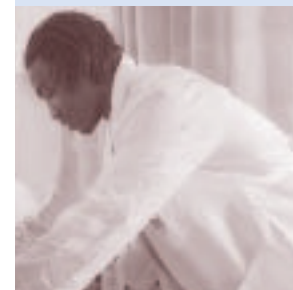


BELIEVING *in making a* DIFFERENCE



PATIENT CARE SERVICES ANNUAL REPORT 2004



MASSACHUSETTS
GENERAL HOSPITAL

PATIENT CARE SERVICES

DISCIPLINES

Nursing
Chaplaincy
Medical Interpreter Services
Occupational Therapy
Orthotics and Prosthetics
Physical Therapy
Reading Disabilities
Respiratory Therapy
Social Services
Speech-Language Pathology
Volunteer Services

PROGRAMS

Cancer Resource Room
Caring Headlines
Child Protection Consultation Team
Diversity
HAVEN Program – Helping Abuse and Violence End Now
Information Systems
Informational Ambassadors
International Program
Ladies Visiting Committee Retail Shops
Patient and Family Lodging
Management Systems
Maxwell & Eleanor Blum Patient and Family Learning Center
MGH Quit Smoking Service
Office of Patient Advocacy
Office of Quality and Safety
Systems Improvement
The Knight Nursing Center for Clinical and Professional Development
Yvonne L. Munn Center for Nursing Research

2004

DEAR FRIENDS AND COLLEAGUES,

For many people in the Boston area, 2004 will be remembered as the year the Red Sox finally won the World Series. For eighty-six years, die-hard Red Sox fans remained loyal to the team they love. “We believe!” became their slogan of commitment. At MGH, our extraordinary Patient Care Services team, 4,425 strong, shares a commitment just as passionately — we believe in making a difference every day in the lives of our patients and their families.

Throughout the past year, we’ve seen countless examples of MGH employees making a difference in the lives of others — within our walls and beyond. Whether it was the interdisciplinary MGH Pediatric Therapy Team conducting comprehensive assessments of children’s abilities...or the leadership role Patient Care Services played in launching the MGH Council on Disabilities Awareness...or the hosting of hundreds of students from all across the country to spark their interest in becoming the next generation of care providers...or the hundreds of positive outcomes achieved by our collaborative governance committees where frontline clinicians have a voice in decisions about practice, quality and the culture at MGH — these stories speak to the impact of collaboration.

In addition, over the past year, MGH clinicians traveled to Sudan, Haiti and Cuba, bringing their clinical expertise and energy to people in dire need of basic health care. In 2004, the Department of Nursing received the largest philanthropic contribution in its history to build a formal Center for Clinical and Professional Development. And, on the heels of this exciting news, the Maxwell & Eleanor Blum Patient and Family Learning Center celebrated its fifth anniversary of providing key health information to patients and families at MGH.

Our work is driven by our commitment to lifelong learning, improving practice, collaborative decision making, patient and staff safety, and the delivery of patient- and family-centered care. We have worked hard to create a supportive, professional practice environment so that the nurses, therapists, social workers, chaplains, medical interpreters and volunteers can do what they do best — provide excellent patient care.

Thank you for being part of this community of dedicated caregivers. Together, we are making a difference in the lives of others.

With admiration,



Jeanette Ives Erickson, RN, MS
*Senior Vice President for Patient Care
Chief Nurse*

LEARNING FROM OUR PAST

In May 2004, world-renowned sculptress Nancy Schön, U.S. Congressman Michael Capuano and Massachusetts state Senator Richard T. Moore visited the MGH community for an historic kickoff to Nurse Recognition Week. Under the hospital's Bulfinch Tent, a standing-room-only crowd of MGH staff, employees, volunteers and friends joined members of the MGH School of Nursing Alumnae Association in the formal unveiling of a permanent tribute to MGH Nursing.

On the Bulfinch Lawn — alongside the drive to the original hospital — now stands the MGH *Nursing Sundial*. As MGH President Peter L. Slavin, MD, observed for the hundreds gathered to celebrate, "Today's dedication of the sundial sculpture is a great tribute to our nurses. The work's prominent placement on the grounds of our campus reflects the central place nurses hold in the heart of the MGH family."

The sundial is the brainchild of Diane Smith, RN, a practicing nurse in the MGH Oral Maxillofacial Surgery Clinic and a member of the MGH Nurses' Alumnae Association. Smith held a strong belief that the work of nurses — past, present and future — warranted a symbol of nursing excellence. As she began to share her idea with fellow alumnae and then with MGH's chief nurse, Jeanette Ives Erickson, RN, MS, momentum for the project quickly grew. Soon after, the Alumnae Association commissioned Nancy Schön to create a tribute to nursing.

Perhaps best known locally for her *Make Way for Ducklings* figures in the Boston Public Garden, Schön has created works that today appear throughout the United States and the world, including England, Russia and Switzerland.

Schön referred to the nursing sculpture project as "my most serious work to date." Her aim was to acknowledge the important contributions and critical thinking of nurses within the field of health care. Schön also wanted the finished design to attract future generations of nurses.

Ives Erickson told the crowd, "I hope you all share the pride I feel when I look at this beautiful sculpture and the extraordinary nursing practice it represents."



The figures of the MGH Nursing Sundial sculpture depict the profession's past (holding a lantern, charting the course for the profession); present (holding a book, representing the scientific knowledge base for the profession); and future (holding a globe, representing the far-reaching, global impact of nursing and its universal and multicultural dimensions).

ALUMNAE ARCHIVE

MGH is fortunate to have an active and engaged MGH Nurses Alumnae Association. The group celebrates its past while keeping former MGH nurses involved in current hospital activities. In the summer of 2004, the Alumnae Association's board approved a \$50,000 gift to fund an Association Archive in The Knight Nursing Center for Clinical and Professional Development. The archive will become home to writings, records, photographs and various artifacts, including a quilt made by the Alumnae to mark the 150th anniversary of the founding of the MGH School of Nursing. The donation is supported by the alumnae's Heslin Estate Fund, which honors Dr. James Heslin and his wife, Phyllis, a 1931 graduate of the MGH School of Nursing. The two established the fund to support projects of historical, archival or other value that promote the profession of nursing.



During the Spanish-American War, MGH cared for patients suffering from typhoid fever and malaria contracted in the semitropical climates of Cuba and Puerto Rico. The first patients arrived in August of 1898. Many were so emaciated they appeared to be dead. Nurses cared for patients in a makeshift tent ward on the hospital's Bulfinch Lawn.

THE HISTORY OF MGH NURSING

Recognizing the historical contributions of MGH nurses can serve us well as we continue to advance our practice and celebrate a spirit of innovation. In 2004, the Department of Nursing embarked on an ambitious archives project. The long-term goal is to capture and record the history of MGH Nursing throughout the hospital's own rich history. An initial project involved searching the MGH archives for relevant photographs and memorabilia.

The resulting photo gallery, titled "Tracing the Emergence of Professional Nursing at MGH: 1821–1960," displays the initial results of that work. The photographs offer evidence of the valuable contributions by MGH nurses dating back to when the hospital first opened its doors in 1821. Among the highlighted milestones are care provided during the Civil and Spanish-American wars, various medical advances that led to significant changes in nursing practice and the poliovirus and its influence on critical care nursing.

Temporarily housed in the hospital's administrative suite, the gallery eventually will be on permanent display in The Knight Nursing Center for Clinical and Professional Development.





MASSACHUSETTS STUDENT NURSE MEETING AT MGH

When 160 student nurses walk past the first Red Sox World Series victory parade in eighty-six years to attend a nursing convention, you know you are witnessing professional dedication.

On Saturday, October 30, student nurses from across the state gathered at the hospital for the Massachusetts Student Nurses Association (MaSNA) annual convention. Sponsored by the MGH, the all-day event offered future nurses an opportunity to gain insights into the challenges and rewards of their soon-to-be profession, network with peers and attend presentations by some of the country's premier nursing leaders.

Appropriately, Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care and chief nurse, used a Red Sox theme throughout her presentation to the students, stating, "As you can see, all members of the team make key contributions to the success of the organization." And, she counseled the future clinicians to find a place to practice where there was a strong infrastructure to support their own professional practice.

Ives Erickson observed, "It's a wonderful time to be a Red Sox fan, and it's a wonderful time to be a nurse."

INSPIRING THE NEXT GENERATION

Training the next generation of providers remains a core aspect of the MGH mission. In February of 2004, the hospital gave nearly two hundred top high school students from across the country a firsthand education at the front lines of nursing.

The teens were all part of the National Youth Leadership Forum (NYLF) on Nursing, a six-day program dedicated to helping promising future nurses define their personal and professional goals, strengthen their leadership capabilities and explore the vast number of exciting choices open to them in this rapidly changing field.

Before participating in the program at MGH, Alicia DeStefano was not entirely sure she wanted to be a nurse. At the conclusion of her MGH experience, not only was she determined to become a nurse, she also had chosen a specialty.

Founded in 1992, NYLF is a tuition-based, nonprofit educational organization established to help prepare extraordinary young people like DeStefano for their professional careers, including defense, intelligence and diplomacy, law, medicine, nursing and technology. Headquartered in Washington, D.C., its mission is to bring various professions to life, empowering students with the confidence to make well-informed career choices. NYLF programs are held in eleven cities throughout the United States, including Boston.

"It was an experience I'll never forget," gushed Melissa Diaz, another NYLF visitor to the MGH. "I learned about all the different areas and settings where nurses practice; I saw all the different things they do; I saw how different life can be for a seventeen-year-old girl with HIV; I met other students from all over the country."

Student participants already are regarded as high achievers and demonstrate strong academic abilities, leadership and a preference in the career field being

studied. They are nominated to attend a specific program by educators, organization advisors, alumni and participating institutions or through classroom surveys. They may also apply directly for consideration.

Throughout the NYLF on Nursing program, students are given an invaluable opportunity to learn about the profession directly from practicing nurses and to explore the critical role of nursing as it relates to today's urgent health care issues. Then, through hands-on workshops and simulated clinical scenarios, students gain keen insights into their own strengths and abilities, as well as the important leadership and decision-making skills they will need to be a successful nurse.

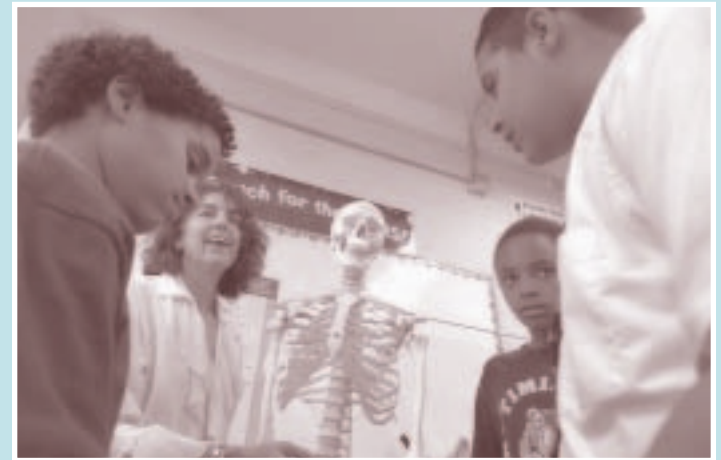
If there is any question as to whether the next generation is inspired to follow in our footsteps, we need look no further than Melissa Diaz, who remarked, "If possible, my interest in going to nursing school grew even stronger."

In February of 2004, the MGH gave nearly two hundred top high school students from across the country a firsthand education at the front lines of nursing.



"It was an experience I'll never forget."

Melissa Diaz, Student



CSI: BOSTON — THE SCIENCE BEHIND THE STORY

MGH perioperative nurse Cathy O'Malley, RN, is on a mission. She is trying to inspire students to pursue careers in health care. Throughout the year, O'Malley became a volunteer instructor with Boston public schools through the Partners in Discovery Program.

In April, O'Malley gave students at Roxbury's Timilty Middle School a lesson in human anatomy as part of their curriculum on forensic science. Using a model skeleton, she taught her captive audience about the connection between human anatomy and solving crimes. O'Malley explained that examining the skeletal remains often becomes the only way investigators can identify a victim, and a strong science background is required. After learning the facts, students presented a hypothetical "detective" case to O'Malley.

"I loved science when I was in school," says O'Malley. "I hope to spark an interest in science in students today and encourage them to care."

The Partners in Discovery Program was developed in collaboration with science teachers and builds upon a successful mentoring partnership between MGH and the Timilty Middle School that began in 1989.



FOCUS ON THE FAMILY'S NEEDS

Historically at the MGH, preschool and school-age children who experience motor, speech, language and/or sensory processing disorders have been referred to a specific service — Speech-Language Pathology, Physical Therapy or Occupational Therapy — for evaluation. Often, clinicians then identify a need for the child to see one or both of the other disciplines. The process requires multiple visits, can take months and typically results in separate, nonintegrated reports.

In 2004, members from the various disciplines rethought the traditional model and formed the MGH Pediatric Therapy Team. Today, referrals are made to a highly coordinated, multidisciplinary evaluation session. Families now receive a comprehensive assessment of the child's strengths and weaknesses the day of their initial visit and in a single report. The result is less strain on the family and an earlier start date for treatment.



VOLUNTEERS STREAMLINE INFORMATION

Waiting for word about a loved one who is in surgery can be stressful. In 2004, the Gray Family Waiting Area served the families and friends of more than eleven thousand surgical patients. This year, a multidisciplinary team of clinicians, technicians and volunteers collaborated to create a paperless system for better managing patient information. The result is a streamlined flow of information that delivers the appropriate patient information to the right people as quickly as possible.



PATIENT- AND FAMILY-CENTERED CARE

Placing patients and families at the center of their own care can prove invaluable. The Pediatric Oncology Family Advisory Committee (FAC) represents one such effort to give a voice to parents of children diagnosed with cancer. The basic concept is to position family members as true partners with providers in advancing patient care.

In early 2004, a clinical social worker in pediatric oncology formed the group following a needs and interest assessment with families and children with cancer. One early goal of the FAC was to reach out to families with children who had recent diagnoses. During the summer, they hosted a "Fun in the Sun" day at the Clubs at Charles River Park, using a day off from treatment to create connections and to learn from and support one another. A "Moms' Night Out" is also in the works to help build a community of comfort, caring and support among parents who are coping with the prolonged stresses of having a child with cancer.

The group also provided valuable input into several Social Services programs for children who are battling cancer, including "Take Good Care Packs," which provide developmentally tailored collections of educational, comfort, expressive and stress reduction materials for the patients and their siblings; "My Story in Beads...Honoring a Child's Journey Through Cancer Treatment," which allows children with cancer to chronicle their treatment and its milestones in beads; and a Sibling Support Group, which assists school-age children who have a brother or sister with cystic fibrosis, cancer or another life-threatening illness.

Likewise, committee members play an active role in advising, guiding and critiquing new program initiatives in Pediatric Oncology, lending their own perspectives and opinions about the care their children receive.

THROUGH THE PATIENT'S EYES

Navigating the health care system — whether as a patient or an employee — can be challenging. For those with a disability, it can become even more difficult. With this in mind, in early 2004, Human Resources and Patient Care Services began charting a course for the newly formed MGH Council for Disabilities Awareness (CDA). The multidisciplinary group set out to support the hospital's commitment to move beyond the mandates of compliance to ensure a welcoming and comfortable hospital environment for all individuals with disabilities.

In March, the CDA began to assess the hospital's environment of care through its innovative "Through the Patient's Eyes" efforts. The goal was to learn about MGH's surroundings and services from its "customers" with disabilities. Five individuals with distinct disabilities — hearing impairment, visual impairment, difficulties with ambulation, wheelchair dependence and speech impediment — toured the MGH with a member of the council. These one-on-one, two-hour tours provided the council member with invaluable insights into the challenges these individuals experienced while at MGH — from transportation to navigating the hospital campus to accessing various basic services, to name a few.

A summary of the findings resulted in some immediate changes to the MGH environment, as well as farther-reaching recommendations to senior management. And, in April the CDA hosted an event designed to share these insights with the broader MGH community. Four individuals with disabilities agreed to share their experiences as patients and visitors to the MGH during a panel presentation. This well-attended event brought to life the many challenges that people with various disabilities — both permanent and temporary — face on a day-to-day basis.

In June, the CDA sponsored a presentation at the MGH by Dr. W. Roy Grizzard, Assistant U.S. Secretary for Disability Employment Policy. In his talk, "Employment: The Great Equalizer for People with Disabilities," Dr. Grizzard — who is himself sight-impaired — spoke about the benefits and importance of employing individuals with disabilities.

From the outset, the goals of the CDA have been both clear and ambitious: to assess access and identify areas of improvement beyond the letter of the law; to provide senior administration with recommendations for improving access and enhancing the overall experience of staff, patients and visitors; to organize educational activities to raise awareness around the various issues related to disability; and to cosponsor and support educational activities, mentoring opportunities, conferences and events related to the employment of individuals with disabilities.

The CDA's efforts are gaining notice. At an October ceremony at the Massachusetts State House, Lieutenant Governor Kerry Healy presented the 2004 Exemplary Employer Award to the MGH on behalf of the Governor's Commission on the Employment for People with Disabilities. More impressive than any recognition the CDA has received is the momentum the group continues to generate.



Dr. W. Roy Grizzard, Assistant U.S. Secretary for Disability Employment Policy, with CDA cochair Carmen Vega-Barachowitz, MS, CCC-SLP, director of Speech-Language Pathology

BELIEVING...WE CAN MAKE A DIFFERENCE

In 2004, United Nations officials described the bloody conflict in the Darfur region of Sudan as the world's worst humanitarian crisis. More than one million people were forced to flee their homes and turn to refugee camps for their very survival.

Among those caring for the victims of this tragedy were two very energetic, very committed general medical nurses from the Massachusetts General Hospital (MGH). Grace Deveney, RN, and Katie Fallon, RN, were awarded a 2004–05 Thomas S. Durant Fellowship for Refugee Medicine. The program honors the spirit of Thomas S. Durant, MD, former MGH associate general director, who throughout his life incorporated humanitarian service to refugees, victims both of war and of natural disasters into his professional practice. Deveney and Fallon were the first nurses ever awarded Durant Fellowships, which placed them in Sudan for six months.

In her program application, Deveney described the driving and selfless spirit embodied by these two nurses: “[We] look forward to an opportunity to make a difference — to not just be saddened by the way the world is but to attempt to make it better in some small way...because [we] truly believe we can.”

A long way from the comforts and resources of the MGH, our Durant Fellows found themselves sleeping under mosquito netting, using a bathroom that consisted of a hole in the ground, driving in battered old cars and drinking water brought to their compound by a man with a donkey. Amid these sparse surroundings, they set out each day to care for the refugees who turned to them for help one by one.

Deveney worked with a nutrition team in El Geniena in northwestern Darfur, helping train local staff in the operation and management of Community-based Therapeutic Care (CTC). A relatively new approach to malnutrition, CTC programs were offered in five refugee camps in and around El Geniena, bringing treatment directly into the community.

Fallon became involved in establishing a primary health clinic in Donki Dreissa, which lies along a village-dotted corridor between Nyala and Girayda. The area was considered “unsecured;” some villages had been attacked, while others had not. Still, countless people were forced from their homes and left to live out in the open with no food, very little clean water and in close proximity to one another — a recipe for spreading disease.

Their experiences from Sudan will live on with Deveney and Fallon. There will be moments when they recall the grateful gaze of a Sudanese mother learning to breast-feed, or the pure joy exhibited by a tiny child playing in the dust with his new toy — a paper bag. They will remember the laughter of a people driven from their homes with nothing but the clothes on their backs. And, in the end, Deveney and Fallon will know that for these people of Sudan, they made a difference.



MGH nurses Grace Deveney, RN, (above) and Katie Fallon, RN, (right) spent six months providing care in Sudan as part of their Thomas S. Durant Fellowships for Refugee Medicine.



PROVIDING CARE IN HAITI

Throughout the mountainous region of St. Rock, Haiti, a bullhorn heralded the arrival of the American health care workers. St. Rock lies about an hour from the capital city of the island nation, the poorest country in the Western Hemisphere. An American-trained Haitian doctor provides the area's only health care in a local clinic, just two days a week.

Among the Americans was Catherine Liberles, RN, an MGH nurse in Primary Care. During the four days following their arrival, the clinicians saw nearly two hundred people, about half of whom

had never before received any form of medical care. The level of poverty and hunger was staggering; patients routinely complained of a gnawing sensation in their stomachs — hunger. There was no running water or electricity, and a poor understanding of basic health care only compounded the dire circumstances.

Even after abandoning the high standards of care the team knew and practiced at home, the clinicians were still able to accomplish much with very little. The nurses addressed a variety of minor medical issues and provided some health teaching to carry the Haitians through.

Liberles left Haiti believing she had made a difference and vowing to continue to do so. “I made a promise to myself to return there as often as I can, to join forces with those bringing aid to this country in such desperate need.”



CUBA — BUILDING MUTUAL UNDERSTANDING

MGH clinicians often share their patient care practices throughout the world — to speak and to listen, to teach and to learn. This year's follow-up visit to Cuba with the Boston-based humanitarian organization Americans and Cubans building Community through Exchanges, Support and Outreach (ACCESO) offered such an opportunity. The trip helped to continue to build relationships with the Cuban people and deliver desperately needed books, medical supplies and disability-assistive equipment.





An ethicist within the Department of Nursing, Ellen Robinson, RN, PhD, often shares her expertise with staff throughout the hospital.

ETHICS RESOURCES

Clinicians in all settings frequently encounter ethical dilemmas, particularly when interacting with patients and families. Throughout the past two years, Patient Care Services has launched an ambitious initiative to help support practice by grooming “clinical ethics” experts at the unit level.

Beginning in March 2003, twenty-five clinicians — nurses, social workers and respiratory and physical therapists — from eight volunteer units took part in a pilot educational program. Participants studied theoretical approaches to clinical ethics, performed case analyses and reviewed ethics consultation processes and resources within the MGH. Participating units then conducted follow-up sessions with facilitated discussions of clinical ethics. They were also supported in their efforts to develop unit-based ethics forums, which were led in part by interdisciplinary participants.

Those who took part reported that the program enhanced their “moral courage” by providing them with tools to identify, to begin to analyze and to seek out resources to support themselves and colleagues in dealing with ethical dilemmas within their clinical practice. Based upon the program’s success, a second offering was expanded to include staff at Brigham and Women’s Hospital and at the Dana-Farber Cancer Institute.

TEAM HUNTINGTON’S

The MGH’s Huntington’s Disease Study and Treatment Program draws patients from throughout the world. Huntington’s is a heartbreaking neurodegenerative disorder that increasingly impacts an individual’s basic functions — movement, thinking, behavior, speech and ability to swallow and maintain proper nutrition. In 2004, the MGH received a grant to develop a specialized, collaborative program to treat and care for this unique patient population. Twice a month, staff from Neurology, Psychiatry, Social Services, Physical Therapy, Occupational Therapy, Speech-Language Pathology and Nutrition and Food Services collaborate to evaluate and recommend a treatment plan for patients. Using this model, the patients’ physical, emotional, medical and nutritional needs are managed throughout the progression of the disease.



Michelle Primo, RN, heads to Fenway Park with her patient, Gordon Huckins, and his wife, Matty.

FENWAY FEVER

The fall of 2004 was an exciting time in New England, particularly for those who followed the Boston Red Sox as they chased after their first World Series championship in eighty-six years. At the MGH, another team of professionals was also busy making dreams come true.

On MGH's Ellison 8, Cardiac Surgical Unit, Gordon Huckins had spent seven months preparing for a heart and kidney transplant. Now a ventricular assist device (VAD) pumped his heart for him, and as his wait grew longer, Huckins's outlook understandably grew dimmer. His clinicians could do nothing more for him medically, but they could attend to his spirits. And, that they did, giving him a gift he will remember forever.

On September 23, Huckins's clinical team transferred their patient — a die-hard Red Sox fan — to Fenway Park for his first-ever visit to the historic site. It was no small effort, as Huckins and his VAD were accompanied by three critical care staff: his primary nurse, physical therapist and a cardiac technician. Together they ensured that he remained medically stable with the device functioning properly as he enjoyed the game.

Huckins responded well to the extraordinary treatment. "For the first time in a long time, I didn't feel like a patient. I was free at last to feel like a normal person again."

ADVANCING OUR PRACTICE

Placing the authority, responsibility and accountability for care with the practicing clinicians remains fundamental to the Patient Care Services (PCS) Professional Practice Model. Within that model, Collaborative Governance serves as the structure for integrating clinical staff into the formal decision-making process of the service, providing an opportunity to influence strategic direction and participate in meeting the established goals.

Each year, the leadership, knowledge, collaboration, commitment and action of the seven Collaborative Governance committees continue to stimulate, facilitate and generate knowledge that improves patient care and enhances the environment in which our clinicians shape their practice. Working together, staff continue to make significant contributions to the environment of care and to the professional development of staff, and most importantly, to ensuring that MGH patients receive the best possible care. While PCS leadership sets the vision of what can be, collaborative governance provides the engine to make it happen.

Nursing Practice Committee — provided significant review of current practice and revised and updated standards to advance efficiency, effectiveness and patient and staff safety, including collaborating with the Safety-In-Motion Committee to implement a safe, efficient system to transport acutely ill patients

Ethics in Clinical Practice Committee — continued its work of providing internal consultation and offered multiple staff educational opportunities, including working with the Patient Education Committee to provide information on an Advance Directives Booth and sponsoring the "Decoding Your Code of Ethics" program to raise awareness of the codes of ethics of the various health care disciplines at MGH

Nursing Research Committee — promoted a "spirit of inquiry" through a "Did you know?" poster and extranet Web site campaign designed to maximize the dissemination of research findings, sponsored the first MGH Evidence-Based Practice Workshop, and launched the Nursing Research Journal Club to discuss the findings of nursing research and identify ways to bring the research results to the bedside

Diversity Steering Committee — further enhanced understanding of various cultures around the world; organized multiple efforts to assist those less fortunate, including recent immigrants, and facilitate access to health care services; and advanced the delivery of safe, culturally sensitive care by educating the workforce about cultural competency

Patient Education Committee — enhanced staff understanding of patient education by designing programs that elevate practice, including sponsoring Nursing Grand Rounds entitled “Patient Education and Health Literacy,” and then collaborating with the Research Committee to share the content more widely throughout the MGH; and offered workshops on “Plain Language”

Quality Committee — continued to address quality issues using committee liaisons to improve the safety process, including working with the Patient-at-Risk Group to evaluate screening tools used to identify patients at risk; working with the Safety-In-Motion Committee to advance its safety initiatives; collaborating with Occupational Therapy, Infection Control and Nursing to purchase patient equipment that best serves the MGH patient population; and participating on the Pain Task Force’s focus groups to inform decisions about enhancing pain management for MGH patients

Staff Nurse Advisory Committee — continued to support practice at the bedside by having staff nurse representatives from each patient care setting openly share insights about what is working well and, more important, what areas need improvement, including providing key input into the design of the nursing image campaign; identifying issues with products and systems such as needlestick boxes, syringe caps and PCA syringe pumps; and disseminating key and timely information to colleagues regarding new programs or systems enhancements



NEW BREAST CANCER PATHWAY

This year, a multidisciplinary team conducted a comprehensive review of the patient pathway for breast cancer with an eye toward addressing the language and literacy needs of non- or limited-English-speaking patients. By following the principles of plain language and culturally appropriate writing, the team not only created a variety of new materials, but also a new model for future work.



RESPIRATORY THERAPISTS IN LABOR AND DELIVERY

This year, respiratory therapists in the Labor and Delivery Unit took on a new role in the service's collaborative practice model. Previously, during high-risk deliveries, the responding team included a physician or neonatal nurse practitioner, a registered respiratory therapist (RRT) and a registered nurse (RN). Today, the high-risk delivery team consists of an RRT and RN only, freeing up the physician to continue caring for the mother. An initial group of ten neonatal respiratory therapists completed the MGH respiratory NICU/PICU training program, became certified in neonatal resuscitation and trained extensively in the delivery room with a preceptor.



“NURSING DIARIES”

Sharing the MGH's nursing practice took on a new dimension in November of 2004. Several MGH nurses became TV stars in the television premiere of *Nursing Diaries*, a nationally aired Discovery Health Channel series. The program set out to examine the profession of nursing through the eyes of the nurses themselves, illustrating the pivotal role nurses play in the delivery of bedside care. Over the course of several months, Richard Kahn — award-winning videographer and creator of the series — shadowed nurses on three critical care units: the Cardiac Surgical, Neonatal and Surgical ICUs. In the end, the hour-long program wove together three separate stories from nursing's front line — helping a critically ill patient through the process of having his leg amputated; mentoring a nurse as part of the MGH's New Graduate Critical Care Nurse Program; and caring for a premature infant, as well as the child's first-time parents. The Center for Nursing Advocacy honored the program with a Golden Lamp Award as one of the year's best media depictions of nursing, stating it was “possibly the best single hour of nursing documentary that we've seen.”

*“Years from now, we may not remember all our patients,
but they will always remember us.”* Diana Grobman, RN, MGH NICU Nurse



“When you meet nurses, you truly appreciate what health care is all about... Scott and I are delighted to support nurses and nursing practice at this hospital.”

Norman Knight, Philanthropist

CARING FOR PEOPLE WHO CARE FOR US

Norman and Scott Knight believe in caring for the people who care for us. In the fall of 2004, the father and son — local businessmen, community leaders and philanthropists — made an historic contribution to the MGH Department of Nursing. The Knights’ million-dollar pledge represented the largest donation in the department’s history and will help establish a permanent home for The Center for Clinical and Professional Development.

Since its establishment six years ago, The Center has experienced tremendous growth and expansion of its professional offerings. Renamed The Knight Nursing Center for Clinical and Professional Development, the new facility will allow MGH to expand its services and professional offerings to its patient care providers further still.

“Clinical and professional development are central to Nursing’s mission at MGH,” says Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care and chief nurse. “The new Knight Nursing Center will provide space for the Department of Nursing to continue to advance its agenda of excellence in clinical care, education and training, and will facilitate national and international consultation to nursing colleagues concerning best practices.”

Plans already are being developed to convert the third floor of the hospital’s Founders Building into a state-of-the-art educational, training and renewal facility for MGH nurses, other health care professionals and support staff. Expected to open in 2006, The Knight Nursing Center for Clinical and Professional Development will feature a simulation lab, computer learning stations, high-tech clinical equipment, videoconference and telemedicine equipment, classrooms, conference rooms and a lounge. Office and meeting facilities for faculty and staff also are included in the plans.

“When you meet nurses, you truly appreciate what health care is all about,” says Norman Knight. “These are professionals who do so much and yet can be so underappreciated, but not at Mass General. Scott and I are delighted to support nurses and nursing practice at this hospital.”

Also, thanks to the Knights' commitment, in February 2004 the MGH was able to award its first annual Norman Knight Preceptor of Distinction Award to Jennifer Albert, RN, a staff nurse in the Surgical Intensive Care Unit (SICU). The award recognizes clinical staff nurses who consistently demonstrate excellence in educating, mentoring and coaching fellow nurses.

In supporting Albert's nomination, SICU nurse manager Susan Tully, RN, wrote, "Jenn brings to the bedside a wealth of knowledge, a tireless spirit of inquiry and an ability to ensure that the appropriate thing is done for patients and their families. She is able to contextualize her vast experience in a way that is meaningful to new nurses."

Thanks to Norman and Scott Knight's generous support, nursing practice at MGH will continue to be recognized and shared, will develop and thrive and will continue to set the standard for the profession of nursing.



In February 2004, Jennifer Albert, RN, a staff nurse in the Ellison 4 Surgical Intensive Care Unit, was named the first recipient of the Norman Knight Preceptor of Distinction Award.

**THOSE WISHING TO SUPPORT THE WORK OF
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100 Charles River Plaza, Suite 600 • Boston, MA 02114

617.726.2200 • www.mghfund.org



BLUM CENTER FIFTH ANNIVERSARY

The spring of 2004 marked the five-year anniversary of an invaluable MGH resource: the Maxwell & Eleanor Blum Patient and Family Learning Center. Prominently located along the hospital's main hallway, the Blum Center provides the MGH community with accurate and reliable medical and health information in easy-to-understand lay terms. Volunteers, nurses and a health educator are on hand to assist visitors in finding pamphlets, magazines, audiotapes, videos, CD-ROMs and DVDs, as well as in navigating the Internet and medical and consumer health books.

The center was made possible through the generosity of its founding donors, the Blum family, and through the contributing sponsorship of the hospital's Ladies Visiting Committee. In only five short years, daily use of the Blum Center has more than doubled, further underscoring the value of the services offered by this popular hospital-based consumer health library.

MGH FACTS AND FIGURES

Inpatient beds	898
Admissions	45,497
Surgical procedures	34,072
Average length of stay	5.99 days
Admits to observe	5,507
Occupancy	82.92%
Outpatient visits	1,558,331
MGPO visits (approx.)	741,046
Clinic visits, hospital and some group	433,176
Total health center visits	307,974
ED visits	76,135

TOTAL STAFF IN PATIENT CARE SERVICES

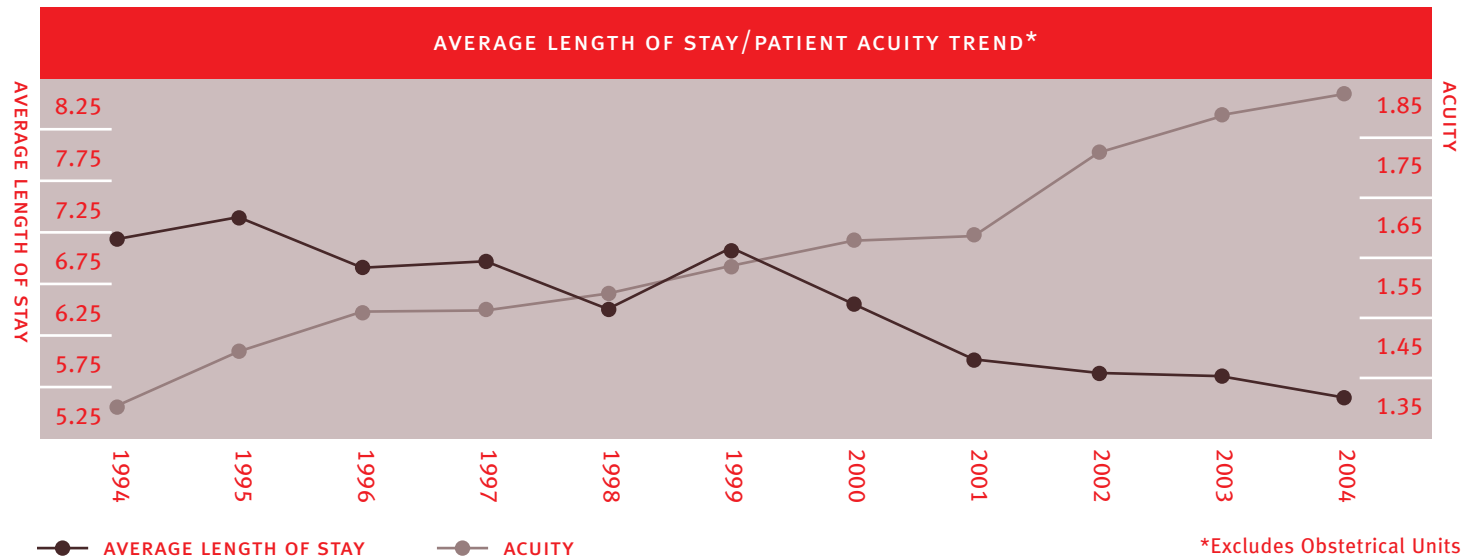
Nursing	3,948
Chaplaincy	25
Occupational Therapy	32
Orthotics and Prosthetics	9
Physical Therapy	146
Reading Disabilities	28
Respiratory Care	93
Social Services	121
Speech-Language Pathology	23
COMBINED TOTAL	4,425

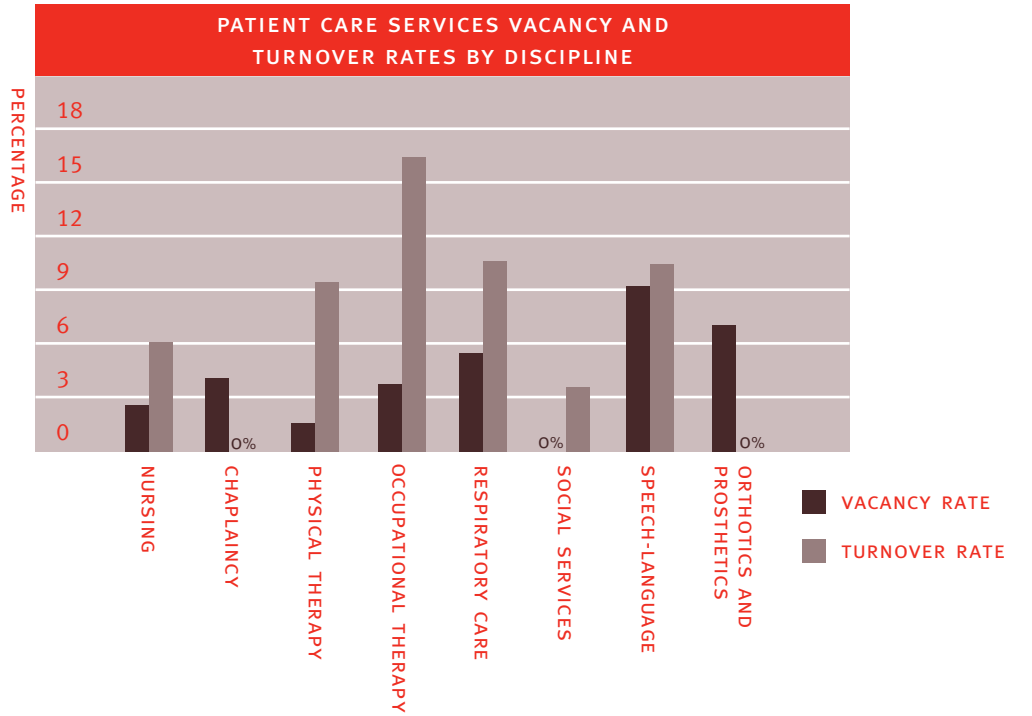
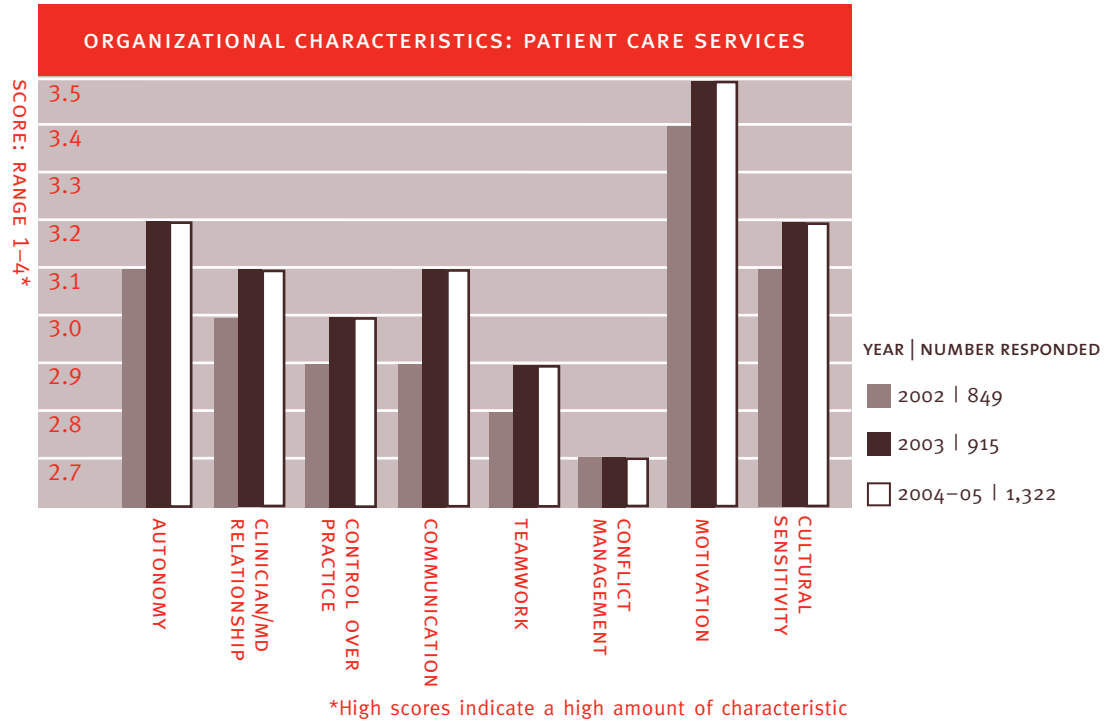
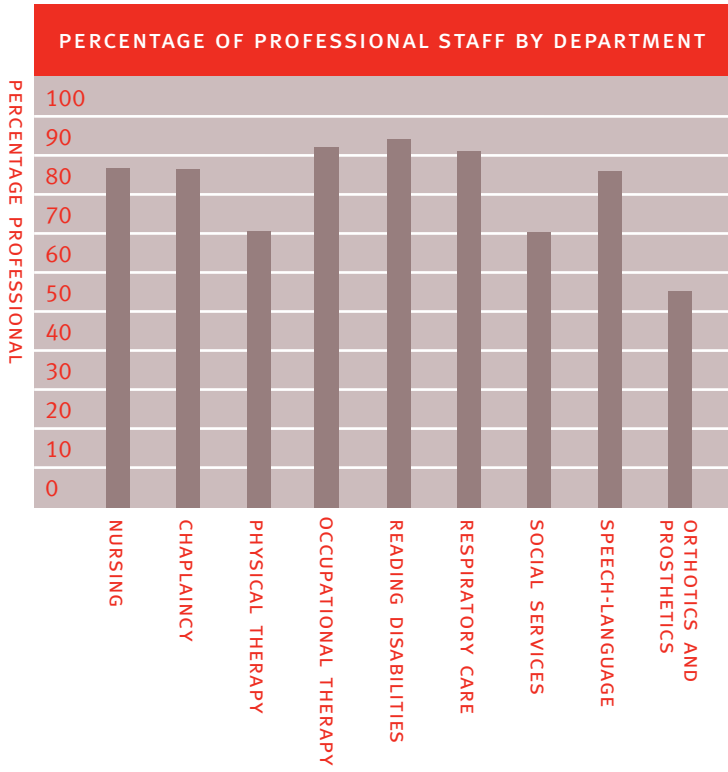
MGH Patient Care Services 2004 THE YEAR IN REVIEW

The year 2004 was marked by growth — growth in patient volume and patient acuity — resulting in an increased demand for professional staff and their expertise. Identifying and striking the right balance of professional and support staff for the delivery of safe, timely, efficient, patient-centered care remained a top priority.

Keen attention was paid to ensuring that new and experienced staff throughout Patient Care Services (PCS) have a supportive practice environment — one in which they have the information and tools they need to care for patients. PCS annually surveys its clinicians to assess a variety of organizational characteristics important to professional practice: autonomy and control over practice; strong clinician–physician relationships, communication and teamwork; conflict-management skills; motivation and cultural sensitivity. Through their responses, PCS clinicians shape the clinical and professional development agenda for the coming year. In 2004, 46 percent of PCS clinicians responded to the survey and, of note, 90 percent of those who responded reported that they are either satisfied or very satisfied with their professional practice environment.

Since PCS staff feel supported in their practice and readily express their satisfaction to students and colleagues, it is no surprise that more than 760 clinicians and support staff joined the Patient Care Services team this past year. In addition, MGH continues to be the employer of choice for nurses, therapists and chaplains in the Boston area, as evidenced by our vacancy and turnover rates — significantly lower than national rates.





awards

PATIENT CARE SERVICES

Jennifer Albert, RN, BSN, Surgical Intensive Care
*Norman Knight Preceptor of Distinction Award
(Inaugural Award)*

Danisa Alonso, Unit Service Associate,
General Medicine
Anthony Kirvilaitis Jr., Partnership in Caring Award

Michelle Anderson, RN, AD, General Surgery
African American Pinning Honoree

Betty Ann Burns-Britton, RN, BS,
General Medicine
*Stephanie M. Macaluso, RN, Excellence in Clinical
Practice Award*

Zakia Chennane-El-Idrissi, Patient Care
Information Associate, Obstetrics
Anthony Kirvilaitis Jr., Partnership in Caring Award

Joan Collins, RN, IV Therapy
*Brian M. McEachern Extraordinary Care
Award (Inaugural Award)*

Ruth Dempsey, RN, The Knight Nursing Center
for Clinical and Professional Development
First African American Pinning Mentor Award

Lisa Donelan Tufts, RN, BSN, Pediatrics
Marie C. Petrilli Oncology Nursing Award

Lisa Donelan Tufts, RN, BSN, Pediatrics
The Pediatric Family-Centered Care Award

Danielle Doucette, RRT, BS, Respiratory Therapy
*Stephanie M. Macaluso, RN, Excellence in Clinical
Practice Award*

Barbara Guire, RN, MS, CS, Psychiatry
Monique Mitchell, RN, MS, CS, Psychiatry
Jennie Repper-DeLisi, RN, MS, CS, Psychiatry
Sue Kilroy, RN, MS, CS, General Medicine
Laura Sumner, RN, MSN, MBA, MEd, APRN-
BC, ONC, The Knight Nursing Center for Clinical
and Professional Development
(continued)

Mary Lussier-Cushing, RN, MS, CS, Psychiatry
Connie Cruz, RN, MS, Psychiatry
Leslie Wlodyka, RN, CMSRN, General Medicine
Erin Kelleher, RN, BSN, General Medicine
Yvonne L. Munn, RN, Nursing Research Award

Ines Jackson-Williams, RN, Same Day Surgery
African American Pinning Honoree

MaryLou Kelleher, RN, MSN
Yvonne L. Munn, RN, Nursing Research Award

Ann Kennedy, RN, MS, Neuroscience
*Brian M. McEachern Extraordinary Care Award
(Inaugural Award)*

Janet Kleimola, RN, Neonatal Intensive Care
Ben Corrao Clanon Memorial Scholarship Award

Robert Larocque, RN, MM, Pediatric Radiology
Nursing Team
Mary Rae Smith, RN, Pediatric Radiology
Nursing Team
Deb Gorham, RN, Pediatric Radiology
Nursing Team
The Pediatric Family Centered Care Award

David Miller, Patient Care Associate,
General Medicine
African American Pinning Honoree

Angelleen Peters-Lewis, RN, MS, CFNP,
GI Endoscopy
African American Pinning Honoree

Maria Roche, RNCS, MS, Gillette Center
for Women's Cancers
Marie C. Petrilli Oncology Nursing Award

Ana Marie Rosales, MD, Pediatric Cardiology
The Pediatric Family Centered Care Award

PICU New Graduate Orientation Team:
Kim Aquilar, RN, BSN
Karen Braccialarge, RN, BSN
Jeannette Cerullo, RN, BSN
Suzanne Gotell, RN, BSN
Linda Hirota, RN, BSN
Thao Nguyen, RN, BSN
(continued)

Elizabeth Robbins, RN, BSN
Heidi Simpson, RN, BSN
The Pediatric Family Centered Care Award

Alison Squadrito, PT, DPT, GCS, Physical Therapy
*Stephanie M. Macaluso, RN, Excellence in Clinical
Practice Award*

Laura Sumner, RN, MSN, MBA, MEd,
APRN-BC, ONC
Gail Alexander, RN, BSN, CCRN
Mary McAdams, RN, BSN, BC
Yvonne L. Munn, RN, Nursing Research Award

Christine Williams, RN, Thoracic Surgery
African American Pinning Honoree

Yawkey Building Construction Team
The Pediatric Family Centered Care Award

Mary Louisa Zwirner, MSW, LICSW,
Social Services
*Stephanie M. Macaluso, RN, Excellence in Clinical
Practice Award*

MGH

Edaniel Beauplant, Medical Interpreter
*Association of Multicultural Members of Partners
Scholarship Award*

Ingrid Beckles, Operations Associate, Psychiatry
*Association of Multicultural Members of Partners
Scholarship Award*

Blake 7 Staff
MGH Excellence in Action Award

Cheryl Brunelle, PT, Physical Therapy
Danielle Sockolosky, PT, MSPT, Physical Therapy
Friends of the Cancer Center Grant

Leila Carbutari, RN, MEd, International Program
MGH Excellence in Action Award

Corinne H. Castro, Resource Specialist,
Social Services
*Association of Multicultural Members of Partners
Scholarship Award*

Chelsea High School Student Health Center
MGH Excellence in Action Award

Chelsea Mental Health & Social Services
MGH Excellence in Action Award

Charles Ciano, Operations Coordinator, General
Medicine and Oncology/Bone Marrow Transplant
*Member of the Year Award, Association of
Multicultural Members of Partners*

Charles Ciano, Operations Coordinator, General
Medicine and Oncology/Bone Marrow Transplant
MGH Excellence in Action Award

Community Health Team
MGH Excellence in Action Award

Juana Del Rosario, Operations Associate,
General Medicine
MGH Excellence in Action Award

Grace Deveney, RN, BSN, General Medicine
*Thomas S. Durant, MD, Fellowship for
Refugee Medicine*

Danielle Doucette, RRT, BS, Respiratory Therapy
Orren Carrere Fox Award for NICU Caregivers

Lynn Duff, Volunteer
Janet Ballantine Oncology Volunteer Award

Ellison 8/Blake 8/Cardiac OR Staff
MGH Excellence in Action Award

Ellison 8 Staff
MGH Excellence in Action Award

Ellison 9 Staff
MGH Excellence in Action Award

Ellison 10 Staff
MGH Excellence in Action Award

Ellison 11 Staff
MGH Excellence in Action Award

Ellison 17 Staff
MGH Excellence in Action Award

Kristen Eutizzi, RN, Gynecology
MGH Excellence in Action Award

Katie Fallon, RN, BSN, General Medicine
*Thomas S. Durant, MD, Fellowship for
Refugee Medicine*

Anne Fiore, RN, NP, Cancer Center
*The Susan and Arthur Durante Award for Exemplary
Care and Service with Cancer Patients*

Nichola Forrester, Manager Care
Coordinator, Medicine
*Association of Multicultural Members of
Partners Scholarship Award*

Marie Gelin, Operations Associate, Oncology/Bone
Marrow Transplant
MGH Excellence in Action Award

LaNetta Giacona, Staff Assistant, Psychiatry
*Association of Multicultural Members of Partners
Scholarship Award*

Kaiesha Harry, Patient Service Coordinator,
Cancer Center
*Association of Multicultural Members of Partners
Scholarship Award*

International Office Staff
MGH Excellence in Action Award

Tony Kim, Volunteer
The Jessie Harding Award for Outstanding Volunteers

Maria Kingston, International Office
MGH Excellence in Action Award

Kristen Knapp, White 9, General Medicine
MGH Excellence in Action Award

Maia Lopes, Unit Associate, Oncology/Bone
Marrow Transplant
MGH Excellence in Action Award

Christie Lynch, Medical Assistant, Obstetrics
and Gynecology
*Association of Multicultural Members of Partners
Scholarship Award*

Rachel Manning, RN, CEN,
Emergency Department

Ann Morrill, RN, Emergency Department
Dianne Farley, RN, Emergency Department

(continued)



LEAVING A MARK

Evelyn Bonander, ACSW, director of Social Services, retired on July 2, 2004, after nineteen years of distinguished service to MGH. Bonander leaves behind a strong and valued team of clinical social workers; a multitude of innovative programs, which she helped to create; and a legacy of collaboration, empowerment and commitment to patient care that will long be remembered.

Raised in a small, rural village near fictional Lake Wobegon, Minnesota, Bonander recognizes many similarities between MGH and the village of her youth. “Villages are people living and working together toward a common goal. They have shared values. People are respected for their differences because, in a village, everyone makes a unique contribution. Everyone is important.”

The many important contributions under Bonander’s leadership involved the development of significant programs and services — both in scope and number — including the transition into a case management model, the interfaith Chaplaincy Department, an Employee Assistance Program, the HAVEN Domestic Violence Program, the Coordinated Care Program, the Family Connection-Kids Express Program, the Child Protection Consultation Team, the HOPES Program, the Cancer Resource Room, the Community Resource Center, the Friends of the MGH Cancer Center and affordable lodging for low-income patients and families.

“Evelyn has made an important contribution to the MGH community,” says Jeanette Ives Erickson, RN, MS, senior vice president for Patient Care and chief nurse. “And, her leadership continues to inspire others to carry on a powerful legacy of innovation and service.”

awards

PROFESSIONAL ACHIEVEMENTS



MGH speech-language pathologists have forged a valuable relationship with the Horizons for Homeless Children Daycare Centers, bringing vital services to an at-risk population.

MGH CONTINUED

Julianne Casieri, RN, MSN,
Emergency Department
Virginia Smith-Dunwoody, RN,
Emergency Department
MGH Excellence in Action Award

J. Naomi Martel, RN, General Medicine
Association of Multicultural Members of Partners Scholarship Award

Juliane Miranda, Medical Interpreter, Chelsea Health Care Center
Association of Multicultural Members of Partners Scholarship Award

Neonatal Intensive Care (NICU) Staff
MGH Excellence in Action Award

Gayle Peterson, RN, General Medicine
Paul W. Cronin and Ellen S. Raphael Award for Patient Advocacy

Barbara Pierson, Admitting
The Susan and Arthur Durante Award for Exemplary Care and Service with Cancer Patients

June Richardson, Operations Associate, General Medicine
MGH Excellence in Action Award

Betzaida Rodriguez, Medical Interpreter, Chelsea Health Care Center
Association of Multicultural Members of Partners Scholarship Award

Madeline Rodriguez, RN, Thoracic Surgery
Association of Multicultural Members of Partners Scholarship Award

Carol Romig, Operations Associate, General Medicine
MGH Excellence in Action Award

Laura J. Ryan, RN, BSN, OCN,
Oncology Infusion
Oncology Nursing Career Development Award

Theresa Saghbini, Operations Associate, General Medicine
MGH Excellence in Action Award

Spare Change Team, Social Services
MGH Excellence in Action Award

Hiroyasu Sugihara, Graduate Assistant,
Ruth Sleeper Learning Center, MGH Institute of Health Professions
Association of Multicultural Members of Partners Scholarship Award

Same Day Surgical Unit Staff
Trustees Award for Outstanding Support of the Volunteer Program

Sandra Thomas, Staff Assistant, Central Resource Team
Association of Multicultural Members of Partners Scholarship Award

Natasha Wilson, Operations Associate, General Medicine
MGH Excellence in Action Award

White 9 Staff
MGH Excellence in Action Award

White 10 Staff
MGH Excellence in Action Award

STATE AND REGIONAL

Ann Daniels, MSW, PhD, Social Services
Alumni Centennial Award – Excellence in Supervision Simmons College School of Social Work

Ines Jackson-Williams, RN, Same Day Surgery
*Excellence in Nursing Award
New England Regional Black Nurses Association (NERBNA)*

Ann T. Martin, APRN, MSN, BC-ANP,
General Surgery
Amanda Savage, RN, BA, Surgical Clinic
Ruth Ann Looper, RN, BSN,
Emergency Department
Inducted, Alpha Chi Chapter (Boston College) of Sigma Theta Tau International Honor Society of Nursing

Thomas E. Quinn, RN, MSN, AOCN, MGH
Cares About Pain Relief
Recognition Award for Outstanding Volunteer Service, Massachusetts Pain Initiative

Linda Redd, RN, BSN, Emergency Department
*Excellence in Nursing Award
New England Regional Black Nurses Association (NERBNA)*

Jackie Somerville, RN, MS, CMAC, Nursing
Sharon Smith Nursing Scholarship Award (Inaugural Award) Massachusetts Organization of Nurse Executives (MONE)

Marilyn Wise, MSW, LICSW, Social Services
2004 Harvard Medical School Teaching Award; Best Patient-Doctor Preceptor

Marilyn Wise, MSW, LICSW, Social Services
John Schulz, MD
Shana Birnbaum, MD
2004 Harvard Medical School Best Preceptor Recognition

NATIONAL

The International Medical Surgical Response Team (IMSuRT)
Massachusetts General Hospital:

Jennifer Albert, RN
Kathryn Brush, RN
Sheila Burke, RN
Lin-Ti Chang, RN
Anthony Forgione, LPN
Pamela Griffin, RN
Barbara McGee, RN
Leandra McLean, RN
Jackie Nally, RN
Patricia Owens, RN, BSN
Joseph Roche, RN
Maryalyce Romano, RN
Joan Tafe, RN
Jack Twomey, RN
Barbara Walsh, RN
Brenda Whelan, RN
(continued)

Other Affiliations:

Allen Bouchard, RN, Children's Hospital Medical Center

Doris Cappola, RN, Boston Medical Center
Renee Charbonneau, RN, Children's Hospital Medical Center

Patrick Kadilak, RN, Shriners Burns Institute
John Hannon, RN, no affiliation at present time
Best Nursing Teams for Adaptability & Teamwork 2004
Advance for Nurses Magazine

Theresa Cantanno-Evans, RN, MS
Harvard Medical School, Division of Medical Ethics, Fellowship in Ethics

Diane L. Carroll, RN, PhD
Hartford Foundation Institute of Geriatric Nursing Fellowship

Diane L. Carroll, RN, PhD
Sally H. Rankin, RN, PhD, FAAN
Glenys A. Hamilton, RN, DNSc
Abstract of the Year Award, Peer Advisors Improve Physical Health Outcomes in Elders
Council of Cardiovascular Nursing, American Heart Association, Scientific Sessions

Diane Carter, RN, BSN, Vascular Surgery
Cheryl Codner, RN, BSN, Vascular Surgery
Anne Milone, Nursing Student, UMass Lowell
Sharon Bouvier, RN, MSN, Vascular Surgery
Virginia A. Capasso, APRN, PhD, BC, Vascular Nursing
Best Poster Award, National Symposium, Society for Vascular Nursing
Peripheral Arterial Sheath Removal Team

Ruth Dempsey, RN, The Knight Nursing Center for Clinical and Professional Development
Acknowledgement in Surgery of the Trachea and Bronchi by Hermes Grillo, MD, BC Decker, Inc., Publisher

Aimee Klein, PT, DPT, MS, OCS,
Physical Therapy
Lucy Blair Service Award
American Physical Therapy Association

Lauro Munoz, MOT, OTR, Occupational Therapy
Distinguished Service Award
Texas Occupational Therapy Association

Georgia W. Peirce, Patient Care Services
National Patient Safety Leadership Fellowship
American Hospital Association and National Patient Safety Foundation

Barbara Roberge, RN, PhD
Hartford Foundation Institute of Geriatric Nursing Fellowship

Renee Smith, Physical and Occupational Therapy Services
Practice Support Staff Tab Spotlight

Michael Sullivan, PT, DPT, MBA, Physical and Occupational Therapy Services
Kathleen Harney, PTA, Physical and Occupational Therapy Services
Patient Transfer System Center for Integration of Medicine and Innovative Technologies
Research and Development Grant – Concept Development of Intellectual Property

ELEVEN AWARDS AND RECOGNITION PROGRAMS
THROUGHOUT THE YEAR HONOR EXCELLENCE IN
PATIENT CARE, TEACHING AND RESEARCH

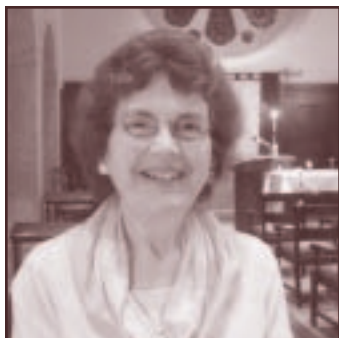
- Norman Knight Preceptor of Distinction Award
- Stephanie M. Macaluso, RN, Excellence in Clinical Practice Award
- Ben Corrao Clanon Memorial Scholarship Award
- Orren Carrere Fox Award for NICU Caregivers
- Anthony Kirvilaitis Jr., Partnership in Caring Award
- Janet Ballantine Oncology Volunteer Award
- Paul W. Cronin and Ellen S. Raphael Award for Patient Advocacy
- Brian M. McEachern Extraordinary Care Award
- Marie C. Petrilli Oncology Nursing Award
- The Susan and Arthur Durante Award for Exemplary Care and Service with Cancer Patients
- Yvonne L. Munn, RN, Nursing Research Award



Phyllis Meisel oversees the MGH's Reading Disabilities program, which in 2004 introduced a new screening tool to help Massachusetts teachers identify reading difficulties in students, kindergarten through grade 3.

presentations

PROFESSIONAL ACHIEVEMENTS



Reverend Linda Knight is one of twenty chaplains who comprise the MGH Chaplaincy Team.

STATE AND REGIONAL

Neila Altobelli, RRT

Radiological Assessment of Artificial Airways by Respiratory Therapists
Massachusetts Society for Radiology Technologists Quarterly Meeting, Boston, MA

Michelle Anderson, RN, ADN

The Future Colleagues Collaborative
National League for Nursing, Education Summit, Orlando, FL

Kathryn A. Beauchamp, RN, MSN, CCRN

The Impact of Critical Illness on Patients and Families
American Association of Critical Care Nurses, Ocean State Chapter, Providence, RI

Katie Brush, RN, MS, CCRN, FCCM

Disaster Nursing (Plenary Session)
Cape Cod Hospital Fall Emergency Nursing Conference, Hyannis, MA

Catherine Carlo, MSW, LICSW

Debbie Essig, MSW, LICSW
Complementary Therapies
MGH/Seniors of Boston, Boston, MA

Diane L. Carroll, RN, PhD

Quality of Life in Implantable Cardioverter Defibrillator Recipients: Changes Over the First Two Years
Eastern Nursing Research Society 20th Annual Meeting, Quincy, MA

Diane L. Carroll, RN, PhD

The Responses of Families to Critical Illness and the Effect of Nursing Interventions
National Youth Leadership Forum, Cambridge, MA

Diane L. Carroll, RN, PhD

The Development of a Program of Research for Cardiac Elders
Institute for Nursing Healthcare Leadership (INHL), Research Collaborative Colloquium, Boston, MA

Diane L. Carroll, RN, PhD

Cardiac Elders: From Theory to Nursing Interventions
Dean's Colloquium, University of Massachusetts, Worcester, MA

Dan Chipman, RRT, BS

Nitric Oxide Use in Premature Infants
Massachusetts Society for Respiratory Care Perinatal Pediatric Group Meeting, Wellesley, MA

Dan Chipman, RRT, BS

Compressed Gas Overview
The BOC Group, Hingham, MA

Dan Chipman, RRT, BS

Mechanical Ventilation and Sigh: Say Hello to an Old Friend?
Respiratory Care and Nursing Critical Care Staff, Falmouth Hospital, Falmouth, MA

Dan Chipman, RRT, BS

Ventilation Strategies for Acute Lung Injury and Acute Respiratory Distress Syndrome (ARDS)
Massachusetts Society for Radiology Technologists Quarterly Meeting, Boston, MA

Dan Chipman, RRT, BS

Graphic Analysis of Mechanical Ventilation
Respiratory Care and Nursing Critical Care Staff, South Shore Hospital, Weymouth, MA

Dan Chipman, RRT, BS

Neonatal Modes of Ventilation
Respiratory Care and Nursing Critical Care Staff, South Shore Hospital, Weymouth, MA

Amanda B. Coakley, RN, PhD

A Rogerian Approach to Energy Expenditure between Provider and Recipient during a Therapeutic Touch Treatment
Ninth Martha E. Rogers Conference: Emerging Possibilities for Unitary Health Care, New York, NY

Connie Dahlin, RN, APRN, BC, PCM

Financial Implications of Promoting Excellence in End-of-Life Care
Massachusetts Medical Society, Waltham, MA

Ann Daniels, MSW, PhD

A Clinical Recognition Program for Social Workers
Centennial Alumni Day, Simmons College School of Social Work, Boston, MA

Jean Fahey, RN, MSN, CCRN, CNRN

Traumatic Brain Injury
Northeast Regional Nurse Practitioner Conference, Manchester, NH

Jean Fahey, RN, MSN, CCRN, CNRN

Long-Term Epilepsy Monitoring
St. Anthony's Hospital, St. Petersburg, FL

Ellen Feldman, LICSW

Working with Couples Undergoing Assisted Reproductive Technology
Massachusetts Chapter, National Association of Social Workers (NASW), Boston, MA

Trisha Flanagan, RN, MSN, EMT-B

Post-Resuscitation and Stabilization Challenges
Boston Emergency Department Consortium Annual Program, Dedham, MA

Tony Forgione, LPN

Challenges of Disaster Response for Trauma Centers
Berkshires Trauma Symposium, Hancock, MA

Linda Gelda, LICSW

Treatment of Males with Eating Disorders
National Association of Social Workers Symposium, Cambridge, MA

Trish Gibbons, RN, DNSc

Clinical Excellence
South Shore Hospital Department of Nursing, Braintree, MA

Trish Gibbons, RN, DNSc

Advancing Nursing Practice
MGH Nurses Alumnae Association, Boston, MA

Maryfran Hughes, RN, MSN

Hospital Preparedness for Disaster and Democratic National Convention (DNC) Preparedness by Hospitals
(continued)

Executive Board of the Boston Public Health Commission, Boston, MA

Maryfran Hughes, RN, MSN
Community Disaster Planning Efforts
Conference of Boston Teaching Hospitals, Boston, MA

Maryfran Hughes, RN, MSN
Boston Hospitals' preparation for the Democratic National Convention (DNC)
U.S. Public Health Service Staff, Boston, MA

Jeanette Ives Erickson, RN, MS
Building the Clinical Infrastructure to Support Research
Eastern Nursing Research Society, Quincy, MA

Jeanette Ives Erickson, RN, MS
Regarding the Nursing Shortage, *On the Money with Steve Bailey* WBIX Radio, Boston, MA

Jeanette Ives Erickson, RN, MS
How Will You Make a Difference?
Massachusetts Student Nurse Association Annual Convention, Welcome Address, Boston, MA

Jeanette Ives Erickson, RN, MS
The Future of Nursing...Healthcare in the Balance
Becker College Symposium, Worcester, MA

Elizabeth Johnson, RN, MSN
Deborah Jameson, RN, MS, AHIP
Evidenced-Based Nursing Practice:
What's the Story?
Evidence-Based Nursing Practice Resource Group, Massachusetts General Hospital, Boston, MA

Nancy Leventhal, LICSW
Joanne Lloyd, LICSW
From Car Accident to Disaster; ED Social Work During Crisis and Trauma
American Trauma Society Annual Conference, Arlington, VA

Michele Lucas, MSW, LICSW
Real Life: Fatigue, Relationships and All
The Brain Tumor Society Symposium, Newton, MA

Michele Lucas, MSW, LICSW
Moderator, Brain Tumor Survivor Panel
The Brain Tumor Society Symposium, Newton, MA

Janet M. Madigan, RN, MS, CNAA
Mandatory Staffing Ratios: The Massachusetts Experience
Nursing Leaders of Maine Members Meeting, Lewiston, ME

Janet M. Madigan, RN, MS, CNAA
Barbara Weatherford, RN, MSN
Geraldine Nelson, RN, MS
Mary Ann Mulligan
Communicating with Legislators and Staff
Regarding Nurse Staffing: Finding Your Voice
Massachusetts Organization of Nurse Executives Spring Quarterly Meeting, Needham, MA

Janet M. Madigan, RN, MS, CNAA
Jeanette Ives Erickson, RN, MS
Geraldine Nelson, RN, MSN
Senator Richard T. Moore
All Politics Is Local: Influencing Public Policy
Massachusetts Organization of Nurse Executives Fall Quarterly Meeting, Leominster, MA

Ann T. Martin, APRN, MSN, BC-ANP
Amanada Savage, RN, BS
Hastening Wound Management
Primary Care of the Older Adult and Alternative Therapies,
Nurse Practitioner Associates for Continuing Education (NPACE), Hyannis, MA

Joyce McIntyre, RN, BSN
Drug Facilitated Sexual Assault
Massachusetts Criminal Justice Training Council, Boston, MA

Sandy McLaughlin, MSW, LICSW
Chuck McCorkle, LICSW
AIDS 2004: Challenges, Risks and Opportunities
Massachusetts Chapter, National Association of Social Workers (NASW), Boston, MA

Keshrie Naidoo, PT
Relationship Between Exercise and Functional Disability During the 2nd and 3rd Trimesters of Pregnancy
American Physical Therapy Association – Massachusetts Chapter, Worcester, MA

Carol McSheffrey, LICSW
Working with Couples: New Ideas and Old Challenges
Massachusetts Chapter, National Association of Social Workers (NASW), Boston, MA

Ellen P. Pantzer, RN, BS
Timothy Buie, MD
Autism and Pervasive Developmental Disorder
Massachusetts General Hospital, Boston, MA

Diane Plante, PT, MS
Evaluation and Management of Temporal Mandibular Joint Dysfunction (TMJ)
Harvard Dental School, Boston, MA
Harvard Vanguard Physical Therapy, Boston, MA

Judith Sinsheimer, LICSW
Huntington's Disease from a Medical, Genetic and Psycho-Social Perspective
Harvard Medical School Genetic Disorder Discussion Forum, Boston, MA

Lynda A. Tyer-Viola, RN, PhD(c)
Antepartum Eclampsia: Nursing Assessment and Intensive Care
Vincent Obstetrical Service Fourth Annual Obstetrical Nursing Symposium: Hypertensive Disorders in Pregnancy, Boston, MA

Lynda A. Tyer-Viola, RN, PhD(c)
Care of Pregnant Women with HIV:
Transforming Practice to Research
Massachusetts General Hospital Nursing Research Week, Boston, MA

Rosalie Tyrrell, RN, MS
Understanding and Leading a Multigenerational Workforce
Children's Hospital Medical Center: A Celebration of Leadership in Practice, Boston, MA
(continued)



Neurological clinical physical therapist Mara Wernick Robinson, PT, works with a patient in front of a mirror to retrain facial muscles.



The hospital's on-site Masjid, located near the MGH chapel, provides a place of worship for Iman Talal Eid and Muslim patients, visitors and staff.

STATE AND REGIONAL CONTINUED

Spaulding Rehab Hospital: Nursing Grand Rounds, Boston, MA
Massachusetts Organization of Nurse Executives (MONE), Waltham, MA
Mount Auburn Hospital, Cambridge, MA
Western Massachusetts National Nursing Staff Development Organization, Springfield, MA

Vivianne Yang, OTR/L
 Evaluating Home Safety Skills in the Acute Care Hospital
American Occupational Therapy Association, Massachusetts Chapter Annual Conference, Marlboro, MA

Fredda Zuckerman, LICSW
Ellen Abele, LICSW, Mt. Auburn Hospital
Barbara Sarnoff Lee, LICSW, Beth Israel Deaconess Medical Center
 To See or Not To See: Pregnancy Loss Interventions
Massachusetts Chapter, National Association of Social Workers (NASW), Boston, MA

NATIONAL

Katie Brush, RN, MS, CCRN, FCCM
Dorothy Jones, RNC, EdD, FAAN
Ann T. Martin, APRN, MSN, BC-ANP
 Nursing Language, Communicating Nursing Practice and the Patient Electronic Record: Perspectives of the Clinical Nurse Specialist
National Association of Clinical Nurse Specialists, San Antonio, TX

Katie Brush, RN, MS, CCRN, FCCM
 Trauma and Obesity (Breakout Session)
 Burn Care in the Non-Burn ICU (Closing Session)
Greater St. Louis Chapter of American Association of Critical-Care Nurses (AACN), St. Louis, MO

Katie Brush, RN, MS, CCRN, FCCM
 Trauma and the Obese Patient (Plenary Session)
 Disaster Strikes: Be Prepared (Plenary Session)
Advanced Critical Care and Trauma Conference, Las Vegas, NV

Virginia A. Capasso, APRN, PhD, BC
 Bioburden of Vascular Ulcers
Society for Vascular Nursing, Albuquerque, NM

Virginia A. Capasso, APRN, PhD, BC
 Reflections on a Career Path in Nursing
National Youth Leadership Forum on Nursing, Cambridge, MA

Virginia A. Capasso, APRN, PhD, BC
 Role of the Nurse Practitioner
National Youth Leadership Forum on Nursing, Cambridge, MA

Virginia A. Capasso, APRN, PhD, BC
Joanne Empoliti, APRN, MSN, BC
Joan Gallagher, APRN, EdD, BC
Ann T. Martin, APRN, MSN, BC-ANP
Amanada Savage, RN, BA
 Wound Care: All You Need to Know
Nurse Practitioner Associates for Continuing Education (NPACE), Boston, MA

Virginia A. Capasso, APRN, PhD, BC
 Comparing the “Bling” in Silver Dressings
2004 Wound Care Conference, Waterville, ME

Diane Carroll, RN, PhD
 Providing Care for Families of the Critically Ill
National Youth Leadership Forum on Nursing, Cambridge, MA

Barbara Cashavelly, RN, MSN, AOCN
 Overview of Cancer Care
National Youth Leadership Forum on Nursing, Cambridge, MA

Dan Chipman, RRT, BS
 Nitric Oxide Administration in the NICU
Respiratory Care and Nursing Critical Care Staff, Crouse Hospital, Syracuse, NY

Dan Chipman, RRT, BS
 Nitric Oxide – Current Use
Respiratory Care and Nursing Critical Care Staff, Vassar Brothers Medical Center, Poughkeepsie, NY

Amanda Coakley, RN, PhD
 Pet Therapy
National Youth Leadership Forum on Nursing, Cambridge, MA

Patricia M. Connors, RNC, MS, WHNP
 Is Your Documentation Up to Current Perinatal Standards?
Association of Women's Health, Obstetrics and Neonatal Nurses (AWHONN) National Convention, Tampa, FL

Patricia M. Connors, RNC, MS, WHNP
 Controversies in Electronic Fetal Monitoring
Joint Conference of the American College of Obstetricians and Gynecologists (ACOG); Association of Women's Health, Obstetrics and Neonatal Nurses (AWHONN); and March of Dimes (MOD), Marlboro, MA

Connie Dahlin, RN, APRN, BC, PCM
 Advanced Practice Nursing in Palliative Care
Annual Assembly, American Academy of Hospice and Palliative Medicine and Hospice and Palliative Nurses Association, Phoenix, AZ

Connie Dahlin, RN, APRN, BC, PCM
 Leading the Way Through Advanced Practice Models
Annual Assembly, American Academy of Hospice and Palliative Medicine and Hospice and Palliative Nurses Association, Phoenix, AZ

Connie Dahlin, RN, APRN, BC, PCM
 Difficult Diseases
National Hospice and Palliative Care Organization, Las Vegas, NV

Annabel Edwards, APRN, BC
 Case Presentations in Pain
American Society for Pain Management Nursing (ASPMN), Braintree, MA

Annabel Edwards, APRN, BC
 Cancer Bone Pain
American Society for Pain Management Nursing (ASPMN), Myrtle Beach, SC

Annabel Edwards, APRN, BC
Candace Coggins, CARN, MS, MA, NP
Georgette Love, APRN, MSN
Nancy Kowell, MS, ANP-C

Conducting a Neurological Examination:
Correlating Findings with Treatment Planning
American Society for Pain Management Nursing
(ASPMN), Myrtle Beach, SC

Marion Freehan, RN MPA/HA CNOR
State of the Main Operating Room
(MOR) – Communicating with Staff
Managing Today's OR Suite, Chicago, IL

Joan Gallagher, RN, EdD, BC, AOCN
Oncology Fellowship
National Youth Leadership Forum on Nursing,
Cambridge, MA

Catherine A. Griffith, RN, MSN, CNS
Mary E. Larkin, RN, BSN, CDE
More Than Just a Journal Club: Pilot Experience
Fifth Annual Evidence-Based Practice Conference,
Buffalo, NY

Jeanne Hathaway, MD, MPH
Sue Chandler, MSW, MPH
Jennifer Robertson, Director, AWAKE Project,
Children's Hospital Boston
Jay Silverman, PhD

Lisa Tieszen, MSW, LICSW
Bonnie Zimmer, MSW, LICSW
Clients' Assessment of a New Outcome Measure for
Healthcare-Based Domestic Violence Programs:
Focus Group Findings
Third National Conference on Health Care
and Domestic Violence, Boston, MA

Dean R. Hess, RRT, PhD
Noninvasive Positive Pressure Ventilation
Oregon Thoracic Society, Redmond, OR
St. Joseph Hospital, Asheville, NC

Dean R. Hess, RRT, PhD
Advances in Mechanical Ventilation –
What's Worth Keeping?
University of Texas Health Science Center at San
Antonio, San Antonio, TX

Dean R. Hess, RRT, PhD
Evidence-Based Respiratory Care
Wisconsin Society for Respiratory Care, Wisconsin
Dells, WI

Dean R. Hess, RRT, PhD
Ventilator-Associated Pneumonia and the Role
of the Respiratory Therapist
Virginia Society for Respiratory Care,
Virginia Beach, VA

Dean R. Hess, RRT, PhD
Mechanical Ventilation of the Patient with Acute
Respiratory Distress Syndrome (ARDS)
Washington Society for Respiratory Care, Seattle, WA

Dean R. Hess, RRT, PhD
What Is Evidence-Based Medicine?
Hawaii Society for Respiratory Care, Honolulu, HI

Dean R. Hess, RRT, PhD
Prevention of Ventilator-Associated Pneumonia
Pulmonary and Critical Care Symposium,
Sacramento, CA

Dean R. Hess, RRT, PhD
Noninvasive Positive Pressure Ventilation:
The Science and the Art
Heliox Usage with Nebulizers and
Mechanical Ventilation
International Conference of the American College
of Chest Physicians, Seattle, WA

Maryfran Hughes, RN, MSN
The Administrative Aspects of Disaster Planning
and the Role of Psychiatry
American Psychiatric Association Conference,
New York, NY

Elizabeth Johnson, RN, MSN, AOCN,
Esther O'Dette, RN, AD
Michael McElhinny, MDiv
Carol Ghiloni, RN, MSN, OCN
New Graduate Development Program in Oncology
Oncology Nursing Society Annual Congress,
Anaheim, CA

Elizabeth Johnson, RN, MSN, AOCN
Blood Transfusion in Oncology Nursing Practice
Oncology Nursing Society, Institutes of Learning,
Nashville, TN

Dorothy Jones, RNC, EdD, FAAN
NANDA, NIC, NOC – The Pros and Cons of
Nursing Language
National Association of Clinical Nurse Specialists
(NACNS) Conference, San Antonio, TX

Robert M. Kacmarek, RRT, PhD
New Ventilator Modes – Function and Applicability
Society of Critical Care Medicine Annual Meeting,
Orlando, FL

Robert M. Kacmarek, RRT, PhD
High Frequency Oscillation Is Not Useful in Adult
Acute Respiratory Distress Syndrome (ARDS);
How to Establish a Successful Noninvasive
Positive Pressure Ventilation (NPPV)
Program – Program Chairman
Third Annual Summer Conference in Intensive Care
Medicine, Society of Critical Care Medicine,
New York, NY

Robert M. Kacmarek, RRT, PhD
Recruitment Maneuvers Should Be Used in Acute
Respiratory Distress Syndrome (ARDS),
Noninvasive Ventilation – the Evidence, and the
Therapists' Role in Noninvasive Positive Pressure
Ventilation (NPPV) Application
Fiftieth Annual Meeting of the American Association
for Respiratory Care, New Orleans, LA

Mary Lou Kelleher, RN, MS
Magnetic Nurses Create a Pediatric Center of
Excellence in a Large Adult Medical Center
Eighth Annual Magnet Conference, Sacramento, CA

Mary Lou Kelleher, RN, MS
Pediatrics: Family-Centered Care
National Youth Leadership Forum on Nursing,
Cambridge, MA



The MGH Burn ICU cares for some of the more complex burn cases from throughout the six New England states — more than two hundred acute admissions annually.

presentations

PROFESSIONAL ACHIEVEMENTS



Interpreter Services collaborated with Treadwell Library staff to launch a Language Resources Program.

NATIONAL CONTINUED

Mary Lou Kelleher, RN, MS
Healing Children: Mind, Body and Spirit
National Youth Leadership Forum on Nursing, Cambridge, MA

Aimee Klein, PT, DPT, MS, OCS
On-Ice Assessment of Aerobic Fitness in Synchronized Figure Skaters
American Physical Therapy Association Combined Sections Meeting, Nashville, TN

Aimee Klein, PT, DPT, MS, OCS
Diagnostic Imaging: Applied Information for the Physical Therapist
New York Physical Therapy Association, Annual Meeting and Exposition, Huntington, NY

Marie Leblanc, RN, BSN, MMHS
IMSuRT Team
National Youth Leadership Forum on Nursing, Cambridge, MA

Janet M. Madigan, RN, MS, CNAA
Sharon Gale, RN, MSN
Dorel Harms, RN, MS, FACHE
Nancy Carlson, RN, BSN, MBA
Staffing Ratios: The California and Massachusetts Experience
American Organization of Nurse Executives National Web-Based Virtual Seminar

Janet M. Madigan, RN, MS, CNAA
Jeanette Ives Erickson, RN, MS
Sharon Gale, RN, MSN
Deborah Colton, BA, MSW
Brian Cournoyer, BA
All Politics Is Local
2004 National Invitational Conference for Executive Nurse Leaders, Cambridge, MA

Ann T. Martin, APRN, MSN, BC-ANP
Patricia M. Connors, RNC, MS, WHNP
Staff Perception of Common Patient Problems
North American Nursing Diagnosis Association (NANDA), Nursing Interventions Classification (NIC), Nursing Outcomes Classification (NOC) Conference, Chicago, IL

Mary McKenna Guanci, RN, MSN, CNRN
Stunned Heart: Implications in Care of the Patient with Subarachnoid Hemorrhage and Vasospasm
American Association of Neuroscience Nursing, San Antonio, TX

Patricia Mian, RN, MS, APN-BC
Susan Warchal, RN
Joan Fitzmaurice, RN, PhD
Impact of a Multifaceted Intervention on Nurses' and Physicians' Attitudes and Behaviors Toward Family Presence during Resuscitation
Emergency Nurses Association Annual Convention, San Diego, CA

Elizabeth Miller, MD
Patti Rosell, MSW
A Longitudinal School-Based Dating Violence Intervention Project
Third National Conference on Health Care and Domestic Violence, Boston, MA

Monique Mitchell, RN, MS, CS
Barbara Guire, RN, MS, CS
Alcohol Withdrawal in the Acute Care Setting
National Association of Clinical Nurse Specialists Convention, San Antonio, TX

Susan K. Morash, RN, BSN, MA
Assessing and Improving Dispute Resolution Systems in Health Care and Health Care Disputes – Canon of Negotiation
Association for Conflict Resolution (ACR) Fourth Annual National Conference, Sacramento CA

Lauro Munoz, MOT, OTR
Introduction to Neurology Developmental Treatment (NDT)
Texas Occupational Therapy Association, Houston, TX

Lauro Munoz, MOT, OTR
Introduction to Neurology Developmental Treatment (NDT) Facilitation Techniques
Texas Occupational Therapy Association Mountain Central Conference, Sugarland, TX

Matthew Nippins, PT, MSPT
Role of Exercise Guidelines in the Cystic Fibrosis Population
2004 North American Cystic Fibrosis Conference, St. Louis, MO

Rev. Deacon Daphne B. Noyes, MA
Sermon at Sunday Worship Service at Meeting of Professional Chaplains
Annual Meeting Association of Professional Chaplains, Assembly of Episcopal Healthcare Chaplains, Dallas, TX

Angelleen Peters-Lewis, RN, MS, CFNP
Assessing Health Perceptions and Behaviors in a Caribbean Population Using the Functional Health Pattern Assessment
Howard University Tenth Annual Research Conference, Washington, DC

Diane Plante, PT, MS
M. Jane Loureiro, PT, MS
Diagnosis and Management of Cervical Dysfunction
Education Resources, Staten Island, NY

Marita Prater, RN, MA
Nursing: Not Just Your Mother's Career Anymore
Keynote Address, National Youth Leadership Forum on Nursing, Cambridge, MA

Joan Quinlan
Brian French, RN, MS
Health Disparities
National Youth Leadership Forum on Nursing, Cambridge, MA

Thomas E. Quinn, RN, MSN, AOCN
Ruth J. Bryan, RN, MSN
Pain Management in an Ambulatory Surgery Setting
Managing Today's OR Suite/OR Manager Conference, Chicago, IL

Sandra Silvestri, RN, MS, CNOR

Bethany Daily, MHA

OR Manager

Design and Construction: The OR of the Future
Information Systems

Managing Today's OR Suite, Chicago, IL

Niza Troncoso, MD

Bridget Spann, MSW

De Mujer a Mujer (first Spanish workshop ever
offered at this conference)

*Third National Conference on Health Care and
Domestic Violence, Boston, MA*

Lynda A. Tyer-Viola, RN, PhD(c)

Choosing Your Career Path to Nursing

*National Youth Leadership Forum on Nursing,
Cambridge, MA*

Carmen Vega-Barachowitz, MS, CCC-SLP

Michelle Cox, MA

Improving Oral and Written Communication for
English as a Second Language (ESL) Graduate
Students in Communication Sciences and
Disorders Programs

*American Speech-Language-Hearing Association
(ASHA) Annual Convention, Philadelphia, PA*

Susan Warchal, RN

Creating an Emergency Department Unit-Based
Ethics Forum

*National Emergency Nurses Association Leadership
Conference, Salt Lake City, UT*

Bonnie Zimmer, MSW, LICSW

Carole Warshaw, MD

Bridging the Philosophical Divide: Addressing the
Mental Health Needs of Domestic Violence
Survivors and Their Children

*Third National Conference on Health Care and
Domestic Violence, Boston, MA*

Bonnie Zimmer, MSW, LICSW

Improving Clinical Responses to Older
Battered Women

*Third National Conference on Health Care and
Domestic Violence, Boston, MA*

Bonnie Zimmer, MSW, LICSW

Alice Newton, MD

Patti Rosell, MSW

Safety First: Health Care Responds to
Domestic Violence

*Primary Care Pediatrics Conference, Harvard
Medical School, Boston, MA*

INTERNATIONAL

Diane L. Carroll, RN, PhD

Effects of Gender on Symptoms and Health
Status in Unpartnered Cardiac Surgical Elders
*Eighth World Congress of Cardiac Rehabilitation,
Dublin, Ireland*

Barbara Guire, RN, MS, CS

Robin Lipkis-Orlando, RN, MS, CS

Safely Caring for the Delirious Patient in the
Acute Care Setting

*International Society of Psychiatric Nursing
Conference, St. Louis, MO*

Dean R. Hess, RRT, PhD

Monitoring during Mechanical Ventilation
Recruitment Maneuvers – As Useful as Hoped?
Weaning from Mechanical Ventilation – What
Has the Evidence Taught Us?

*Eighth International Symposium on the Treatment of
the Critically Ill Patient, Hospital Siro Libanes,
São Paulo, Brazil*

Robert M. Kacmarek, RRT, PhD

Electrical Impedance Tomography and Acute
Lung Injury

Current Mechanical Ventilators

*Tenth International Conference on Mechanical
Ventilation, Maspalomas, Gran Canaria, Canary
Islands, Spain*

Robert M. Kacmarek, RRT, PhD

Noninvasive Positive Pressure Ventilation
Ventilator Management of Acute Respiratory
Distress Syndrome (ARDS): Beyond the ARDSnet
(continued)

Artificial Airways, Ventilator Circuits and

Ventilator-Associated Pneumonia

*Twentieth Annual Egyptian International Anesthesia
Conference, Luxor, Egypt*

Robert M. Kacmarek, RRT, PhD

Lung Volume Distribution During Recruitment
Decelerating Positive End-Expiratory Pressure
(PEEP) Trial

Positive End-Expiratory Pressure (PEEP) has a
Greater Impact than Low VT

Use of Noninvasive Positive Pressure Ventilation
(NPPV) in Hypoxemic Respiratory Failure

Positive End-Expiratory Pressure (PEEP) in
Bronchospasm

High Frequency Ventilation: Should We Use
It Today?

*Twenty-fourth International Symposium on Intensive
Care and Emergency Medicine, Brussels, Belgium*

Robert M. Kacmarek, RRT, PhD

High-Level Positive End-Expiratory Pressure
(PEEP) Is Useful in Acute Respiratory Distress
Syndrome (ARDS)

*One-hundredth International Conference of the
American Thoracic Society, Orlando, FL*

Robert M. Kacmarek, RRT, PhD

Pulmonary Gas Exchange in the Liquid Milieu –
A Historical Review

Possible Reasons for the Failure of Clinical Trials
with Partial Liquid Ventilation

*Fourth European Symposium on Perfluorocarbon
Application, Dresden, Germany*

Robert M. Kacmarek, RRT, PhD

Moving Toward Evidence-Based Medicine
Management of Acute Respiratory Distress
Syndrome (ARDS): Beyond the ARDSnet Protocol
*Annual Meeting, College and Association of
Respiratory Therapists of Alberta, Edmonton, Alberta,
Canada*

Robert M. Kacmarek, RRT, PhD

Lung Recruitment Maneuvers – Are They Useful:
When, Why and How?
(continued)

New Modes of Ventilatory Support: Do They
Make a Difference?

*Shanghai Second Medical University Affiliated Ruijin
Hospital, Shanghai, China*

Amee Seitz, PT, MS, OCS

Scapulectomy: A Case Study

International Shoulder Conference, Boston, MA

Judy Silva, RN, MSN

Empowering the Clinical Nurse: Clinical
Recognition Program, Collaborative Governance
and Magnet Recognition at the Massachusetts
General Hospital

*Symposium of Nursing Hameenlinna and
Kuovola, Finland*

Lynda A. Tyer-Viola, RN, PhD(c)

Building International Research Networks
*Sigma Theta Tau International Conference,
Dublin, Ireland*



*In January 2004, several new
members joined the Clinical
Recognition Program review board.*

BOOKS AND CHAPTERS

Anne-Marie Barron, APRN-BC, PhD

Chapter “Suffering, Growth and Possibility: Health as Expanding Consciousness in End-of-Life Care” in *Giving Voice to What We Know*, Picard, C, and Jones, D (Editors)
Jones & Bartlett

Virginia A. Capasso, APRN, PhD, BC

Chapter “The Theory is the Practice: An Exemplar” in *Giving Voice to What We Know*, Picard, C, and Jones, D (Editors)
Jones & Bartlett

Amanda B. Coakley, RN, PhD

Edward Coakley, RN, MED, MA, MSN
Chapter “Creating an Environment of Care in Clinical Practice: Administrative and Practice Perspectives” in *Giving Voice to What We Know*, Picard, C, and Jones, D (Editors)
Jones & Bartlett

Kathleen Cumming, RN

Sally Neylan Okun, RN
Chapter “Community-Based Palliative Care for Older Adults” in *Gerontologic Palliative Care Nursing*
Mosby, Inc.

Connie Dahlin, RN, APRN, BC, PCM

Chapter “Anxiety, Depression and Delirium” in *Gerontologic Palliative Care Nursing*
Mosby, Inc.

Christina M. Graf, RN, PhD

Chapter “Resource Management” in *Advanced Practice Nursing: Essentials for Role Development*, Lucille A. Joel (Editor)
F.A. Davis

Mary McKenna Guanci, RN, MSN, CNRN

Chapter “Cerebrovascular Events of the Nervous System” in *AANN Core Curriculum for Neuroscience Nursing* Fourth Edition.
Saunders

Dorothy Jones, RNC, EdD, FAAN

Chapter “Health as Expanding Consciousness: Knowledge in the Discipline,” “Convergence and Divergence: Dialogue of Nurse Theorists: Newman, Watson and Roy” and “Concluding Thoughts and Future Directions” in *Giving Voice to What We Know*, Picard, C, and Jones, D (Editors)
Jones & Bartlett

Laura Sumner, RN, MSN, MBA, MED, APRN-BC, ONC

Teaching tool in Chapter “Instant Tools for Mandatories” in *Instant Teaching Tools for the New Millennium*
Mosby, Inc.

Deborah Washington, RN, MSN

“Crossing International Borders: Challenges of Cultural Adjustment and Integration in Practice” in *Building Global Alliances Monograph Commission on Graduates of Foreign Nursing Schools*

ARTICLES

John Z. Ayanian, MD, MPP

Paul D. Cleary, PhD

Joseph H. Keogh, MD, JD

Susan J. Noonan, MD, MPH

Jo Ann David-Kasdan, RN, MS

Arnold M. Epstein, MD, MA

Physicians’ Beliefs about Racial Differences in Referral for Renal Transplantation
American Journal of Kidney Diseases

Susan Briggs, MD

Erin Cox, RN, MS, CCRN, CS

Disaster Nursing: New Frontiers in Critical Care
Critical Care Nurse

Katie Brush, RN, MS, CCRN, FCCM

Two Hospitals Prove Disaster Preparedness
Critical Connections: A Publication of the Society of Critical Care Medicine

Katie Brush, RN, MS, CCRN, FCCM

Disaster Response in Iran
Critical Connections: A Publication of the Society of Critical Care Medicine

Katie Brush, RN, MS, CCRN, FCCM

Nurses Have Key Role in International Team
AACN News – Newsletter of the American Association of Critical-Care Nurses (AACN)

Virginia A. Capasso, APRN, PhD, BC

Debra Burke, RN, MSN, MBA

Diane B. Stanley, LPN, MA

William M. Abbott, MD

Unit-Based Specialty Vascular Transitional Home Care Program: An Example of Evidenced-Based Practice
The Online Journal of Knowledge Synthesis for Nursing

Diane L. Carroll, RN, PhD

Mary M. Hand, RN, MSPH

Campaign Sounds Call to Action to Reduce Delay – Increase Survival for Heart Attacks
Journal of Cardiovascular Management

Connie Dahlin, RN, APRN, BC, PCM

Oral Complications in End of Life – Part 1
American Journal of Nursing

Annabel Edwards, APRN, BC

David Borsook, MD

Anti-Neuropathic Defects of the Antibiotic Derivative Spicamycin KRN5500
Pain Medicine

Niall D. Ferguson, MD

Robert M. Kacmarek, RRT, PhD

Jean-Daniel Chiche, MD

Jeffrey M. Singh, MD

David C. Hallett, PhD

Sangeeta Mehta, MD

Thomas E. Stewart, MD

Screening of Acute Respiratory Distress
(continued)

Syndrome (ARDS) Patients Using Standardized Ventilator Settings: Influence on Enrollment in a Clinical Setting
Intensive Care Medicine

Colleen E. Gonzalez, RN, MSN

Diane L. Carroll, RN, PhD

Jeanne S. Elliott, RN

Patricia A. Fitzgerald, RN, MSN

Heather J. Vallent, RN

Visiting Preferences of Patients in the Intensive Care Unit and in a Complex Care Medical Unit
American Journal of Critical Care

Glenys A. Hamilton, RN, DNSc

Diane L. Carroll, RN, PhD

The Effects of Age on Quality of Life in Implantable Cardioverter Defibrillator Recipients
Journal of Clinical Nursing

R. Scott Harris, MD, FCCP

Mehrnaz Hadian, MD

Dean R. Hess, RRT, PhD

Yuchiao Chang, PhD

Jose G. Venegas, PhD

Pulmonary Artery Occlusion Increases the Ratio of Diffusing Capacity for Nitric Oxide to Carbon Monoxide in Prone Sheep
Chest

Dean R. Hess, RRT, PhD

Information Retrieval in Respiratory Care: Tips to Locate What You Need to Know
Respiratory Care

Dean R. Hess, RRT, PhD

What Is Evidence-Based Medicine and Why Should I Care?
Respiratory Care

Dean R. Hess, RRT, PhD

The Evidence for Noninvasive Positive-Pressure Ventilation in the Care of Patients in Acute Respiratory Failure: A Systematic Review of the Literature
Respiratory Care

Dean R. Hess, RRT, PhD
How to Write an Effective Discussion
Respiratory Care

Dean R. Hess, RRT, PhD
Retrospective Studies and Chart Reviews
Respiratory Care

Dean R. Hess, RRT, PhD
Guidelines for Preventing Health Care-Associated
Pneumonia, 2003: Buyer Beware!
Respiratory Care

Dean R. Hess, RRT, PhD
Thomas J. Kallstrom, RRT, FAARC
Carl D. Mottram, RRT, FAARC

Timothy R. Myers, RRT-NPS
Helen M. Sorenson, RRT, MA, FAARC
David L. Vines, RRT, MHS
Care of the Ventilator Circuit and Its Relation
to Ventilator-Associated Pneumonia
Respiratory Care

Maryfran Hughes, RN, MSN
Iris Frank, RN, MSN
Recognizing Excellence in Nursing Service: A
Firsthand Report from an ED Manager at a Magnet
Hospital in Boston
Journal of Emergency Nursing

Jeanette Ives Erickson, RN, MS
Mary E. Duffy, PhD, FAAN
Trish Gibbons, RN DNSc
Joan Fitzmaurice, RN, PhD
Marianne Ditomassi, RN, MSN, MBA
Dorothy Jones, RNC, EdD, FAAN
Development and Psychometric Evaluation of the
Professional Practice Environment (PPE) Scale
Journal of Nursing Scholarship

Jeanette Ives Erickson, RN, MS
Lauren J. Holm, RN, MSN
Lee Chelminiak
Keeping the Nursing Shortage from Becoming
a Nursing Crisis
Journal of Nursing Administration

Marian Jeffries, RN, MSN, FNP-C
Published Abstract CNS Analysis of the Volume of
Tracheostomy Patients Seen in a Large
Metropolitan Hospital
Clinical Nurse Specialist

Marian Jeffries, RN, MSN, FNP-C
Published Abstract Patient Education Survey
following Thoracic Surgery
American Journal of Critical Care

Eileen Joyce, MSW, LICSW
Art Illuminates Patients' Experience at the
Massachusetts General Hospital Cancer Center
The Oncologist

Robert M. Kacmarek, RRT, PhD
Is High-Frequency Oscillation the Best Lung
Protective Ventilatory Approach for Acute
Respiratory Distress Syndrome (ARDS)?
Intensive Care Medicine

Aimee Klein, PT, DPT, MS, OCS
On-Ice Assessment of Aerobic Fitness in
Synchronized Figure Skaters
Journal of Orthopaedic and Sports Physical Therapy

Mark Lareau, PT, MS, MBA, CCS
Effects of Exercise Training and Metformin on
Body Composition and Cardiovascular Indices in
HIV-Infected Patients
AIDS Journal

Corrina Lee, RN, BSN
Richard Penson, MD, MRCP
Silence as the Voice of Care
Journal of Supportive Oncology

Janet Madigan, RN, MS, CNAA
Mary O'Connor, RN, MS, CHE
Resisting Staffing Ratios: A Legislative Approach
AONE Voice of Nursing Leadership

Cynthia S. Niccolai, PharmD
Rodney W. Hicks, RN, MS, MPA
Lynn B. Oertel, APN, MS, CACP
John L. Francis, PhD
Heparin Consensus Group
Unfractionated Heparin: Focus on a
High-Alert Drug
Pharmacotherapy

Tomoyo Nishida, MD
Klaudiusz Suchodolski, MD
Guilherme P. P. Schettino, MD
Khaled Sedeek, MD
Muneyuki Takeuchi, MD
Robert M. Kacmarek, RRT, PhD
Peak Volume History and Peak Pressure-Volume
Curve Pressures Independently Affect the
Shape of the Pressure-Volume Curve of the
Respiratory System
Critical Care Medicine

Lynn B. Oertel, APN, MS, CACP
Heparin Consensus Group
Unfractionated Heparin: A Nursing Dilemma
Pharmacotherapy

Kristin Parlman, PT, DPT, NCS
The Physical Therapist Role in Primary Prevention
*American Physical Therapy Association, Neurology
Section – Stroke Special Interest Group*

Donna Perry, RN, PhD(c)
Self-Transcendence: Lonergan's Key to Integration
of Nursing Theory, Research and Practice
Nursing Philosophy

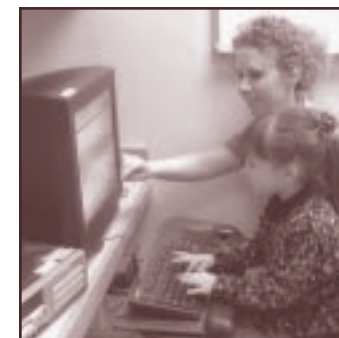
Andrew R. Schwartz, RRT, CPFT
Robert M. Kacmarek, RRT, PhD
Dean R. Hess, RRT, PhD
Factors Affecting Oxygen Delivery with Bi-Level
Positive Airway Pressure
Respiratory Care

Cheryl L. Shaw, MS
Robert M. Kacmarek, RRT, PhD
Rickey L. Hampton, PhD
Vincent Rigg, RRT, BS
Ashraf El Masry, MD
Jeffrey B Cooper, PhD
William E. Hurford, MD
Cellular Phone Interference with the Operation
of Mechanical Ventilators
Critical Care Medicine

Paolo Taccone, MD
Dean R. Hess, RRT, PhD
Pietro Caironi, MD
Luca M. Bigatello, MD
Continuous Positive Airway Pressure Delivered with a
Helmet: Effects on Carbon Dioxide Rebreathing
Critical Care Medicine

Jesus Villar, MD
Robert M. Kacmarek, RRT, PhD
G Hedenstierna, MD
From Ventilator-Induced Lung Injury to Physician-
Induced Lung Injury: Why the Reluctance to Use
Small Tidal Volumes?
Acta Anaesthesiologica Scandinavica

Deborah Washington, RN, MSN
Jeanette Ives Erickson, RN, MS
Marianne Ditomassi, RN, MSN, MBA
Mentoring the Minority Nurse Leader of Tomorrow
Nursing Administration Quarterly



*Pediatric occupational therapist
Tricia Cincotta, OTR/L, educates a
young patient about the importance
of computer safety.*



Jeanette Ives Erickson, RN, MS, and Peter Slavin, MD, congratulated the Volunteer Department on its more than 182,000 hours of service in 2004.

STATE AND REGIONAL

Patricia L. Atkins, RN, BSN, CNOR
Treasurer, Massachusetts Chapter 1, Association of Perioperative Registered Nurses

Laura Busick, PT, DPT, MS, NCS
Secretary, Massachusetts Chapter, American Physical Therapy Association
Member, Assembly of Representatives – Northern Metropolitan District, Massachusetts Chapter, American Physical Therapy Association

Diane L. Carroll, RN, PhD
Member, Eastern Research Nursing Society, Awards Committee
Member, American Association of Critical Care Nurses, Awards Committee
Liaison to National Heart Lung Blood Institute (NHLBI) – National Heart Attack Alert Program
Sigma Theta Tau International – Chair, Clinical Research Fund Committee, Alpha Chi Chapter

Morgan Cole, PT, DPT
Member, Assembly of Representatives – Northern Metropolitan District, Massachusetts Chapter, American Physical Therapy Association

Meaghan Costello, PT, DPT
Alison Squadrito, PT, DPT, GCS
Member, Assembly of Representatives – Southern Metropolitan District, Massachusetts Chapter, American Physical Therapy Association

Connie Dahlin, RN, APRN, BC, PCM
President, Hospice and Palliative Nurses Association Board of Directors
Board Member, Hospice and Palliative Care Federation of Massachusetts
Member, American Hospital Association
Innovation in End-of-Life Circle of Life Selection Committee

Marianne Ditomassi, RN, MSN, MBA
Member, New England Advisory Board, Nursing Spectrum

Robert Dorman, PT, DPT, MS
Member, Nominating Committee, Massachusetts Chapter, American Physical Therapy Association
Member, Assembly of Representatives – Northern Metropolitan District, Massachusetts Chapter, American Physical Therapy Association

Joanne Empoliti, RN, MSN, APRN
Member, Board of Directors, National Association of Orthopaedic Nurses, Massachusetts

Joan Fitzmaurice, RN, PhD
Member, Board of Directors of the Massachusetts Coalition for the Prevention of Medical Errors

Martha Garlick, PT, MS, CCS
Chief, Assembly of Representatives – Northern Metropolitan District, Massachusetts Chapter, American Physical Therapy Association
Legislative Committee, Massachusetts Chapter, American Physical Therapy Association

Nancy Goode, PT, DPT, MS
Member, Nominating Committee, Massachusetts Chapter, American Physical Therapy Association

Jeanette Ives Erickson, RN, MS
Member, Board of Directors, The Institute for Nursing Healthcare Leadership, Boston, MA

Theresa Jacobs, PT, DPT
Member, Assembly of Representatives – Northern Metropolitan District, Massachusetts Chapter, American Physical Therapy Association

Wendy Johnson, PT, DPT
Member, Assembly of Representatives – Northern Metropolitan District, Massachusetts Chapter, American Physical Therapy Association

Sheila Kaiser, CRNA, MS
Board Member, Massachusetts Board of Registration in Nursing

Aimee Klein, PT, DPT, MS, OCS
Legislative Committee, Massachusetts Chapter, American Physical Therapy Association
Member, Assembly of Representatives – Northern Metropolitan District, Massachusetts Chapter, American Physical Therapy Association

Kelly Macauley, PT, DPT
Member, Nominating Committee, Massachusetts Chapter, American Physical Therapy Association
Member, Assembly of Representatives – Northern Metropolitan District, Massachusetts Chapter, American Physical Therapy Association

Janet M. Madigan, RN, MS, CNAA
Treasurer, Massachusetts Center for Nursing
President-Elect, Massachusetts Organization of Nurse Executives
Member, Massachusetts House Ways and Means, Patient Care and Nursing Staff Subcommittee

Sally Millar, RN, MBA
Past President, Massachusetts Organization of Nurse Executives

Kathleen M. Myers, RN, MSN,
Past President, National Association of Orthopaedic Nurses, Massachusetts

Matthew Nippins, PT, MSPT
Member, Assembly of Representatives – Northern Metropolitan District, Massachusetts Chapter, American Physical Therapy Association

Gayle Peterson, RN
Secretary, American Society for Pain Management, Massachusetts Chapter

Jennifer Podesky, PT, MSPT
Member, Assembly of Representatives – Northern Metropolitan District, Massachusetts Chapter, American Physical Therapy Association

Thomas E. Quinn, RN, MSN, AOCN
Chair, Web Site Committee, Massachusetts Pain Initiative

Patti Rosell, MSW
Member, Revere School-Based Health Center (SBHC) Advisory Committee
Coordinator, SBHC Healthy Relationships Working Group, Revere High School

Maureen Sheridan, OTR/L
Legislative Representative, Massachusetts Chapter, American Occupational Therapy Association
Conference Committee, Massachusetts Chapter, American Occupational Therapy Association

Alison Squadrito, PT, DPT, GCS
Liaison, Section on Geriatrics, Massachusetts Chapter, American Physical Therapy Association
Chapter Delegate, APTA House of Delegates, Massachusetts Chapter
American Physical Therapy Association

Joan M. Stack, RN, MS, CAS
Secretary, Theta-at-Large Chapter, Sigma Theta Tau International, Simmons/Curry Colleges, Boston, MA

Melanie Struzzi, PT, DPT, MHS
Member, Assembly of Representatives – Northern Metropolitan District, Massachusetts Chapter, American Physical Therapy Association

Jill Taylor Pedro, RN, MSN
Secretary, National Association of Orthopaedic Nurses, Massachusetts

Dawn L. Tenney, RN, MSN
Treasurer, Massachusetts Organization of Nurse Executives

Philip E. Waithe, Jr., RN
Board Member, Massachusetts Board of Registration in Nursing

NATIONAL

Andrea Bonanno, PT, DPT, GCS
Program Committee, Geriatric Section, American Physical Therapy Association

Katie Brush, RN, MS, CCRN, FCCM
Chair, Nursing Section; Chair, Norma J. Shoemaker Critical Care Nursing Research Award Committee; Chair, Norma J. Shoemaker Critical Care Nursing Award Committee, Society of Critical Care Medicine
Member, Credentials Committee, Job Descriptions Task Force, Acute Care Nurse Practitioner (ACNP) Task Force, American College of Critical Care Medicine
Chair, Membership Committee, National Association of Clinical Nurse Specialists
CCRN Ambassador, Certification in Critical Care Nursing, American Association of Critical-Care Nurses
Member, Eli Lilly Critical Care Nursing Advisory Board

Debra Coglianese, PT, DPT, OCS, ATC
Item Writer, Orthopaedic Section, Clinical Content Expert
Journal Reviewer, Physical Therapy Journal, American Physical Therapy Association

Connie Dahlin, RN, APRN, BC, PCM
Andrew Billings, MD
Members, National Steering Committee, Development of Clinical Practice Guidelines for Quality Palliative Care
National Consensus Project for Quality Palliative Care

Martha Garlick, PT, MS, CCS
Secretary, Cardiovascular and Pulmonary Section, American Physical Therapy Association

Nancy Goode, PT, DPT, MS
External Liaison Panel Member, Federation of State Boards of Physical Therapy, American Physical Therapy Association

Andrea Hansen, RN, BSN, OCN
Oncology Nursing Society's Leadership Development Institute

Jeanette Ives Erickson, RN, MS
Member, University of California at San Francisco and Robert Wood Johnson Foundation Advisory Committee, Nursing Shortage;
Member, Robert Wood Johnson Executive Nurse Fellows Program, Toolkit Project Advisory Committee, Nurse Leadership Association, Board of Directors, National Advisory Committee

Ann Jampel, PT, MS
Member, Advisory Panel on Education, American Physical Therapy Association

Elizabeth Johnson, RN, MSN, AOCN
Member, National Council Licensure Examination for Registered Nurses (NCLEX-RN) Item Writing Panel;
National Council of State Boards of Nursing (NCSBN)

Robert M. Kacmarek, RRT, PhD
Member at Large, Governing Council, Society of Critical Care Medicine

Aimee Klein, PT, DPT, MS, OCS
Member, Reference Committee; Clinical Content Expert – Test Item Coordinator, Practice Committee; OCS Exam Item Review Committee, American Physical Therapy Association

Sally Millar, RN, MBA
Member, American Organization of Nurse Executives (AONE) Education Committee

Lynn B. Oertel, APN, MS, CACP
Secretary/Treasurer, National Certification Board for Anticoagulation Providers

Kristin Parlman, PT, DPT, NCS
Member, Nominating Committee Stroke Special Interest Group, Neurology Section, American Physical Therapy Association

Taryn Pittman, RN, MSN
Promoted to Rank of Captain, United States Naval Reserve Nurse Corps

Alison Squadrito, PT, DPT, GCS
Program Committee, Geriatric Section, American Physical Therapy Association

Michael Sullivan, PT, DPT, MBA
Member, Coalition for Consensus, Clinical Education in a Doctoring Profession, American Physical Therapy Association



MGH Patient Care Services provides more than nine hundred students with clinical placements throughout the hospital each year.

poster presentations

PROFESSIONAL ACHIEVEMENTS



Occupational therapy is essential for neurologically impaired patients as they return home and resume their life roles.

STATE AND REGIONAL

Kara Becker, MS, RD, LDN
Sharon Darak, RD, CNSD, LDN
Heather Hutchins, MS, RD, LDN
Martha Lynch, MS, RD, LDN, CNSD, FADA
Bye Bye Blue...What To Do? Focus on Aspiration Precautions
Massachusetts General Hospital Nursing Research Committee, Boston, MA

Diane L. Carroll, RN, PhD
Effects of Gender on Symptoms and Health Status in Unpartnered Cardiac Surgical Elders
MGH Clinical Research Day, Boston, MA

Diane L. Carter, RN, BSN
Cheryl Codner, RN, BSN
Anne Milone, Nursing Student, UMass, Lowell
Sharon Bouvier, RN, MSN
Virginia A. Capasso, APRN, PhD, BC
Peripheral Arterial Sheath Removal Team
Research Collaboration: Education and Practice Maine Medical Center, Center for Nursing Research and Quality Outcomes and Kappa Zeta-at-Large Chapter of Sigma Theta Tau International, Portland, ME

Mary Lussier-Cushing, RN, MS, CS
Barbara Guire, RN, MS, CS
Monique Mitchell, RN, MS, CS
Jennie Repper-Delisi, RN, MS, CS
Robin Lipkis-Orlando, RN, MS, CS
Can You Recognize Delirium?
Massachusetts General Hospital Nursing Research Committee, Boston, MA

Mary Lussier-Cushing, RN, MS, CS
Jennie Repper-Delisi, RN, MS, CS
Barbara Guire, RN, MS, CS
Monique Mitchell, RN, MS, CS
Robin Lipkis-Orlando, RN, MS, CS
Can You Recognize Alcohol Abuse?
Massachusetts General Hospital Nursing Research Committee, Boston, MA

Donna Perry, RN, PhD(c)
Cultivating America the Beautiful:
A Legislative Partnership for Environmental Justice in Massachusetts
Eastern Nursing Research Society, Quincy, MA

Taryn Pittman, RN, MSN
The MGH Patient Education Committee
Health Literacy and Patient Education
Massachusetts General Hospital Nursing Research Committee, Boston, MA

Anita St. John, RN
Dale Ford, RN, MPH, CIC
Monica Ulles, RN, CNS, PNP
Infection Control Policy for Patients with Cystic Fibrosis
Massachusetts General Hospital Nursing Research Committee, Boston, MA

Carol Tykysienski, RN, MS, NP/CNS
Arteriovenous Fistulas Should Be the First Choice for Hemodialysis Vascular Access
Massachusetts General Hospital Nursing Research Committee, Boston, MA

NATIONAL

Gazzi Alotaili, RRT, PhD
Craig Scanlan, RRT, PhD
Robert M. Kacmarek, RRT, PhD
Al Heuer, RRT, PhD
Comparability of Active Servo Lung 5000 Simulator with a Pneumotachometer/Pressure Transducer System
American Association for Respiratory Care, New Orleans, LA

Gazzi Alotaili, RRT, PhD
Robert M. Kacmarek, RRT, PhD
Craig Scanlan, RRT, PhD
Al Heuer RRT, PhD
Comparison of Dual Mode Ventilation Among Selected Adult Critical Care Ventilators Using a Progressive Lung Simulator
American Association for Respiratory Care, New Orleans, LA

Gazzi Alotaili, RRT, PhD
Robert M. Kacmarek, RRT, PhD
Craig Scanlan, RRT, PhD
Al Heuer, RRT, PhD
Comparison of Dual Mode to Pressure-Limited Ventilation Under Simulated Conditions of Varying Patient Demand and Impedance
American Association for Respiratory Care, New Orleans, LA

Carolyn Bartlett, RN, MS
The Power of Music to Relax or Distract
Association of Perioperative Registered Nurses Annual Congress, San Diego, CA

Joan Braccio, RN, BSN
Ruth J. Bryan, RN, MSN
Bridget (Bessie) Manley, RN, MPH/HA
We are PAINED
Association of Perioperative Registered Nurses Annual Congress, San Diego, CA

Sharon Brackett, RN, BS, CCRN
Theresa Cantanno-Evans, RN, MS
Ellen M. Robinson, RN, PhD
Regina Holdstock, BS, RPH
Marilyn Wise, MSW, LICSW
Regina Doherty, MS, OTR/L
Alexandra Cist, MD
Paul Montgomery, PhD
Gayle Peterson, RN
Linda Ryan, RN, BS
Donna Slicis, RN, MS
Nancy D'Antonio, RNC
Denise Montalto, PT, NCS
Karin Hobrecker, Interpreter Certified AOUSC
Marion Parker, RN
Judy Pagliarulo, RN
Michelle Pender, RN, BS
Taryn Pittman, RN, MS
Constance Dahlin, RN, MS
Susan Warchal, RN
Cynthia LaSala, RN, MS
Maureen Thomassen, RN, BS
Brenda Woodbury, RN, MS
(continued)

Naline Stewart, RN
Lin-Ti Chang, RN, MS
Rev. Felix Ojimba
Rev. Phil McGaugh
Natascha Gundersen, MSW
Carla Cucinatti, MSW
Audrey Jasey, RN, BS
Karin Konner, MSW
Charlene Gorden, RN
Pamela DiMack, RN
Sally Morton, RN
Educating and Counseling Patients and Families About Their Right to Execute an Advance Directive: An Initiative of the Massachusetts General Hospital's Ethics in Clinical Practice Committee
Annual Meeting of the American Society of Bioethics and Humanities, Philadelphia, PA

Terry Brady, RRT
Dean R. Hess, RRT, PhD
Albuterol Delivery Using the DHD CircuVent
American Association for Respiratory Care Annual Meeting, New Orleans, LA

Ruth J. Bryan, RN, MSN
Janet D. Quigley, RN, MSN
Dawn L. Tenney, RN, MSN
Marion Freehan, RN, MPA/HA, CNOR
Sandra Silvestri, RN, MS, CNOR
Surgical Site Verification Process: Our TIME OUT Process to Ensuring Patient Safety in the Operating Room
National Patient Safety Foundation Conference, Boston, MA

Debra Burke, RN, MSN, MBA
Anand Dighe, MD, PhD
Arjun C. Rao, MBBS, MBA
Maximo Gomez, MPH
Enhancing Patient Identification Using Bar-Coded Wristbands: An MGH Clinical Performance Management Initiative
Institute for Healthcare Improvement, Orlando, FL

Maria Paula Caramenz, MD, PhD
Ashraf El Masry, MD
Erico Miyoshi, MD
R. Scott Harris, MD, FCCP
Atul Malhorta, MD
Robert M. Kacmarek, RRT, PhD
Structural and Functional Assessment of a Decremental PEEP Trial Post-Lung Recruitment.
Annual Meeting of the American Thoracic Society, Orlando, FL

Diane L. Carroll, RN, PhD
Improve Physical Health Outcomes in Elders
Scientific Sessions, American Heart Association, New Orleans, LA

Diane L. Carroll, RN, PhD
A Comparison of Measurements from a Temporal Artery Thermometer and a Pulmonary Artery Catheter Thermistor
National Teaching Institute, American Association of Critical Care Nurses, Orlando, FL

Diane Carter, RN, BSN
Cheryl Codner, RN, BSN
Anne Milone, Nursing Student, UMass, Lowell
Sharon Bouvier, RN, MSN
Virginia A. Capasso, APRN, PhD, BC
Peripheral Arterial Sheath Removal Team
Society for Vascular Nursing, Albuquerque, NM

Chelby Cierpial, RN, MSN
Sioban Haldeman, RN, MS, CS
Judy Silva, RN, MSN
Catherine Wetzel, RN, MSN, NP
Colleen Gonzalez, RN, MSN, CNS
Discharge Guidelines after Coronary Procedures
Eighth Annual Magnet Conference, Sacramento, CA

Edward Coakley, RN, MEd, MA, MSN
Adele Keeley, RN
Kathleen A. Grinke, RN, MSN
Nursing Scholarship: A Method for Creating a "Magnet" Climate.
The Forum on Health Care Leadership, Nashville, TN

Maureen Daley, RN, BSN
Janet D. Quigley, RN, MSN
Ruth J. Bryan, RN, MSN
Our PACU Newsletter: A Wealth of Opportunities!
American Society of Post Anesthesia Nursing, (ASPAN), Philadelphia, PA

Ruth Dempsey, RN
Donna Slicis, RN
Facilitating Perioperative Patient and Family Teaching: A Collaboration between the Blum Patient and Family Learning Center and the Pre-Admission Testing Area
Association of Perioperative Registered Nurses Annual Congress, San Diego, CA

Jean Fahey, RN, MSN, CCRN, CNRN
Heather Chisholm, RN, BSN, CNRN
Noel Duplessis, RN, BSN
Holley Engel, RN, BSN
Catherine Mackinaw, RN
Cynthia Rappa, RN
High-Dose Methotrexate (8gm/M2) and the Immunocompetent Patient with Primary Central Nervous Lymphoma
Association of Neuroscience Nurses Annual Meeting, San Antonio, TX

Jean Fahey, RN, MSN, CCRN, CNRN
Heather Chisholm, RN, BSN, CNRN
Noel Duplessis, RN, BSN
Holley Engel, RN, BSN
Catherine Mackinaw, RN
Cynthia Rappa, RN
System Lymphoma: Excellence in Nursing, Maximizing Function, Minimizing Toxicity
Association of Neuroscience Nurses Annual Meeting, San Antonio, TX

Joan Gallagher, RN, EdD, BC, AOCN
Jennifer Tenhover, RN, MSN, BC, AOCN
Eileen Joyce, LICSW
Katie Binda, LICSW
Complementary Therapies: Knowledge, Attitudes and Use Among Providers
Oncology Nursing Society Annual Congress, Anaheim, CA

Cecile Hannon, RN, BA, CPE
Ellen Harrigan, RN, BSN CPE
Rev. Ana Ruth Higbee-Barzola
Janet D. Quigley, RN, MSN
Serenity Room: Providing Sacred Space for Staff in the Same Day Surgical Unit
Association of Perioperative Registered Nurses Annual Congress, San Diego, CA

Maureen Hemingway, RN, BSN
Bruce Laramee, RN
JoAnne Monahan, RN
Katherine Parady, RN, MPH
Development of an Interventional Radiology Suite in the Operating Room
Association of Perioperative Registered Nurses Annual Congress, San Diego, CA



MGH operates one of the few hospital-based Orthotics and Prosthetics services in the country, tracking some 10,500 patient fittings/encounters annually.

poster presentations

PROFESSIONAL ACHIEVEMENTS

NATIONAL CONTINUED

Catherine Hill, RN, BSN, CNRN
Meredith Pitzl, RN, BSN, CNRN
Donation After Cardiac Death: Impact on the Dying Experience

*American Association of Neuroscience Nurses
Thirty-sixth Annual Meeting, San Antonio, TX*

Marian Jeffries, RN, MSN, FNP-C
CNS Analysis of the Volume of Tracheostomy Patients Seen in a Large Metropolitan Hospital
*National Association of Clinical Nurse Specialists
Annual Conference, San Antonio, TX*

Marian Jeffries, RN, MSN, FNP-C
Patient Education Survey following Thoracic Surgery
*American Association of Critical Care Nurses (AACN)
NTI Conference, Orlando, FL*

Elizabeth Johnson, RN, MSN, AOCN
Cumulative Grief: A Program to Recognize and Support Staff Responses to Patients' Deaths
*Oncology Nursing Society Annual Congress,
Anaheim, CA*

Elizabeth Johnson, RN, MSN, AOCN
Chemotherapy Administration and Patient Safety
*Sixth Annual National Patient Safety Foundation
(NPSF) Patient Safety Congress, Boston, MA*

Eileen Joyce, MSW, LICSW
Sheryn Dungan, MSW, LICSW, ACSW
Michele Lucas, MSW, LICSW
When Does Care End? Providing Bereavement Care in Cancer Centers
Association of Oncology Social Workers Annual Meeting, Washington, DC

Joan Gallagher, RNCS, EdD, AOCN
Eileen Joyce, MSW, LICSW
Katie Binda, MSW, LICSW
Jennifer Tenhover, RNCS, MSN, AOCN
Complementary Therapies: Knowledge, Attitudes and Use Among Cancer Center Health Professionals
Association of Oncology Social Workers Annual Meeting, Washington, DC

Adele Keeley, RN, BSN, MA
Edward Coakley, RN, MEd, MA, MSN
Mary Lavieri, RN, MS, CCRN
Kathy Grinke, RN
Kathryn Degenova, RN
The Organizational Structures Which Support Nursing Research: A Lived Experience
Eighth Annual Magnet Conference, Sacramento, CA

Karen Lipshires, RN, BSN
Utilization of a Downtime Procedure During Failure of the Chemotherapy Order Entry System
*Sixth Annual National Patient Safety Foundation (NPSF) Patient Safety Congress, Boston, MA; and
Twenty-eighth Annual Oncology Nursing Society Congress, Anaheim, CA*

Patricia Lynch, RN, BSN
Ines Jackson-Williams, RN
Ellen Walsh, RN
Janet D. Quigley, RN, MSN
Ruth J. Bryan, RN, MSN
A Creative Approach to Educating Staff in the OR
Association of Perioperative Registered Nurses Annual Congress, San Diego, CA

Ann T. Martin, APRN, MSN, BC-ANP
Violence in the Workplace
American Nurses Association, Minneapolis, MN

Ann T. Martin, APRN, MSN, BC-ANP
Staff Perception Survey and Review of Professional Practice Environment
American Nurses Association, Minneapolis, MN

Ashraf El Masry, MD
Maria Paula Caramaz MD, PhD
Erico Miyoshi, MD
Sara O. Vargas, MD
Motomo Shimaoka, MD
R. Scott Harris, MD, FCCP
Atul Malhorta, MD
Robert M. Kacmarek, RRT, PhD
(continued)

Sighing Versus Continuous Positive Airway Pressure (CPAP) for Lung Recruitment in a Sheep ARDS Model
*Annual Meeting of the American Thoracic Society,
Orlando, FL*

Erico Miyoshi, MD
Ashraf El Masry, MD
Maria Paula Caramaz, MD, PhD
R. Scott Harris, MD, FCCP
Atul Malhorta, MD
Robert M. Kacmarek, RRT, PhD
Evaluation of Continuous Positive Airway Pressure (CPAP) Recruitment Maneuvers Using Electrical Impedance Tomography
*Annual Meeting of the American Thoracic Society,
Orlando, FL*

Gloria Moran, RN, BSN, CNOR
Jim Barone, RN
Emilia Comerford, RN
Magnet Recognition in the Perioperative Setting
Association of Perioperative Registered Nurses Annual Congress, San Diego, CA

Ronald L. Morton, MD
Dean R. Hess, RRT, PhD
Andrew S. Gelfand, MD
Steve M. Julius, MD
Michael W. Konstan, MD
Frank J. Accurso, MD
The National Airway Clearance Registry for Patients with Respiratory, Neurological and Other Conditions with Airway Clearance Complications
*Annual Meeting of the American Thoracic Society,
Orlando, FL*

Kathleen M. Myers, RN, MSN, CS, ONC, CNA
Claribell Amaya, RN, BS
Ivonne Niles, RN, AD
Megan Brown
Addressing the Nursing Shortage and Health Disparity: Clinical and Mentoring Support for the Foreign-Born Nurse – 2003 and Beyond
*National Association of Hispanic Nurses,
Las Vegas, NV*

Carolyn Pelley, RRT
Jean Kwo, MD
Dean R. Hess, RRT, PhD
Morquito Syndrome Presenting as Acute Respiratory Failure
American Association for Respiratory Care Annual Meeting, New Orleans, LA

Michael Rejaey, RRT
Dean R. Hess, RRT, PhD
Evaluation of Pneumatic Nebulizers in an Upright and Angled Position
American Association for Respiratory Care Annual Meeting, New Orleans, LA

Javier Rojas, MD
Fumito Ichinose, MD
Thomas MacGillivray, MD
Jennifer Walker, MD
Arvind Agnihotri, MD
Dean R. Hess, RRT, PhD
Marcos Vidal Melo, MD.
Exhaled Nitric Oxide Is Reduced After Coronary Artery Bypass Surgery in Patients with Chronic Obstructive Pulmonary Disease (COPD)
*Society of Cardiovascular Anesthesiologists,
Honolulu, HI*

Sandra Silvestri, RN, MS, CNOR
Marion Freechan, RN, MPH/HA, CNOR
Novice Blocks: A Building Block Orientation Model
Association of Perioperative Registered Nurses Annual Congress, San Diego, CA

Susanne Toomey, RN, BSN
Mary McKenna Guanci, RN, MSN, CNRN
The Use of Noninvasive Cardiac Output in the Care of the Patient with Vasospasm and Stunned Heart
*American Association of Neuroscience Nurses Annual Meeting,
San Antonio, TX*

Lynda A. Tyer-Viola, RNC, PhD(c)
Katie Brush, RN, MS, CCRN, FCCM
Care of the Critically Ill Pregnant Patient
*National Association of Clinical Nurse Specialists
Annual Conference, San Antonio, TX*

Elizabeth Viano, RN, AD
Therese Leddy-Fitzgerald, RN
Darryn Brodie, RN, AD

Perioperative Burn Care in Crisis; Our Experience
Association of Perioperative Registered Nurses Annual Congress, San Diego, CA

Joanne Walsh, RN
Angela Altobell, RN, BSN
Laurie Lynch, RN, BSN
Kerry McDonough, RN, BSN
Christine Fitzgerald, RN, BSN
Suzanne McCarthy, RN

Staff-Driven Time Planning: A Model for Success
Association of Perioperative Registered Nurses Annual Congress, San Diego, CA

Helen Whitmore RRT
Dean R. Hess, RRT, PhD

Albuterol Delivery through Extra-Long
Tracheostomy Tubes
American Association for Respiratory Care Annual Meeting, New Orleans, LA

Pam Wrigley, RN, MS
Janet D. Quigley, RN, MSN
Ruth J. Bryan, RN, MSN

Enhancing Our Practice and Providing a
Pediatric-Friendly Environment in an
Ambulatory Surgery Unit
American Society of Post Anesthesia Nursing, (ASPAN), Philadelphia, PA

INTERNATIONAL

Marilyn Wise, MSW, LICSW
Audrey Jasey, RN

Getting to Know Patients: Commitment
to an Ethic of Care
Twenty-sixth Annual Caring Conference, Montreal, Quebec, Canada

CLINICAL RECOGNITION PROGRAM

The MGH Clinical Recognition Program serves as a formal way to recognize excellence in practice, encourage professional development and build a diverse community of reflective practitioners within Patient Care Services. Applicants work with their managers or directors to analyze their practice relative to clinician-patient relationship, clinical knowledge and decision making, teamwork and collaboration and movement, for Occupational Therapy and Physical Therapy professionals. Criteria within these themes define four levels of clinical practice: Entry-Level Clinician, Clinician, Advanced Clinician and Clinical Scholar.

2004 Advanced Clinicians

Theresa Adjan-Vallen, RN, BS, *Emergency Department*
Dana L. Allison, RN, BSN, *Obstetrics*
Angela Altobell, RN, BSN, *Main Operating Rooms*
Elizabeth Andrews, RN, BSN, *Neonatal Intensive Care*
Maureen Bonanno, RN, BSN, *General Surgery*
Sheila Brown, RN, BSN, *Radiation Oncology*
Cheryl Brunelle, PT, BS, *Physical Therapy*
Julianne Casieri, RN, MSN, *Emergency Department*
Jeff Chambers, RN, AAS, *Emergency Department*
Anne Coutinho, RN, BSN, *General Medicine*
Suzanne Danforth, MS, CCC-SLP, *Speech-Language Pathology*
Eleanora G. DiTocco, RN, BSN, *Same Day Surgery*
Danielle Doucette, RRT, BS, *Respiratory Therapy*
Elizabeth Doucet, RN, *Emergency Department*
Ann C. Eastman, RN, BSN, *Vascular Surgery*
Linda Gorham Ryan, RN, BSN, *General Medicine*
Berney Graham, MSW, LICSW, *Social Services*
Beverley Hudson, RN, BSN, *Cancer Center*
Cheryl A. Lippi, RN, BSN, *Neuroscience Intensive Care*
Kathleen A. Larrivee, RN, *General Medicine*
Anne MacMillan, RN, BSN, *General Surgery*
Fareeda Mahmoud, RN, MSN, *Psychiatry*
Laurie Miller, RN, MSN, *Neuroscience*
Annette Mullen, RN, BSN, *Surgical Intensive Care*
Kristine Roy, RN, AAS, *Psychiatry*
Cheryl Ryan, RN, BSN, *Same Day Surgery*
Laura Ryan, RN, BSN, OCN, *Oncology Infusion*
Jean Stewart, RN, BSN, *Orthopaedics*
Elizabeth Viano, RN, AD, *Main Operating Rooms*
Stefanie Walsh, RN, BSN, *Oncology Infusion*
Catherine Weaver, RN, BSN, *Vascular Surgery*

2004 Clinical Scholars

Michelle Bell, RN, BSN, *IV Therapy*
Sharon E. Kelly-Sammon, RN, BS, *Post-Anesthesia Care*
Diane Lyon, RN, *Obstetrics*
Michele Lucas, MSW, LICSW, *Social Services*
Mary Elizabeth McAuley, RN, BSN, *GI Endoscopy*
Dawn McLaughlin, RN, BSN, *Pediatric Intensive Care*
Karen S. McLaughlin, RN, MSN, *Neonatal Intensive Care*
Sandy McLaughlin, MSW, LICSW, *Social Services*
Patricia Owens, RN, BSN, *Main Operating Rooms*
Michele O'Leary, RN, BSN, *Cardiac Step Down*
Elena Pittel, RN, AAS, *Obstetrics*
Kathleen Reilly Lopez, RN BSN, *General Surgery*
Elizabeth P. West, RN, MSN, *Obstetrics*
Mary Wyszynski, RN, MS, *Neonatal Intensive Care*



VISION AND VALUES

As nurses, health professionals and Patient Care Services support staff, our every action is guided by knowledge, enabled by skill and motivated by compassion. Patients are our primary focus, and the way we deliver care reflects that focus every day.

We believe in creating a practice environment that has no barriers, is built on a spirit of inquiry and reflects a culturally competent workforce, supportive of the patient-centered values of this institution.

It is through our professional practice model that we make our vision a demonstrable truth every day by letting our thoughts, decisions and actions be guided by our values. As clinicians, we ensure that our practice is caring, innovative, scientific and empowering, and is based on a foundation of leadership and entrepreneurial teamwork.

GUIDING PRINCIPLES

The following values guide our work:

- We are ever alert for opportunities to improve patient care; we provide care based on the latest **research** findings.
- We recognize the importance of **encouraging patients and families to participate** in the decisions affecting their care.
- We are most effective as a team; we continually strengthen our relationships with each other and actively promote **diversity** within our staff.
- We enhance patient care and the systems supporting that care as we work with others; we eagerly enter new **partnerships** with people inside and outside of the Massachusetts General Hospital.
- We never lose sight of the needs and expectations of our patients and their families as we make clinical decisions based on the **most effective use of internal and external resources**.
- We view **learning as a lifelong process**, essential to the growth and development of clinicians striving to deliver quality patient care.
- We acknowledge that maintaining the **highest standards** of patient care delivery is a never-ending process that involves the patient, family, nurse, all health care providers and the community at large.

STRATEGIC GOALS

- We lead the industry in providing patient- and family-centered care.
- We partner with the community to better understand the health care needs of the diverse population of patients we serve, and to establish a shared vision of care and services.
- We are the health care industry leader for quality and safety.
- We develop and advance systems, technology and programs to promote individualized patient care and support those who provide care.
- We are the “employer of choice” for all professions and support staff, and we value diversity in our workforce.
- We work to promote and support the institution in realizing sound financial growth.
- We position nurses, therapists, social workers, medical interpreters, chaplains and support staff within the hospital to have a strong voice in issues impacting patient care.
- We continuously create throughput systems and processes that drive delivery of safe, efficient, timely and patient-centered care.
- We provide excellent leadership, and we foster leadership growth opportunities.

EXECUTIVE TEAM

Jeanette Ives Erickson, RN, MS
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