

nsmcNow!

THE NEWS OF NORTH SHORE MEDICAL CENTER



Amanda Meads of Tewksbury and her daughter, Mia, joined by Special Care Nursery nurse Tamara Ouellette, R.N.

ADVANCED CARE FOR OUR SMALLEST PATIENTS

RENOVATED SPECIAL CARE NURSERY COMBINES CLINICAL EXPERTISE AND COMFORT

After her daughter, Mia, was born one month prematurely this past December, Amanda Meads found herself spending a lot of time—up to eight hours a day over a three-week period—in North Shore Medical Center's Special Care Nursery. She was among the first to experience the unit after the completion of a \$2 million expansion and renovation project.

"Mia was fully developed and healthy, but needed to be on a feeding tube until she gained some weight and learned to eat on her own," says the 26-year-old first-time mother from Tewksbury. "I spent as much time in the nursery as I could. At the end of the day it was emotionally difficult to leave her at the hospital, but I knew she was in good hands."

Meads describes the Special Care Nursery as being warm, welcoming and comfortable—sentiments shared by all of the new mothers and families who have passed through the renovated unit since it opened.

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Improvement Leaders

Embracing Continuous Improvement Leads to Culture Shift at NSPG

In 2009, when NSMC was still in the formative stages of its Culture of Excellence journey and the word "kaizen" had yet to make its way into the institutional lexicon, North Shore Physicians Group (NSPG) was quietly laying the groundwork for a new kind of management framework focused on continuous improvement.

"At the time, we were engaged in a number of different improvement projects and were making progress on a number of fronts. Nevertheless, we knew that what we were doing wasn't enough," says Lindsay Gainer, NSPG's Director of Clinical Services and Innovation. "To make the broad systemic changes necessary to survive in such a rapidly changing healthcare environment, we needed to dramatically expand and accelerate our efforts."

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The NSPG Kaizen Promotion Office team (L-R) Lindsay Gainer, Matt Tremblay and Dan Albani.



NORTH SHORE
MEDICAL CENTER

NSMC Recognized by Healthgrades

For the third consecutive year, North Shore Medical Center has received the Distinguished Hospital Award for Clinical Excellence from Healthgrades, an online resource for comprehensive information about physicians and hospitals. The award recognizes NSMC as among the top five percent of more than 4,500 hospitals nationwide for clinical performance.

Hospitals receiving the Distinguished Hospital Award for Clinical Excellence demonstrated better-than-expected quality of care. Healthgrades analyzed patient data that measured treatment outcomes for many common conditions and procedures and found a lower likelihood of death or complication at the Distinguished Hospitals when compared to patients treated at other hospitals.

NSMC is one of 261 hospitals in the nation to receive the Distinguished Hospital Award for Clinical Excellence in 2015. As a recipient, NSMC is a standout among other hospitals for overall clinical excellence across a broad spectrum of care.



“Receiving this award for three years running demonstrates the dedication and achievement of our nurses, physicians and staff, who continue to make the care at NSMC so exceptional,” says NSMC President Robert Norton. “We are so grateful to our patients for their trust and confidence and share this recognition, not only with some of the best hospitals in the nation, but with each and every patient who turns to us for care.”



The NSPG Kaizen Promotion Office team (L-R) Lindsay Gainer, Matt Tremblay and Dan Albani.

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Enter the Virginia Mason Institute (VMI) and a whole new way of managing the organization and solving deeply ingrained problems. “We had a number of different improvement tools in our tool box back then, but none were getting us where we needed to go fast enough,” echoes Sharon Lucie, NSPG’s Vice President of Operations. “VMI seemed to be the answer.”

Based in Seattle, VMI teaches healthcare organizations across the country how to redesign care processes around the patient, increase care quality and reduce costs through a management philosophy adopted from automobile manufacturer Toyota. Also known as the Toyota Production System (TPS) or Lean Management, this philosophy is built on embedding improvement practices into the daily operations of an organization and actively engaging frontline staff and patients in all improvement efforts. The concept of “kaizen,” or continuous improvement, is central to Lean teachings.

“We first engaged with VMI to help with clinical redesign in our primary care physician practices,” says Gainer. Employing what VMI calls the Ambulatory Flow Model, NSPG conducted initial pilots in a few primary care practices in 2010 and saw immediate success.

“I was skeptical at first because, as dysfunctional as my office was, I didn’t think there was a better way,” says primary care physician Craig Grimes, M.D., who was part of the initial pilot. “Plus it was just one more thing I had to deal with on top of my already busy practice.”



Improvement in action: Craig Grimes, M.D. (above); Kristen Oteri, R.N. (left); and Sharon Lucie and Matt Tremblay.

Through a few simple changes in how information was shared in his office, Dr. Grimes found that he had more time for his patients and all but stopped bringing paperwork home at night. “It literally changed my life,” he now laughs. “I was a VMI convert.”

With the endorsement of Dr. Grimes and other early champions, NSPG successfully rolled out the Ambulatory Care Model and more complex improvements at all of its practices over the next two years. “From that point on, things began to move quickly,” says Gainer. NSPG’s leadership team participated in a Lean Management education program and several members went out to Seattle for more advanced training. In 2012, NSPG opened a Kaizen Promotion Office (KPO) and began conducting an array of events aimed at streamlining care delivery and business operations. NSMC would follow two years later with its own KPO.

“There has been a major culture shift at NSPG as a result of our work with VMI,” says Gainer. “The role of leadership is no longer to ‘solve’ problems, but rather to frame problems and hand them over to the staff who do the work and are in the best possible position to find a solution. People are no longer afraid of change, they are excited to be part of it.”

SPECIAL CARE NURSERY continued from page 1

“The response to the new unit has been overwhelmingly positive—new mothers are loving it,” says Sue Nevins, R.N., a nurse in the Special Care Nursery for more than four decades. “It’s such a bright and airy space and it offers much more room for patients and families.”

Her colleague Tamara Ouellette, R.N., agrees. “It’s a calm and peaceful environment that provides plenty of privacy for feeding and mother-baby bonding,” she says. “The added space also gives staff more room to maneuver and enhances our ability to care for high-risk babies and ease their transition to home.”

Located at NSMC Salem Hospital, the 12-bed Level IIB Special Care Nursery is designed to care for babies who need medical monitoring and specialized services not routinely available in standard maternity rooming-in environments or community hospital nurseries. NSMC’s close medical and nursing collaboration with the neonatal intensive care units at Brigham and Women’s Hospital and Massachusetts General Hospital ensures the most advanced approach to infant care.

In addition to being larger and more private, the renovated nursery also includes a waiting room for families and additional space that can be used for physician-family consultation and patient education. Enhanced lighting and sound calm the environment. A centralized bedside monitoring system facilitates faster and more accurate delivery of care.

“It’s great to have a physical space that now matches the skill of our staff,” says Sanjay Aurora, M.D., M.P.H., Chief of Newborn Medicine. “This unit is really something to be celebrated by the entire NSMC community.”

For Meads, the combination of comfort, compassion and clinical expertise she experienced in the Special Care Nursery made a stressful experience considerably more pleasant. “Mia came early, so we were taken a bit off guard,” she says. “By the time I left the Special Care Nursery, however, I felt fully prepared to bring her home and start our life together. Those three weeks made a huge difference.”

“It’s such a bright and airy space and it offers much more room for patients and families.”



The renovated and expanded Special Care Nursery is more than quadruple the size of the previous unit, offering a more open environment for patients, families and staff.



Janet Barnes, R.N., J.D., Named Vice President of Quality and Patient Safety



In January, Janet Barnes, R.N., J.D., assumed the position of Vice President of Quality and Patient Safety at North Shore Medical Center. In this role, Barnes is serving as a member of the senior leadership team, including the Culture of Excellence Guiding Team.

Barnes comes to NSMC from Brigham and Women’s Hospital (BWH) where she most recently served as the Executive Director of Clinical Compliance and Risk Management. At BWH she played a leadership role in integrating patient safety principles into the culture through the use of new technology, policies, training, education and communication. She was also an early champion of peer support programs, establishing the BWH Center for Professionalism and Peer Support, which today is recognized nationally for its contribution to supporting a culture of quality. Barnes holds a nursing degree from Saint Anselm College and a law degree from the Suffolk University School of Law.

6th Annual Gourmet Gala Friday, May 8

Delicious Food. Lively Auction. Great Cause.

The 6th annual Gourmet Gala will take place on Friday, May 8, from 6 to 9 p.m. at Acura of Peabody. Hosted by Billy Costa of KISS 108FM, festivities will include delicious food from some of the area’s finest restaurants, spirited entertainment and a lively auction. All proceeds will benefit the 25th anniversary North Shore Cancer WALK.

Participating restaurants include: 62; al la carte catering; Colonial Hall; Daniella’s Cafe and Market; Davio’s; Henry’s; Opus; Pellana; The Pizza Goddess; Salem Waterfront Hotel; Tavern in the Square; Teresa’s Prime; The Topsfield Bake Shop; Treadwells; Turner’s Seafood; The Whoopie Wagon; Wild Horse and more!



Acura of Peabody is located at 233 Andover Street, Peabody. Tickets are \$60. To order, visit northshorecancerwalk.org or call 866-296-6900.

THE ART OF OBSERVATION



NSMC Collaborates with Peabody Essex Museum in Unique Program for Nurses

Observation is an important aspect of art analysis and nursing practice. With both, one must consider the big picture along with the smallest details in order to gain the deepest understanding, whether the subject is a sculpture at a museum or a patient in the emergency room. The best way to train the eye is through practice.

This is the premise behind a new educational program titled “From Paint to Patient” created by the Center for Clinical and Professional Development under the leadership of clinical nurse educators Megan Corbett, R.N., M.S.N., and Sarah Thomas, R.N., M.S.N. This program was first piloted by Joanne Corsetti, R.N.-B.C., M.S.N., with a group of newly licensed nurses in September 2014. Based on the success of this pilot, Corbett and Thomas further

developed the program in collaboration with the Peabody Essex Museum and incorporated it into the Patient Care Services orientation for newly licensed nurses held in December 2014. The program teaches participants to assess and analyze art on a variety of different levels as a way to enhance observation and perception skills.

“Learning to look at art in a more focused, analytical manner helps nurses to improve their critical thinking skills,” says Corbett. “These same skills can then be applied to patient care and assessment back in the hospital setting. The more one fully ‘sees’ and understands the patient, the better the care.”

Art analysis is not new to medical education. Medical schools across the country have long used art as a method to

help students sharpen their clinical observation and diagnostic skills. One study conducted at Yale University and detailed in *The Journal of the American Medical Association* showed that medical students who participated in an art analysis course demonstrated a 10 percent improvement in their ability to observe details in a more organized way over those who did not.

As part of the program’s December session, a group of 12 newly licensed NSMC nurses worked with a Peabody Essex Museum docent or educator to learn the basic principles of art analysis. The nurses then moved into smaller groups to conduct their own observations and later made presentations about what they had learned.

“I found that the program really helped improve my observation skills,” says Amanda Ryan, R.N., one of the participants. “It taught me not to accept things at face value, but to always look deeper.”



Newly licensed NSMC nurses spent a day at the Peabody Essex Museum this past December honing their observation skills as part of a new educational program.



Nancy Long, *Yoga Instructor, NSMC Union Hospital*

For Nancy Long, yoga is more than a series of complicated physical movements—it's a way of life. "Yoga teaches us that we are a whole being—mind, body, spirit—and that all of these different components are inseparable," she explains. "It teaches us to become more present in our daily lives and shows us how a greater sense of awareness can positively influence our behavior and well-being."

As a passionate yoga practitioner and teacher for close to four decades, Long knows of what she speaks. She has both personally experienced the many benefits of yoga through life's ups and downs and seen its positive impact on others.

Since 1992, Long has been teaching yoga at NSMC Union Hospital as part of the Healing Your Heart support group founded by cardiologist Harvey Zarren, M.D. This program teaches patients how to lead a heart-healthy lifestyle through stress management, exercise, yoga and proper nutrition. Long is also part of a similar group for cancer patients, Healing With Hope, and teaches a number of other classes for the general public.

"It's a privilege to be able to share what I have learned through yoga with others," says Long. "To see people accept new ways of relating to the world, take more responsibility for their own well-being and improve their health is really inspiring."

Asked to describe her own daily yoga practice, Long says it is impossible to define. "Everything I do I consider to be part of my practice. I try to be mindful in all of my daily encounters and activities. It's just part of who I am."

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Physician and Staff Retirements

Lana Danish, R.N., Nurse Director of Davenport 7 at NSMC Salem Hospital, retired in March after a career at NSMC spanning 25 years.

Joseph DeMichele, M.D., an orthopedic surgeon practicing at NSMC Union Hospital, retired this past December. A former Chief of Orthopedics at Lynn Hospital and Union Hospital, Dr. DeMichele was a member of the NSMC medical staff for more than half a century.

Ralph Epstein, M.D., a pulmonologist and critical care medicine specialist with Pulmonary Physicians in Lynn, retired in January. Dr. Epstein was a member of the NSMC medical staff for 35 years.

Charles Leidner, M.D., F.A.C.S., an otolaryngologist with North Shore Ear, Nose and Throat Associates in Danvers, retired in March. A former Chief of Otolaryngology at NSMC, Dr. Leidner was a member of the NSMC medical staff for 38 years.

Virginia (Ginger) Murphy, Manager of Diagnostic Cardiology and Phlebotomy at NSMC Union Hospital, retired this past February after a career at NSMC spanning close to 40 years.

Mary M. Parr, M.D., a pediatrician with Pediatric Health Care Associates in Lynn, retired in October. Dr. Parr was a member of the NSMC medical staff for 20 years.

John Szymanski, M.D., a primary care physician practicing at the NSPG offices located at 331 Highland Avenue in Salem and One Hutchinson Drive in Danvers, retired in February. Dr. Szymanski was member of the NSMC medical staff for 32 years.

Achievements

Kianna Contreras, R.N., B.S.N., received a Bachelor of Science in Nursing from Salem State University.

Katharine Gamer, LICSW, a social worker in NSPG's practice located at 400 Highland Avenue in Salem, recently passed her Licensed Independent Clinical Social Worker licensing exam.

Bridget Hurlburt-Webster, R.N., B.S.N., C.C.R.N., C.S.C., C.M.C., Clinical Nurse Educator for Davenport 5 and the Cardiac Surgery Unit, recently passed the American Association of Critical Care Nurses Cardiac Medicine Certification exam to earn C.M.C. credentials.

Hans Jeppesen, M.D., M.B.A., C.P.E., Chief of Hospital Medicine, was named a Senior Fellow in Hospital Medicine by the Society of Hospital Medicine. He was inducted into the fellowship during a ceremony at the Society of Hospitalist Medicine annual meeting held in National Harbor, MD.

Robert G. Norton, NSMC President, was honored this past November, along with seven other North Shore leaders, at the annual North Shore Distinguished Leadership Awards sponsored by the North Shore Chamber of Commerce.

Elisabeth Roy, R.N., B.S.N., received a Bachelor of Science in Nursing from Endicott College.

Sarah Steffens, R.N., M.S.N., received a Master of Science in Nursing degree from Endicott College.

Ken Sullivan, a staff sonographer at NSMC Union Hospital, received the 2014 Exemplar Award in Radiology.

Katie Tobyne, R.N., C.L.C., and **Jody Omohundro, R.N., C.L.C.**, recently passed the Certified Lactation Counselor exam.

Susan Van Arsdale, R.N.-B.C., Clinical Nurse Educator on Davenport 7, recently passed the Association for Nursing Professional Development specialty certification exam.