

nsmcNow!

THE NEWS OF THE NORTH SHORE MEDICAL CENTER



Jordyn Jamieson, R.N., and Linda Fabbri, R.N., of West Ground have reduced the use of indwelling catheters on the Union Campus as part of an organization-wide effort to eliminate infections.

CONQUERING CAUTI

STAFF SCORE HUGE WIN FOR PATIENTS

Over the past year, Tracy Olsson, R.N., has seen a dramatic reduction in the use of indwelling catheters in the Salem Campus Emergency Department. Linda Fabbri, R.N., a nurse on West Ground on the Union Campus, has seen a similar decrease on her unit, as have clinical staff in the ICU, Surgical Services and on inpatient units across both campuses.

These changes are part of an impressive effort to eliminate catheter-associated urinary tract infections (CAUTI). Since November 2014, NSMC has reported only five cases of CAUTI across the entire organization, down from 13 cases the year prior in the ICU alone (the only department then required to collect data on CAUTI). NSMC's CAUTI rates are now statistically better than the national average.

Patients who do receive an indwelling catheter at NSMC must now meet strict evidence-based criteria. Similar protocols have also been established for indwelling catheter reassessment, placement, maintenance and removal.

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Building Momentum

Intensive Planning Under Way for Campus Consolidation Project

Since the announcement of NSMC's revised plan to consolidate all hospital-based medical, surgical and behavioral health services on the Salem Campus, Shelly Bisegna has been a busy man. Bisegna and his team in Project Management—with significant input from senior leadership, architects, engineers and frontline staff from across the organization—are leading the exacting process of bringing conceptual plans to life.

As Director of Project Management and Real Estate, Bisegna has overseen large-scale construction and renovation projects at NSMC in the past, including the new central utility plant on the Salem Campus. None, however, have compared to the planning around the campus consolidation.

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Shelly Bisegna helping set up a mock patient room in the former Spaulding North Shore building.



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CONQUERING CAUTI

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"By using indwelling catheters only when absolutely necessary and removing them as soon as possible, we have significantly reduced the risk for infection," says Olsson. "This is a huge win for our patients." Fabbri agrees: "Minimizing the use of indwelling catheters not only improves the mobility and comfort of our patients, it also helps us get them home faster."

One of the three initial NSMC Value Stream improvement priorities, the effort to eliminate CAUTI has been "tackled with a laser focus" by staff across the organization, says Nicholas Leydon, Executive Director of the Kaizen Promotion Office (KPO), which has helped manage the process.

"We chose to focus on eliminating CAUTI because, compared to similar hospitals across the country, we were underperforming," explains Leydon. "This was a chance to make care safer for our patients."

Building on previous efforts to eliminate CAUTI that have taken place at NSMC, the KPO held four multi-day improvement workshops over the past year, each focusing on

a different aspect of indwelling catheter use in the ED, ICU and Surgical Services. Employing the principles and tools of Lean Management, teams have systematically analyzed workflows and processes associated with indwelling catheters, identifying problem areas and generating ideas for improvement.

"In our previous efforts to eliminate CAUTI we had great intentions, but the work was unstructured, more reactive than proactive and didn't take a global view of the problem," says Marc Rubin, M.D., Chair of the Department of Surgery and executive sponsor for the Elimination of CAUTI Value Stream. "Everyone was working hard, but the needle wasn't moving."

The success of the current effort, says Dr. Rubin, can be attributed to taking a broader view of the CAUTI issue across the entire continuum of care; engaging frontline staff who have the most expertise in catheter use to look for areas of weakness and opportunities for improvement; and setting firm goals and deadlines to maintain forward motion.

"When given the time, support and resources, our staff can solve big, seemingly intractable problems," says Robin Rossignoll, R.N., Patient Care Director of ICU, Respiratory Therapy and Rapid Response, who has been an active participant in the CAUTI efforts. "That was the biggest takeaway for me."

Leydon agrees: "We have proven that we are an organization that can make changes and get results. If we can go an entire year without a single CAUTI, I will consider it a victory."

Photo above: Tracy Olsson, R.N., of the Salem Campus Emergency Department.



Commitment to Excellence

2015 PARTNERS IN EXCELLENCE AWARD RECIPIENTS

The Partners in Excellence award honors those individuals and teams who have gone "above and beyond" in their efforts to serve North Shore Medical Center, North Shore Physicians Group, Partners HealthCare and, most importantly, grateful patients from throughout the region. NSMC's 2015 award recipients were honored at the 20th annual Partners in Excellence award ceremony held December 4.

Each of this year's award recipients has played an important role in helping NSMC to create a Culture of Excellence that continuously strives to improve quality and efficiency, eliminate safety events and provide a perfect patient experience. They, along with their colleagues from across our community, have shown that by working together toward a common goal we can achieve powerful results.

This year, 16 teams and 36 individuals from NSMC were honored by their colleagues for quality treatment and service; leadership and innovation; teamwork; operational efficiency; sustainability; or outstanding community contributions.



NSMC Individual Award Recipients

Donna Barrett
Bailey Bollen
Hollie Bovardi
Jim Carroll
Michael Champigny
Alain Chaoui
Jo Ann Connick
Elizabeth Coray
Madonna Cruz
Brittany Cunningham
Evelyn Duffty
Leonor Duncan
Melanie Foisy
Pierre Francois
Jeremy Freitas
John Gelinas
Honora Goodridge
Cherie Hannan
Judith Hieber
Mollica Kim
Cara McAuliffe
Marianne Molina
Rhonda Morrill
Sandra Moulton
Stacey Pappacostas
Kim Pappas
Jose Paredes
Linda Plouffe
Rose Richard
Milca Sabado
Andrea Stamas
Barbara Swartz
Khalid Syed
Irene Tate
Debra Torto-DiScipio
Laura Traversy

NSMC Team Award Recipients

Only team leaders are listed. For entire team listing, visit NSMC Connect.

C. diff Cultures Team
Helen Cunanan
Andrew Murphy
CAUTI Value Stream Team
Robin Rossignoll
Clinical Chemistry Lab
Barry Jones
Doreen McGovern
Beverly Sedensky
ED Admission: Bed Assignment Team
Jonelle O'Connor
Auri Rodriguez
Evidence-Based Nurse Practice Council
Sarah Beth Thomas
ICD-10 Preparation Team
Martin Botticelli
Michelle Butler
Gina Mannion
Susan Raviv
Mabeth Richards
Influenza Masking Team
Cheryl Merrill
Payment Card Industry Compliance Pilot
Madeline Cattell
Mabeth Richards
Team Joseph
Elizabeth Coray
Annette Cuttle
Jefferson Prince
Ultrasound Team
Marybeth Pingley
Debra Torto-DiScipio
Unified Plan of Care, Davenport 8
Cheryl Merrill
David Roberts
Union Emergency Department
Jean Jones
Partners Network Teams with NSMC Representation

3-Day Waiver Implementation Team
Partners eCare ASAP Team
Partners.org Next Generation Provider Search (PCPs)
Payment Card Industry Credit Card Oversight Committee, PCI Compliance Task Force and PCI Work Group



BUILDING MOMENTUM

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"The central utility plant was just a warm-up for this project," says Bisegna. "The new construction and renovations planned for the Salem Campus involve different clinical areas, each with very specific needs and requirements, and several different locations on the property. This is a whole new level of complexity."

Step one in the planning process was completed this fall when NSMC filed both Determination of Need and Discontinuation of Essential Services applications with the Massachusetts Department of Public Health. These documents are required by the state as part of the regulatory review process for any healthcare organization that is engaging in significant construction or consolidating services. Shepley Bulfinch, the architectural firm that designed the Mass General/North Shore Center for Outpatient Care, was also brought on board to lead the design and planning process.

Simultaneously, four user groups were formed to focus on key aspects of the project, namely the construction of a new Emergency Department, two additional inpatient units, a behavioral health center to be housed in the former Spaulding North Shore building and an enhanced Davenport 4 entrance. Led by project managers from Shepley Bulfinch and comprised of clinical and administrative stakeholders from each area, these user groups have been meeting regularly to discuss space configuration and patient care needs.

"Much of what we are doing now is refining designs that were originally created several years ago as part of our previous consolidation plan," explains Mary Jo Gagnon, Senior Vice President of Operations. "At that time, our plans called for expanding on the Highland Avenue side of the Salem Campus. When the Spaulding building became available this past fall, our focus shifted to the rear of the campus."

The planning process for both the original designs and those currently being created, she adds, have been driven by the principles of Lean Management and continuous improvement. "As a result, there has been an effort to build in a certain amount of flexibility so that we can adapt to any changes in workflow that might result from our ongoing improvement work and Partners eCare."

In the months ahead, Shepley Bulfinch will take the recommendations made by the user groups and finalize the architectural designs. "Our goal is to have final drawings suitable for construction by August and start some of the preliminary site work over the summer," says Bisegna. Planning and discussions about the future use of the Union Campus are also under way and will continue in the months to come.



Leading the charge in campus consolidation planning are Shelly Bisegna and Mary Jo Gagnon.

Semine and Norton Honored at Award Ceremony

North Shore Medical Center honored Christian Semine, M.D., NSMC Chair of Radiology, with the Physician of Excellence Award, and Robert G. Norton, President of NSMC, with the

Dr. E. Augustus Holyoke Memorial Award, during a ceremony held at the Salem Country Club in Peabody on October 23.

NSMC Physician of Excellence Award

Dr. Semine was honored with the Physician of Excellence Award in recognition of his leadership, expertise and commitment to bringing a higher level of care to patients. Dr. Semine was also recognized for his role in developing NSMC's breakthrough program in low-dose CT lung cancer screening and management. His forward-thinking approach has led to the early detection and treatment of lung cancer and served as a model for enhanced care.

"This is a tremendous honor for Dr. Semine," said Alain Chaoui, M.D., NSMC medical staff president. "He defines what we mean when we talk about medical excellence. The fact that Dr. Semine goes the extra mile for his patients and colleagues says a lot about his commitment to NSMC's healing mission."

The Physician of Excellence Award is considered the highest honor among NSMC's medical staff and recognizes physician who have made outstanding contributions to NSMC, the medical profession and the community.

Dr. E. Augustus Holyoke Memorial Award

Norton was honored with the Dr. E. Augustus Holyoke Memorial Award in recognition of his balanced approach to leadership in a complex and evolving healthcare marketplace and his commitment to providing the best care possible to residents of the North Shore. Norton was recognized for his continuing efforts to increase access, improve quality and make better use of resources, including consolidation of NSMC's two hospitals into a single campus.

"I feel extremely honored to receive this award," said Norton. "These are challenging times requiring teamwork on every front. Being selected by our medical staff is recognition of the great teamwork at NSMC."

Dr. Holyoke, for whom the Holyoke Award is named, was an eminent 18th-century Salem physician whose professional life spanned generations, having a tremendous impact on the health and well-being of his community. Each year, the recipient of this award is nominated by his/her peers.

Photo above: Award recipients Christian Semine, M.D., and Robert G. Norton.



RECORD-BREAKING RACE

Sixth Annual Cancer RUN Raises Close to \$70,000 for Oncology Services on the North Shore

An impressive new record was set at the sixth annual North Shore Cancer RUN on Sunday, November 8: Collectively, the 500-plus participants in the event raised close to \$70,000 for oncology services at NSMC and the Mass General/North Shore Cancer Center. This impressive fundraising total is an all-time high for the event.

"We are blown away by the passion and enthusiasm of our participants this year," says Rose Fisher, NSMC Director of Development and race organizer. "Everyone stepped up their fundraising efforts and it really paid off. We couldn't be more appreciative."

Among the enthusiastic participants seen at the event were a number of familiar faces from the NSMC community, including Alexy Kochowiec, M.D., Vice Chair of Obstetrics and Gynecology, and Oti Pizarro, T.N.A., from Phippen 6, who took first and fourth places, respectively, in the 10K road race. Kelly Bradbury, R.N., a nurse at the Mass General/North Shore Cancer Center, and NSPG's Joel Heller, M.D., also had impressive finishes.

Featuring 5K and 10K options, the North Shore Cancer RUN begins at the Cove Community Center in Beverly and follows a beautiful coastal route.

To see more photos from the Cancer RUN, please visit. nsmc.partners.org/giving

1. Michael Goldstein, M.D., Johanna O'Connor, M.D.
2. Mary Dyan, Roxanne Worob, Christina Le, Amy Austin
3. Mary Ellen Sharkey, Bill Ramon
4. Mary Ellen Tobey, Zulmarie Roig, M.D., Lissette Medard
5. Joel Heller, M.D., Alexy Kochowiec, M.D.
6. Natasha Shah, M.D., Kim Brinkler, M.A.
7. Amy Spates, Kristy Cahill, M.D.



Cara McAuliffe, M.S., C.C.L.S., *Child Life Specialist*

A visit to the hospital can be a scary and stressful experience for a child, especially if it involves an emergency room visit or inpatient stay. Child Life Specialist Cara McAuliffe plays an important role at NSMC, helping young patients develop ways to cope with fear and anxiety and generally feel more safe and comfortable in the hospital setting. In most cases, this effort involves toys, games, arts and crafts.

"Play is central to my job because it gives me an opportunity to connect with kids on their own level, learn about their concerns and provide age-appropriate education," says McAuliffe, who started at NSMC in 2014 after receiving a graduate degree in Child Life and Family Studies from Wheeck College. "With older children and teens, it's less about play," she says, "and more about explaining treatments, providing emotional support and alleviating boredom." A collection of books, DVDs and videogames help with the latter.

While much of her time is spent at MassGeneral for Children at NSMC, McAuliffe also visits patients in the Emergency Department, Special Care Nursery, Surgical Services and Intensive Care Unit. "Every situation is different," she says. "I can be in the playroom painting one minute, and the next in a procedure room helping comfort a child who is having a dressing changed."

In addition to rounding on pediatric patients, McAuliffe is also available to assist clinical staff across the organization with a pediatric patient who may be anxious or scared. "Being able to help a patient get through a difficult experience and walk out the door having a more positive impression of the hospital is very gratifying."

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Achievements

Cindy Brennan recently earned a Certified Professional Coder (CPC) certification from The American Academy of Professional Coders.

Meaghan Cedorchuk, R.N., an exercise physiologist in the Cardiac and Pulmonary Rehabilitation Department, recently earned her registered nurse degree from Regis College.

Harvey Scott Cooper, R.N., of Union Hospital, West 1 became certified as a Medical Surgical Nurse in August.

Daniel Cormier recently earned a Certified Professional Coder (CPC) certification from The American Academy of Professional Coders.

Heather Hayden, R.N., B.S.N., C.C.R.N., recently passed the American Association of Critical Care Nurses examination.

Angela Jefferson, M.B.A., Manager of Standards Compliance, has passed her certification as a professional in healthcare quality (CPHQ).

Lorraine King recently earned a Certified Professional Coder (CPC) certification from The American Academy of Professional Coders.

Diane Menasco, M.S.H.I., B.S.N., R.N., C.P.H.I.M.S., Director of Nursing Informatics, recently passed the HIMSS certification exam.

COFFEE & CONVERSATION UPDATE



Each issue of *NSMC Now* will feature selections from the Coffee & Conversation question-and-answer sessions held regularly with NSMC senior leadership.

Q: *What kinds of patients will be treated at the new behavioral health facility on the Salem Campus?*

A: By bringing together the behavioral health programs of NSMC and aligning them with Massachusetts General Hospital, the new Center of Excellence in Behavioral Health planned for the Salem Campus will exemplify a deep collaboration between an academic medical center and strong community-centered programs. Drawing on these unique strengths, the new center is planned as a regional resource for outstanding and innovative care for children, adolescents, adults and seniors with psychiatric conditions and diagnoses such as depression, anxiety, addiction, dementia and eating disorders.

Developing a center of excellence from previously separate units will greatly enhance care coordination and access to expert clinical services and supportive resources for patients and families. The new partnership with Mass General, a nationally recognized leader in psychiatry, will also expand opportunities for professional development, retention and recruitment of the best doctors, nurses, social workers and other caregivers.

To read more about NSMC's new model of care and campus consolidation plan, please visit the feature news section of NSMC Connect

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Do you have news or ideas to share? Let us know. Contact editor Bill Ewing at 978-354-2161 or ewing@partners.org. *NSMC Now!* is produced by NSMC's Department of Marketing and Communications.



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FOUNDED BY BRIGHAM AND WOMEN'S HOSPITAL
AND MASSACHUSETTS GENERAL HOSPITAL

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