartbeat®

This platform uses secure smartphones to improve clinical workflow and team communications, delivering better patient care at a lower cost. Mobile Heartbeat consolidates clinical communications, including alarms and notifications, pertinent patient information, lab data, texting, voice, and photography. A pilot program was launched on E2 in May 2021 to test the technology. Hospital-wide implementation is planned for 2022.



Acuity Plus Software

Project planning began in June 2021 to bring a software solution to support staffing by Acuity at Mount Sinai South Nassau. Several members of the Informatics Council participated in the initial mapping process. Implementation is scheduled for 2022.

Features and Functions of AcuityPlus





Mission

To provide exceptional clinical experiences and outcomes for patients and families in the many diverse communities we serve through the advancement of nursing practice guided by unrivaled education, equity, leadership, innovation, and scientific nursing research.

Vision

To be the place where nurses choose to work and patients want to receive their care.

Mount Sinai Health System Values

- Safety
- Agility
- Equity
- Teamwork
- Creativity
- Empathy



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