

2009 ANNUAL REPORT



MASSACHUSETTS
GENERAL HOSPITAL

PATIENT CARE SERVICES

disciplines

Nursing | Chaplaincy | Child Life | Medical Interpretation | Occupational Therapy
Physical Therapy | Respiratory Care | Social Work | Speech-Language Pathology

PROGRAMS

CANCER RESOURCE ROOM

CARING HEADLINES

CENTER FOR GLOBAL HEALTH

CHILD PROTECTION

CONSULTATION TEAM

CLINICAL SUPPORT SERVICES

HAVEN PROGRAM

(HELPING ABUSE AND
VIOLENCE END NOW)

INFORMATION AMBASSADORS

INTERNATIONAL PATIENT CENTER

LADIES VISITING COMMITTEE

RETAIL SHOPS

MGH CAREPAGES

MGH QUIT SMOKING SERVICE

OFFICE OF PATIENT ADVOCACY

ORTHOTICS AND PROSTHETICS

PATIENT AND FAMILY LODGING

PCS DIVERSITY PROGRAM

PCS FINANCIAL
MANAGEMENT SYSTEMS

PCS INFORMATICS

PCS OFFICE OF QUALITY & SAFETY

THE INSTITUTE FOR
PATIENT CARE

· CENTER FOR INNOVATIONS IN
CARE DELIVERY

· MAXWELL & ELEANOR BLUM
PATIENT AND FAMILY
LEARNING CENTER

· NORMAN KNIGHT NURSING
CENTER FOR CLINICAL &
PROFESSIONAL DEVELOPMENT

· YVONNE L. MUNN CENTER FOR
NURSING RESEARCH

VOLUNTEER SERVICES

COVER: As part of Mass General's disaster relief response, Norah Sheehan, RN, provided care aboard the USNS *Comfort*, anchored off the coast of Haiti following a devastating earthquake in January 2010. *Photograph by Astrid Riecken, courtesy of Project HOPE.*

the year ahead: 2010 strategic goals

IMPROVE THE PATIENT, FAMILY AND EMPLOYEE EXPERIENCE

(QUALITY, SAFETY AND SERVICE)

ENHANCE CLINICIAN AND SUPPORT STAFF

COMMUNICATION WITH PATIENTS AND FAMILIES

IMPROVE RESPONSIVENESS

IMPROVE CLEANLINESS OF HOSPITAL

REDUCE PATIENT FALLS

REDUCE HOSPITAL-ACQUIRED PRESSURE ULCERS

ENHANCE UTILIZATION OF EVIDENCE-BASED

PRACTICE TO PROMOTE SAFETY

UTILIZE RAPID CYCLE IMPROVEMENT TO ENHANCE

OPERATIONAL EFFICIENCIES

EMBRACE DIVERSITY

the mass general mission

GUIDED BY THE NEEDS OF OUR PATIENTS AND THEIR FAMILIES,

WE AIM TO DELIVER THE VERY BEST HEALTHCARE IN A SAFE, COMPASSIONATE ENVIRONMENT;

TO ADVANCE THAT CARE THROUGH INNOVATIVE RESEARCH AND EDUCATION;

AND TO IMPROVE THE HEALTH AND WELL-BEING OF THE DIVERSE COMMUNITIES WE SERVE.



dear friends and colleagues:

Throughout the past year, Patient Care Services (PCS) has made significant strides in advancing the MGH mission. Consistently, throughout every small act and broad initiative, the needs of our patients and their families have remained our guide.

In countless cases, we came together to tailor care plans to honor the specific needs of a patient and family. We united to respond to a people in crisis, when the island nation of Haiti experienced a devastating earthquake. Individually and as teams we promoted efforts to ensure that excellence and safety consistently go hand in hand. We partnered with many beyond our walls to develop innovative models for preparing the next generation of providers. We embraced the value of lifelong learning. And we repeatedly rededicated ourselves to cultivating a welcoming environment for all.

Together, we have made a difference in the lives of so many patients and families, advanced our practice, and laid important groundwork for the future.

As you reflect upon several highlights from our prior year's work, I hope you will recognize the compassion and clinical excellence that I am privileged to see every day. Truly, I believe the work of our PCS team reflects an unparalleled dedication to our patients, their families and one another.

Best,

A handwritten signature in black ink that reads "Jeanette Ives Erickson". The signature is written in a cursive, flowing style.

Jeanette Ives Erickson, RN, MS, FAAN

Senior Vice President for Patient Care and Chief Nurse



everyone our neighbor

On January 12, 2010, the eyes of the world focused on the tiny nation of Haiti, as a 7.0-magnitude earthquake left thousands dead and thousands more seriously injured. The capital city of Port-au-Prince, near the quake's epicenter, was the scene of mass destruction, leaving piles of rubble where homes, office buildings and even hospitals once stood. The country's infrastructure, particularly its healthcare system, had completely collapsed, as thousands lay in need of immediate medical attention.

Within hours, Mass General began to mobilize a large-scale and targeted response. Among those first deployed were staff trained to work with the federal Disaster Medical Assistance Team (DMAT) and the US government's International Medical-Surgical Response Team (IMSuRT), which is sponsored by Mass General. They were charged with setting up a medical field hospital at what had been Quisqueya University in Port-au-Prince. Joseph Roche, RN, a staff nurse in the Surgical Intensive Care Unit, was among the 60-plus Mass General nurses sent to Haiti. As he recalls, by the end of his team's initial two-week rotation, they had seen more than 500 patients, performed 66 surgical procedures, delivered 12 babies and had 1 death.

In the few messages they could get out, staff reported austere conditions, severe shortages of drugs and medical supplies, and, in some cases, heartbreaking

stories of suffering and death, as amputations and then infections became all too commonplace.

Others from Mass General worked with Project HOPE and the US Navy to help staff the USNS *Comfort*, a hospital ship anchored off the Haitian coast. Mass General immediately committed to a 10-mission deployment to the *Comfort*, with each lasting up to three weeks and involving clinicians from various disciplines rotating in as needed. Hospital staff also worked with Partners in Health, the Brigham and Women's Hospital-affiliated program that has operated in Haiti for many years. Still others worked with various nongovernmental organizations to offer assistance throughout the nation. Back at the hospital, countless staff joined the relief effort by stepping forward to fill the shoes of their colleagues who had deployed.

A TENT CITY FORMED in Port-au-Prince, Haiti, outside of the grounds of Quisqueya University, the site of the Gheskio Field Hospital, where IMSuRT and DMAT teams set up their base of operations. *Photograph by Kathleen Keenan, NP, Massachusetts General Hospital.*

Mass General was there to lead the nation and indeed the world in caring for its neighbors.



The quake likewise had a very real impact closer to home. Many within the Mass General community had family in Haiti, and some staff were actually in the country when the earthquake hit. Communication to the island was limited and anxiety was high.

The hospital immediately put systems into place to do what they could for staff. International phone lines were activated throughout the hospital. Dedicated phone lines and Internet connections were made available for extended hours. Mass General chaplains held special Roman Catholic and interfaith services to pray for those affected by the disaster and were especially helpful during those difficult hours, serving as invaluable resources to patients, employees and others. The chapel was offered as a quiet place for people to pray and reflect, with chaplains and members of the Employee Assistance Program remaining

available for counseling and emotional support. Medical interpreters mobilized to support patients and staff who were trying to make sense of news stories and sporadic information coming from Haiti. A Haitian Relief Fund was established to support outreach on the ground in Haiti and hospital employees who had family there.

Months later, efforts to help the Haitian people rebuild and care for their sick and injured continued. While nothing can truly prepare any one person or organization for such a large-scale and sustained disaster, the work, planning, training, infrastructure and systems designed in the months and years prior — combined with a community of dedicated caregivers — made all the difference. Once again, Mass General was there to lead the nation and indeed the world in caring for its neighbors.

DENISE LAURIA, RN, deployed with Partners in Health and worked in a clinic in St. Marc, approximately 50 miles northwest of Port-au-Prince. She and colleagues found that iPods provided comfort to many of their pediatric patients during surgery and recovery. *Photograph by R. Malcolm Smith, MD, Massachusetts General Hospital.*





quiet comfort

In the Jewish faith, Sukkot is one of three major festivals, acknowledging the Israelites' 40-year journey through the desert en route to the Promised Land. During their flight, the Jews lived only in "tabernacles" or booths. Today, the central observance of the nine-day festival involves sitting, eating and reciting blessings in a sukkah, a symbolic wilderness shelter traditionally made with a thatched roof and specially constructed for the holiday.

In the fall of 2009, as Sukkot approached, a seriously ill Orthodox Jewish patient with cancer was admitted from out of state for intensive treatment. Far from home and in fragile condition, she held fast to the hope she could honor her faith — as she had done every year of her life — by observing the coming holiday in a sukkah.

Much to the patient's dismay, her family discovered that the nearest such structure was located three miles away — well beyond their reach.

Yet, when local Rabbi Dov Ciment explained the situation to Mass General chaplain Rabbi Ben Lanckton, the majesty that is Mass General began to emerge.

Lanckton put out the call, and staff from all corners rallied to the cause. Climent and his son volunteered to erect an on-site sukkah. The nursing staff on Phillips House 21, General Medicine, pursued medical clearance for their patient and began to put together a detailed plan to ensure that the patient's care and treatment would not be compromised. Visits to the sukkah would be timed to be long enough to fulfill religious tradition but short enough not to overtax the patient. The staff on White 8, General Medicine, paved the way for the structure to be situated on their outside terrace. Police & Security ensured access to, and the safety of, the site. Nutrition and Food Services provided a table and chairs where the patient, her daughter and her son could eat. And the MGH Flower Shop created a festive centerpiece. This was no simple undertaking, but institutionwide teamwork made all the difference.

In the end, however, at the heart of this high-tech academic medical center, and nestled amid the hospital's many towers, a patient and her family found unimagined comfort and peace as they quietly observed an ancient and family tradition ... experiencing what they described simply as "the best of care."



A HIGH NOTE

A diagnosis of Parkinson's disease can be devastating and typically presents significant communication and social obstacles to the patient and his or her family members. While patients rely upon medications and physical, occupational and speech therapy to manage the associated items, this year, MGH speech language pathologist Catherine O'Connor, MS, CCC-SLP, helped introduce a new form of therapy — singing.

Launched in the fall of 2009, the choral group the "Tremble Clefs" is helping Parkinson's patients and their caregivers learn and practice techniques to improve speech and address difficulties with vocal loudness, articulation, posture and social isolation. The initiative is a collaborative effort by the MGH Department of Speech, Language & Swallowing Disorders; the MGH Department of Neurology and Movement Disorders Clinic; the Parkinson Family Support Program at Jewish Family and Children's Services; and the Brookline Senior Center.

An inaugural class of 20 attended weekly sessions that included warm-up breathing and speech exercises led by O'Connor, with the majority of the time dedicated to working with a conductor and pianist on a range of upbeat songs. A group member who was diagnosed nearly 10 years ago, noted an improvement in the strength of his voice, especially when talking on the phone. Equally important to him is that "the program offers the opportunity to stare something difficult in its face and share the goal of overcoming it."

AMID THE TALL BUILDINGS and bustling activity of the hospital, a small sukkah provided comfort and peace to a patient and family as they quietly observed an ancient and family tradition. *Photograph by Samuel Riley, Massachusetts General Hospital.*

Guided by the

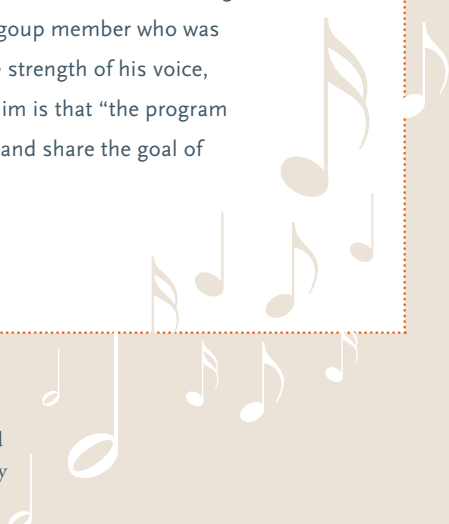


PCS GREETER PROGRAM A HIT

Entering a hospital for the first time can be stressful in and of itself. The PCS

Greeter Program is designed to give patients and visitors a warm and friendly greeting upon entering the hospital and to provide timely help in finding their destination. This year, the Greeter Program expanded its base of volunteers to include Mass General staff members from a variety of departments and many in senior management — including the hospital president. Stationed inside the main entrance of the hospital, greeters provide directions and escort or transport patients and visitors to their destinations while remaining sensitive to individuals who may need a little extra support. The end result is a softening of the interface between the high-paced environment and our patients and visitors. During an average week, greeters respond to approximately 600 to 700 requests or questions.

The feedback from patients and visitors has been overwhelmingly positive. They appreciate the personal touch greeters provide and are pleasantly surprised



needs of our patients and their families ...

to learn they can be escorted to their appointments, either by walking or in a wheelchair.

Many have shared that it's calming and reassuring to have a "friend" when they come through the hospital doors, and there's an instant sensation of feeling welcome. The Greeter Program has been especially well-received by non-English-speaking patients and visitors who can share their paperwork with a greeter and be escorted to their destination.

PAUL BARTUSH

This year Paul Bartush was named director of the Volunteer Department, Interpreter Services, Information Associates, and LVC Retail Shops. Bartush had served as co-director since 2006. Throughout his professional career, he has worked in a variety of healthcare management positions, including administering education programming for The AIDS Project, as well as HIV testing and providing educational services for the South Boston Community Health Center. In 1999, he began his career at Mass General as program manager for the Volunteer Department and later as a practice manager in the MGH Cancer Center.



In May 2006, Bartush earned a Master's in Healthcare Management from Cambridge College, and he holds a Certification in Administration of Volunteer Services (CAVS) from the American Hospital Association. He earned his Bachelor of Science degree in Human Development at Pennsylvania State University. He currently serves as president of the Massachusetts Association of Directors of Healthcare Volunteer Services.

SIBSHOPS

The families of children with special needs face a variety of unique challenges. This can be especially true for the healthy children in the family. Often their lives are organized around the needs of their ailing brother or sister. They can feel lost in the shuffle or even guilty for not liking their situation.

This past fall, Mass General Social Service began hosting monthly SibShops, small support groups for children ages 8 to 13 who are siblings of children with medical challenges. Group participants are typically developing — exhibiting no significant behavioral or emotional problems but likely to do so over time if their struggles within their family system go unattended.

The SibShops offer the children a "guilt-free space" where they participate in action-oriented recreational activities that prompt them to talk openly about the feelings, emotions, stresses and responsibilities they have as siblings of a child with special needs. For example, while playing "Dear Aunt Glabby" — a takeoff on the popular advice column "Dear Abby" — kids hear stories describing the trials of having a sibling with special needs from fictional writers and offer up their personal advice. The children are coaxed into listening to and learning from one another about shared experiences, feelings and approaches to coping with their own family situations.

The group is already a huge hit with the kids, as one parent's comment confirmed: "My daughter chose attending the SibShop over a neighborhood party. What more can I say?"



SEAMLESS CARE

Patients with serious respiratory issues often require a tracheostomy, a surgically created opening in the neck that provides direct access to the trachea, or breathing tube. Clinicians are then able to remove secretions from the airway and more easily and safely deliver oxygen to the lungs. Because these patients are unable to speak, they have difficulty advocating for themselves and can feel and be somewhat helpless.

This year, MGH Respiratory Care Services championed a multidisciplinary effort to focus on the safety of tracheostomy patients, specifically during those times when they were transported off of a patient care unit, for diagnostic testing, for example. The group's efforts led to a new hospitalwide practice and policy that requires all tracheostomy patients who are moved from a patient care area to be accompanied by a clinician — a nurse, respiratory therapist, physician, physician's assistant or nurse practitioner — who is trained and actively involved in the care of artificial airways. The result: the seamless delivery of the highest-quality and safest possible care for a population of patients who are at their most vulnerable.

BLUM CENTER MARKS 10TH ANNIVERSARY

This year the Maxwell & Eleanor Blum Patient and Family Learning Center marked its 10th year of helping patients and families find important health information when they need it most.

One of four centers within The Institute for Patient Care, the Blum doors opened in 1999 through the generosity of Maxwell and Eleanor Blum and their family. Now, the Center annually hosts approximately 24,000 visitors in addition to supporting Mass General clinicians with patient education and partnering with the Stoeckle Center for Primary Care Innovation around shared decision-making. In a recent survey of Blum Center visitors, 97% had learned more about their illness or condition, 89% said the information obtained had helped them better communicate with health providers and 85% said they had become more involved in their treatment decisions.

At a recent celebration for staff, patients and families, Maxwell and Eleanor's daughter, Betty Ann, expressed her gratitude to the center's staff for carrying out her parents' legacy, adding, "You've given so much to so many in need."

CLEAR COMMUNICATION

While caring for a patient with a tracheotomy, Linda Anastasi, RN, a staff nurse on the White 11 General Medical Unit, recognized the frustration and anxiety he experienced as a result of his inability to communicate. She knew the negative impact this could have on his care and treatment. Working with her unit's clinical nurse specialist, Anastasi discovered a potential solution: communication boards that featured pictures, icons and letters. They proved an instant hit with her patients and families, and with colleagues throughout the hospital who learned about the innovation. The approach also caught the attention of a consulting team that was at Mass General to help improve care for people with disabilities. They applauded the intervention as a best practice and planned to share the idea with hospitals throughout the country.

Anastasi's commitment to her patients and families was particularly impressive given her own personal challenges. Although she lost a battle with cancer in early December, her dedication to her patients and profession is still felt throughout Mass General with the use of every communication board.



HEARING THE PATIENT AND FAMILY VOICE

Beginning in October 2010, the Massachusetts Department of Public Health will require all hospitals in the state to have Patient and Family Advisory Councils (PFACs). The goal is to better incorporate the perspectives of the patient and family into the operations of the organization. In a recent report to the DPH, Mass General described a rich history of patient and family involvement.

In 1999, Mass General formed its first Family Advisory Council within the MassGeneral Hospital for Children. Today, clinically based Mass General PFACs are also found within the MGH Cancer Center and MGH Heart Center. In addition, patients and family members often serve on key service-based and hospitalwide committees, including the Pediatrics Ethics Committee, MGH Council on Disability Awareness and Multicultural Advisory Council. The approach provides for both frontline, grassroots involvement as well as broad-based, hospitalwide impact.

The Mass General councils are grounded in the belief that often the most informed perspectives on the care team are those of the patient and family. Each council member brings a voice to a specific patient and family experience, environment of care, and/or priority area for the hospital. Individually, the PFACs are optimally situated to directly impact the delivery of care. Collectively, they are able to influence hospitalwide initiatives, with the added benefit of bringing multiple authentic and highly relevant perspectives to the table.

For more information or to view the hospital's 2009 Report on PFACs, please visit www.massgeneral.org/patientadvisorycouncils.

GUIDED BY THE NEEDS OF OUR PATIENTS AND THEIR FAMILIES ...



successful survey

This year, Mass General took part in a pilot of a new reaccreditation survey approach with The Joint Commission by conducting both its hospital and laboratory surveys during the same week for an integrated inspection. A 10-person survey team assessed dozens of areas throughout the hospital, including inpatient units, outpatient practices, procedural areas and laboratories. By tracing patient experiences and following the path of various systems, they carefully and thoroughly evaluated processes of care and elements of documentation in the hospital environment. And they were impressed with what they saw.

During an exit conference for leadership, clinicians and unit-based champions, the surveyors commended MGH staff members for their passion and dedication to providing high-quality, safe care. They noted numerous instances in which they

observed patient care that was highly collaborative across disciplines. They also commented positively on several patient safety initiatives, including the Excellence Every Day champions model; hand hygiene compliance; ongoing professional practice and evaluation for physicians; and universal protocol programs. In some cases, they asked permission to share our best practices with other organizations.

In one instance, a surveyor who visited the Labor & Delivery Unit was so impressed with the cleanliness of patient rooms that she asked to meet the unit service associates who had taken such pride in their work. When Madalena Teixeira and Maria Teixeira stepped into the room, they were greeted with a standing ovation.

And although this year The Joint Commission changed its scoring process, staff throughout the hospital were able to clearly and concisely articulate their practice and convey with enthusiasm the hospital's commitment to exceptional care. Using a three-pronged approach of Educate, Communicate and Motivate — a model that worked well during last year's successful Magnet redesignation process — staff reflected pride, accountability and transparency to the surveyors.

The outcome reflects an ongoing institutional commitment to providing Excellence Every Day throughout the hospital — an unrelenting dedication to providing the highest-quality and safest patient and family care possible. While the survey results provide much to celebrate, MGH staff immediately began reviewing The Joint Commission's report in order to determine how best to use the findings to further improve practices. The report highlights several opportunities for improvement, to which the hospital has submitted any necessary plans for action. To view the report, please visit http://qualityandsafety.massgeneral.org/jcaho/summary_0909.aspx.

... we aim to deliver the very best healthcare



THE CHAMPIONS

Various regulatory bodies routinely survey Mass General's compliance using a variety of safety goals and standards. To help educate and inform hospital staff about these key measures, PCS launched a highly successful Excellence Every Day (EED) "champions" model. The approach featured unit-based staff who worked with leadership to ensure that the highest patient safety standards were being applied at the front lines of care.

EED champions learned about The Joint Commission's National Patient Safety Goals for hospitals through a series of dedicated retreats, educational sessions, brown-bag sessions and a regularly updated EED website. Staff from the PCS Office of Quality & Safety also served as ready resources to help the champions expand their knowledge base and identify effective ways to share key information with colleagues. Returning to their respective units, the EED champions' creativity knew no bounds, with efforts ranging from producing an original rap video to constructing a "quality and safety tree" to creating buttons that were awarded to staff who modeled The Joint Commission standards.

The approach proved a huge success, as it was replicated by other hospital services and gained the attention of other health organizations throughout the country.

ACUTE CARE DOCUMENTATION

During any hospitalization, patients intersect with multiple care providers — nurses, physicians, respiratory therapists, physical and occupational therapists, and, potentially, many more. This comprehensive multidisciplinary approach to care generates vast amounts of information that demand tremendous coordination to ensure optimum patient care and outcomes.

This year, staff from Patient Care Services played an integral role as Mass General and Brigham and Women's hospitals embarked upon a major Acute Care Documentation (ACD) initiative. This ambitious and far-reaching effort is designed to move inpatient medical records, flow sheets, assessments and notes to an electronic platform. Staff from each organization have committed more than 10,000 hours to identifying, evaluating and coordinating the development of a shared clinical information system that will move the two hospitals from paper to electronic documentation.

Under the ACD system, clinicians from both hospitals will be able to share patient information, as appropriate, and develop integrated plans of care. In addition,

STAFF AT PATIENT BEDSIDE: Elizabeth Hennessey, RN, and Barbara Davenport, PT, rounding on their patient. *Photograph by Paul Batista, Massachusetts General Hospital.*

e in a safe, compassionate environment ...

researchers at both facilities will have access to an expanded clinical database. The overall project is slated to be piloted in 2011.

EMAPPS

The electronic administration of medication provides a safer, more efficient method of administering and documenting medications. In 2009, Patient Care Services played a significant role as Mass General completed a nine-month, hospitalwide implementation of its Electronic Medication Administration Process for Patient Safety (EMAPPS) on the inpatient units.

Using a system of integrated bar-coded medications and patient wristbands, EMAPPS

electronically links steps in the medication administration process to prevent medication-related errors. The rollout of the system to 907 inpatient beds required the collaboration and



support from multiple departments and individuals throughout the hospital, including Respiratory Care Services, a hardware installation team, information systems developers and analysts, clinicians, nursing coaches, pharmacists, and project leaders. The system provides a solid foundation for ensuring medication safety that will continue to undergo enhancements that reflect the best of technology and practice.

GOING VIRAL

Hand hygiene is critical to keeping patients safe from infection. This year, a creative hand hygiene awareness campaign started in the Same Day Surgical Unit (SDSU) and went viral, becoming an international video sensation.

Pauline Albrecht, RN, and Kathy Mullen, RN, staff nurses in the SDSU, created a catchy tune to remind staff to use Cal Stat before and after contact with patients and their environment. Then they went a step further, turning the “Cal Stat Rap” into a music video



featuring Mass General staffers — nurses, patient care associates, operations managers, unit service associates, an anesthesiologist, a cafeteria worker and even a patient.

The piece was featured by the National Public Radio affiliate WBUR, posted on its website and then went viral, racking up hit after hit on YouTube, Vimeo and the website of the STERIS Corporation, manufacturers of Cal Stat. Clinicians from throughout the country soon began incorporating “Cal Stat Rap” into their own hand hygiene programs.

This and other creative strategies used played a major role in the hospital achieving an impressive 90% hand hygiene compliance rating.

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PARTNERING FOR SAFETY

Throughout the past year, The Joint Commission began to introduce a “new vision” for its efforts to partner with healthcare organizations to transform healthcare into a high-reliability industry. In an effort to broaden this dialogue, Patient Care Services invited Ann Scott Blouin, RN, PhD, executive vice president for Accreditation and Certification at The Joint Commission, to spend a day at Mass General.

In her role, Blouin oversees the accreditation and certification programs for more than 15,000 healthcare organizations. She is responsible for interpreting standards, managing surveyors, and developing and refining the process for performance reviews. As she visited with staff and leadership throughout the hospital, she discussed the characteristics of high-reliability

organizations, including continually operating under difficult, unpredictable



circumstances while having fewer problems than typically expected, and doing the “right things right” more consistently than expected. She consistently reinforced that our goal must be to achieve major, sustainable improvements that we can document and replicate for widespread improvement throughout the organization.

An interactive session with Excellence Every Day champions in a standing-room-only O’Keeffe Auditorium proved to be the highlight of her visit. Here, the champions and Blouin had an opportunity to openly discuss critical issues, many surrounding issues of communication and best practices related to sharing information.

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ELLIOTT APPOINTED

This year, Thomas Elliott, RN, MHSA, was appointed director for Financial Management Systems for Patient Care Services. Elliott, who began his career as a staff nurse in a surgical intensive care unit in Cincinnati, brings a wealth of knowledge and experience from a variety of both clinical and administrative healthcare settings.



His administrative career has focused on managed care, financing, strategic planning, project-management and the development of disease-management systems.

Elliott has held positions as administrative director for a self-funded, managed-care plan for employees at the University of Miami; vice president of Managed Care at Collegiate Health Care, a national network of student health centers affiliated with managed care plans; and most recently as an administrator in the High Performance Medicine Program at Partners Health-Care, where he helped plan and deploy a Centers for Medicare & Medicaid Services demonstration project at Mass General called Care Management for High-Cost Medicare Beneficiaries.



NURSES OF THE YEAR

The *Nursing Spectrum* Excellence Awards is a national program recognizing the extraordinary contributions nurses make to their patients, one another and the profession. Nurses from throughout New England are nominated in six different categories: Advancing and Leading the Profession, Clinical Care, Community Service, Management, Mentoring, and Teaching. All nominations are blinded and ranked solely on merit by a judging panel of regional nursing leaders. Five finalists are selected in each category, and ultimately one overall winner, who becomes eligible for National Nurse of the Year honors.

In the fall of 2009, two Mass General nurses were named national Nursing Excellence Nurse of the Year honorees. Grace Good, APRN, BC, team leader of Team 5 within the hospital's Medical Service, and Adele L. Keeley, RN, BSN, MA, nursing director of the Medical Intensive Care Unit, received top honors in the Clinical Care and Management categories, respectively.

Working with colleagues, Good helped create and now leads Team 5, the hospital's innovative multidisciplinary team that cares for general medical patients who have significant psychosocial issues that make their care delivery more complex. Good has presented the model at national meetings, and as a result, it is now being replicated in hospitals throughout the country.

Keeley is described as "all that today's nursing director can and should be for the patient, family, staff and colleagues within nursing and across all disciplines." She is a highly effective and innovative nurse manager who recognizes that a focus on the well-being of the patient and family, as well as the satisfaction of nurses, naturally leads to advances in practice and care. In recent years, her patient care unit was one of four sites nationwide to receive funding from the Robert Wood Johnson Foundation to develop innovative demonstration projects within their respective intensive care units.

In 2009, Mass General also celebrated six additional New England regional finalists:

Diane L. Carroll, RN, PhD, FAAN — Mentoring
The Yvonne L. Munn Center for Nursing Research

Lin-Ti Chang, MSN, RN-BC, APRN-BC, CCRN —
Community Service *Department of Nursing*

Stephanie Ennis, NP — Clinical Care
Cardiac Surgery

Joanne Kaufman, RN, BS, MPA, A-CCC —
Management *Case Management*

Amanda Lynn Stefancyk, RN, MSN, MBA —
Advancing and Leading the Profession
General Medicine, White 10

Kerri A. Tyman, RN, BA, BSN — Mentoring
Medical Intensive Care Unit

... WE AIM TO DELIVER THE VERY BEST HEALTHCARE IN A SAFE, COMPASSIONATE ENVIRONMENT ...



dedicated education unit

Despite an ongoing shortage of nurses, each year, thousands of qualified nursing school applicants are turned away due to a shortage of nursing faculty. One innovative nursing education model that addresses this problem while offering a concrete strategy to more closely connect the nursing unit and educational programs can be found at Mass General on Ellison 7, General Surgery, a Dedicated Education Unit (DEU). Due to its success, the program is being expanded to include the White 7, General Surgery.

In a collaboration between The Institute for Patient Care and the University of Massachusetts Boston (UMass), the entire patient care unit has been transformed into an optimal learning/teaching environment. Based upon an underlying belief

that staff nurses can and should play a vital role in developing the knowledge and professional skills of nursing students, staff nurses function as clinical instructors, supported by university faculty, hospital leadership and nursing colleagues. This clinical partnership allows nursing practice to inform nursing education and, in turn, nursing education to influence nursing practice and the delivery of care.

Under the model, staff-nurse instructors are assigned two UMass students and are supported by a faculty coordinator from the school who provides orientation to the UMass curriculum and coaching throughout the semester. The approach allows students to begin to build a solid, functional foundation of evidence-based nursing practice while integrating quality and safety competencies into both the teaching and learning roles.

Students and faculty staff nurses report that the approach creates a rich learning environment for the students while promoting professional growth and development for staff.

Based on the success of the program, the Robert Wood Johnson Foundation's Evaluating Innovations in Nursing Education announced a \$300,000 grant to the UMass Boston, College of Nursing and Health Sciences to conduct a two-year independent evaluation of the DEU model with an eye toward expanding its use to institutions across the nation. The Mass General DEU also was highlighted by the Center to Champion Nursing in America, an initiative sponsored by AARP, the AARP Foundation and the Robert Wood Johnson Foundation. To learn more, visit <http://championnursing.org>.

... to advance that care thro



LIFELONG LEARNING

Elaine Makos, RN, a staff nurse on the White 8 General Medical Unit, is a testament to lifelong learning. She became a nurse at age 20 and has since dedicated herself to advancing her practice. This past year, she reached a significant milestone: At age 65 Makos earned her Bachelor of Science in Nursing from Emmanuel College.

Makos started her career as a licensed practical nurse, or LPN, in 1964. She later earned her associate's degree in nursing and then began working toward her bachelor's degree. Soon after, the financial demands of owning a house and supporting a family took priority over her educational pursuits. But in 2004, she was hired as a staff nurse at MGH, and with the encouragement of her MGH preceptor, Makos picked up her academic studies where she had left off years prior.

"I've done everything I'd hoped to do throughout my career," she says. "I love patient care and I love being at the bedside. That is exactly where I belong."

MARN HONORS MGH NURSES



The Annual Meeting of the Massachusetts Association of Registered Nurses (MARN) proved to be a spectacular event in 2009 when the organization presented three of its most prestigious awards to Mass General nurses.

Barbara Blakeney, RN, MS, was named the recipient of the Living Legends in Massachusetts Nursing Award. This award recognizes nurses who have made a lasting contribution to the field. A former president of the American Nurses Association, Blakeney joined Mass General in 2006 as an innovations specialist within The Center for Innovations in Care Delivery.

Edward Coakley, RN, MSN, MA, MEd, director emeritus of MGH Patient Care Services, was the recipient of the Mary A. Manning Mentoring Award. The honor is given to a nurse who offers consistent and thoughtful support to other nurses in practice or in the pursuit of advanced education. Coakley has served as a mentor to numerous colleagues throughout his more than 30-year career with the hospital.

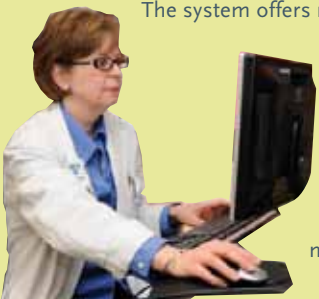
ugh innovative research and education ...

Dorothy Jones, RN, EdD, FAAN, director of The Yvonne L. Munn Center for Nursing Research, was selected as the winner of the Excellence in Nursing Research Award. A leading nurse scientist at Mass General since 1988, Jones has published and presented her work throughout the country and world and has served on a wide range of committees and editorial boards.

VIRTUAL CLASSROOM

Both required and continuing education got a little easier this year when The Norman Knight Nursing Center for Clinical & Professional Development launched a comprehensive online learning system. Because the service is web-based, staff can access an array of educational offerings 24 hours a day, 365 days a year, whenever and wherever they have Internet access.

The system offers more than 100 free courses on a variety of topics. When concerns of an H1N1 epidemic arose last fall, staff were able to create and distribute a targeted curriculum to every member of Patient Care Services



within 24 hours. The online learning system has also been used to deliver information about Rapid Response, Universal Protocol and other specific clinical subjects. MGH nurses are also able to complete their annual compliance retraining, such as infection control and Health Insurance Portability and Accountability Act (HIPAA), via the online service, as well access credit courses offered by the American Nurses Credentialing Center. The service automatically tracks all courses taken, including those for required training and for contact hours, and provides each person with his or her complete transcript.

CLINICAL PASTORAL CARE

Mass General celebrated the 75th anniversary of the hospital's Clinical Pastoral Education (CPE) program. The oldest of its kind in the United States, the Mass General program has taught more than a thousand theological students, clergy and seminarians how to perform spiritual assessments and engage in mean-



ingful relationships in the clinical setting.

The Mass General CPE program has been a leader in the development of hospital-based training in the art of pastoral care for many decades. In 1944, the program served as the founding

site of a forerunner to the National Association for Clinical Pastoral Education, Inc., the accrediting agency for more than 250 CPE programs nationwide. In 1998, the MGH Chaplaincy Department — with the Kenneth B. Schwartz Center and the Department of Nursing — established a CPE program for healthcare providers. The program invites clinicians from all disciplines to learn to integrate the art of spiritual care giving into their clinical practice. To date, more than 100 clinicians have graduated from the program.

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RETOOLING FOR EVIDENCE-BASED PRACTICE

The ability of nurses to find and apply the most up-to-date clinical knowledge is critical to advancing their practice. This year the Health Resources and Services Administration, Division of Nursing, awarded a \$900,000, three-year grant to Susan Lee, RN, PhD, The Yvonne L. Munn Center for Nursing Research, and to her team to build capacity for evidence-based practice (EBP) throughout the Mass General nursing staff.

EBP is a model of clinical decision-making that requires nurses to use best evidence along with clinical expertise and the patient's preferences and values to provide the best possible care that is also tailored to the patient's needs.

The three-year initiative is designed to help build an infrastructure to support EBP by exposing nurses to a variety of opportunities both to learn more about and to apply evidence in their practice. In years one and two, sequential classes will provide basic and intermediate content about asking clinical questions, finding and weighing the evidence, and piloting practice

changes at the unit level. In year three, EBP faculty will support teams of nurses who will conduct EBP projects on their units. Findings will then be shared nationally.

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SPECIALIZATION

In 2009, Mass General's Elizabeth Cole became one of the country's first physical therapists to achieve Specialist Certification in Women's Health Physical Therapy. Currently, there are only two physical therapists in Massachusetts and 61 nationwide who have achieved this level of specialization.

Specialization is the process by which a physical therapist builds on a broad base of professional education and practice to develop a greater depth of knowledge and skills related to a particular area of practice. The American Physical Therapy Association (APTA) established the

specialist certification program in 1978, and today the American Board of Physical Therapy Specialties coordinates and oversees the specialist certification process and serves as the governing body for certification and recertification of clinical specialists.

MGH physical and occupational therapy have a long-standing dedication to specialist certification dating back to 1985, when Meryl Cohen, PT, became



one of three physical therapists in the country to receive the first specialist certifications ever awarded by APTA. Today, of the 203 board certified specialists in the state of Massachusetts, more than 40 are on staff at Mass General. Joining their colleagues are 10

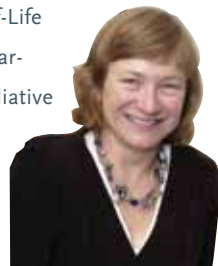
occupational therapists who have achieved specialization as Certified Hand Therapists, providing expert care to MGH patients and mentoring for all staff.

.....
AAN FELLOW

Constance M. Dahlin, MSN, ANP BC, FAAN, clinical director of the MGH Palliative Care Service, was inducted as a fellow in the American Academy of Nursing (AAN). The AAN comprises many of the nation's top nursing executives, policymakers, scholars, researchers and practitioners who have made noteworthy contributions to nursing and healthcare.

Dahlin has contributed greatly to the advancement of palliative care delivery as an author and expert reviewer of numerous publications and book chapters. In 2002, she co-authored "Advanced Practice Nurses Role in Palliative Care — A Position Statement from American Nursing Leaders." She has shared her vast knowledge and experience by lecturing widely — regionally, nationally and internationally — and has received multiple grants for innovative research in palliative care.

She serves as faculty for the End-of-Life Nursing Consortium and for the Harvard Medical School Center for Palliative Care, and as an adjunct faculty clinical instructor and graduate student preceptor at the MGH Institute of Health Professions.



Members recently glimpsed at the future of Mass General care delivery during a tour of the hospital's Building for the Third Century.

.....
SUPPORTING ADVANCEMENT

In December 2009, the Massachusetts General Hospital Nurses' Alumnae Association made a \$100,000 leadership gift to establish an endowment fund to support education and research efforts within the Department of Nursing. The fund will help to advance nurse-led initiatives that are designed to improve patient care outcomes through evidenced-based nursing practice.

The Alumnae Association made the commitment as a lasting tribute to the many MGH School of Nursing graduates who remember Mass General and the school as places dedicated both to learning and to the care of patients and families from all socioeconomic backgrounds.

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FACTS & FIGURES

Inpatient Beds	907
Admissions	47,649
Surgical Procedures	38,009
Length of Stay, <i>days</i>	5.72
Observation Admissions	3,599
Occupancy	82.33%
Outpatient Visits, <i>total</i>	1,386,158
MGPO Visits	508,827
Clinic Visits	476,289
Health Center Visits	306,986
ED Visits	88,393
Danvers ACC Visits	6,663

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STAFF IN PCS

Nursing	4,683
Chaplaincy	17
Medical Interpreters	32
Occupational Therapy	38
Orthotics/Prosthetics	7
Physical Therapy	185
Respiratory Care Services	98
Social Service	111
Speech, Language & Swallowing Disorders	36
Other Members	31
Total	5,238

... TO ADVANCE THAT CARE THROUGH INNOVATIVE RESEARCH AND EDUCATION ...



access-ability

Individuals with disabilities across the United States face numerous barriers to healthcare, including limited physical access to and at healthcare facilities, inadequate training of clinical staff treating patients with disabilities, and a lack of access to appropriate equipment and devices for providing care to patients with disabilities.

Since 2003, the MGH Council on Disabilities Awareness (CDA) has guided the organization in moving beyond the mandates of compliance to provide an accessible and welcoming environment for all. “Patients and families face many challenges within a hospital environment,” says Carmen Vega-Barachowitz, MS,

CCC-SLP, the CDA cochair and director of MGH Speech, Language & Swallowing Disorders, “and for a patient with a disability, those challenges can multiply.”

In its short history, the CDA has significantly helped to increase the awareness of disability concerns in order to enhance the hospital environment. This year, though, Mass General joined with Brigham and Women’s Hospital to take its efforts even further. During the summer, both hospitals announced a major collaboration with the Boston Center for Independent Living to launch a comprehensive initiative to improve access and care for people with disabilities.

The plan calls for an ongoing collaboration of the hospitals and disability community, as well as for an ongoing assessment of how well the hospitals are doing to address the needs of people with disabilities. Among the steps identified to help further improve care are removing architectural barriers; purchasing additional medical equipment and devices, such as wheelchair scales, power adjustable exam tables and power door openers, that are accessible for people with disabilities; modifying hospital policies and procedures; and developing a training program for staff who interact with patients and visitors.

This historic initiative stands to serve as a model across Massachusetts and beyond.

... and to improve the health and well-

ADVANCING WORKFORCE DIVERSITY

PCS is dedicated to continuously expanding efforts to increase the number of Mass General employees who reflect the diverse communities served by the hospital. This year, through the generosity and vision of Gil Minor, chairman of the board and former CEO of Owens & Minor, one of the nation's leading distributors of medical surgical supplies, The Institute for Patient Care launched an important initiative.

The Gil Minor Nursing and Health Professions Scholarship Program was set up to provide as many as five \$4,000 scholarships each year to help increase the pipeline of diverse healthcare professionals at the hospital. Scholarships are awarded to diverse applicants who have worked at the hospital

for at least a year and are pursuing a career in nursing, physical or occupational therapy, social work, or speech-



language pathology in an accredited bachelor's degree or higher program. Recipients are also asked to commit to work at Mass General for at least a year following completion of their studies.

Minor wanted to help support new opportunities for Mass General employees — particularly minorities — who were interested in pursuing a degree in nursing or another healthcare profession, all of which are experiencing national staffing shortages. From his own business experience, Minor appreciates that a multicultural workforce is critical to providing the highest quality care to the hospital's patient population.

"The diversity of our own company's team is one of our greatest strengths," says Minor. "Each of our customers, suppliers and teammates, and the communities we serve has a differing view. In order for us to be the best we can be, we must clearly understand the needs and perspectives of each one."

JEFFREY ADAMS, RN, PhD, is a postdoctoral fellow in The Yvonne L. Munn Center for Nursing Research at Massachusetts General Hospital. *Photograph by Richard Green.*



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AGENT OF CHANGE

A distinguished panel of more than 20 judges for the 2009 Arnold Z. Rosoff Awards reached a unanimous decision. They elected to establish an “Agent of Change Award” specifically to honor Deborah Washington, RN, PhD(c), director of PCS Diversity, and the reach and impact of her work in the area of diversity. The Rosoff Awards were created in 1996 to promote greater diversity in Boston advertising and business. They recognize the area’s outstanding diversity initiatives and the amazing people behind them. This was the second year in a row that the PCS Diversity program received a Rosoff Award.

At a ceremony held at the Museum of Fine Arts, the presenters shared that “Deborah has embedded diversity into the cultural DNA of the hospital, particularly

within Patient Care Services, and has helped to advance diversity efforts and initiatives within healthcare organizations throughout the country.” Since assuming her role in 1995, Washington has launched many and far-reaching initiatives, including the development of a culturally-competent care curriculum, cultural rounds to educate staff about potentially sensitive cultural issues, community outreach programs, and educational and scholarship support for minority staff.

She served as a fellow in the inaugural class of the Health Research & Educational Trust Cultural Competence Leadership Program and as a fellow in the Robert Wood Johnson Executive Nurse Fellows Program. In 2007, she was named National “Nurse of the Year for Advancing and Leading the Profession” by *Nursing Spectrum* magazine.

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ERNESTO GONZALEZ AWARD

This year, Carmen Vega-Barachowitz, MS, CCC-SLP, director of Speech, Language & Swallowing Disorders, was named the recipient of the prestigious Ernesto Gonzalez Award for Outstanding Service to the Latino Community. The award is given annually to honor a Mass General employee who has significantly contrib-

uted to improving the experience of Latino patients, families, visitors and/or employees within the hospital or the community at large.

Through her many and far-reaching efforts, Vega-Barachowitz has worked to increase awareness, understanding and visibility for the Latino community. She has helped to create opportunities for the Latino members of the Mass General community to advance their education and their careers. And she has shaped infrastructure programs to sustain the development of these opportunities for years to come. As a lecturer at the MGH Institute of Health Professions, where she is a clinical instructor in the Department of Communication Disorders, Vega-Barachowitz has helped to lay a critical foundation for the clinical competence of the next generation of providers and tomorrow’s clinical leaders.



TALKING THE TALK

The demand for medical interpretation has increased dramatically in recent years, and in 2008, Medical Interpreter Services (MIS) provided language services for patients and families on nearly 60,000 different occasions. While telephone-based interpretation offers one solution for meeting on-demand language needs, face-to-face interpretation remains the gold standard.



Today, an innovative solution is spreading throughout the hospital that effectively combines technology with the personal approach: Video Medical Interpreting. An on-site device consisting essentially of a video phone attached to an IV pole on wheels allows a clinician and patient to interact during their encounter via a Spanish video interpreter. Even in the service's earliest phases, MIS realized improved efficiency and a dramatic increase in calls, as face-to-face interpretations continue to rise. Following the success of a pilot program, the service is currently being rolled out to inpatient and outpatient units throughout the hospital.



This past spring, project leaders Patricia Rowell, former director of Volunteer, Interpreter, Information Ambassadors, and General Store Services, and James Noga, chief information officer, received the prestigious Nathaniel Bowditch Prize from the hospital's Board of Trustees in recognition of their efforts to improve patient care while reducing costs.

... AND TO IMPROVE THE HEALTH AND WELL-BEING OF THE DIVERSE COMMUNITIES WE SERVE.

collaborative governance

Collaborative Governance plays an integral role in shaping and advancing the practice of the various disciplines

that comprise MGH Patient Care Services. Its success rests on the ability to shift clinical decision-making from administrators to clinicians at the bedside. By empowering staff in this way, clinicians are positioned to use their knowledge, experience and commitment to provide the best possible care to patients and families.

2009 HIGHLIGHTS

Diversity Steering Committee: Members collaborated with the Ethics Committee to host “Health Care at the Crossroads — Ethics and Diversity: A Symposium for Providers of Health Care.” Focusing on the influence of ethnicity and culture on healthcare beliefs and the provision of care, the event encouraged constructive conversation. The committees hope to collaborate in the future to continue to advance education and communication.

Ethics in Clinical Practice: Throughout the year, the Ethics Committee co-sponsored multiple events, including the Health Care at the Crossroads Symposium and the Annual Advance Care Planning informational booth for patients, visitors and staff. Members of the committee also participated on a panel at the Eighth Annual Massachusetts Association of Registered Nurses spring meeting titled “The Ethics Imperative in Nursing.”

Nursing Practice Committee: The success of the electronic record project is driven by direct input from clinicians. To aid in this process, the Nursing Practice Committee collaborated with the Acute Care Documentation team to study how nurses throughout the

hospital collect and process data and information on patients. Upon completion, the electronic record project will enhance the level of care provided to patients.

Nursing Research Committee: Celebrating Nursing Research Day, the committee welcomed Linda Aiken, PhD, RN, FAAN, as the Yvonne L. Munn Visiting Professor at the 2009 Nursing Research Expo. During the exposition, the hospital's hallways were filled with 26 posters authored by Mass General nurses. Most described original research, while others relayed key information about performance improvement initiatives and research utilization.

Patient Education Committee: Members of this committee implemented the National Patient Safety Foundation's “Ask Me 3” program in the Occupational Therapy (OT) Department. This pilot program encourages patients to ask their healthcare provider three basic questions: What is my main problem? What do I need to do about it? Why is this important? Anecdotal data showed that patients liked the program, and OT staff thought the approach resulted in patients being more engaged in their care.

Quality Committee: The Quality Committee played an important role in preparing the Patient Care Services community for the hospital's August survey by The Joint Commission. Throughout that survey, Mass General staff consistently and confidently offered examples of the various ways in which the hospital meets National Patient Safety Goals. Surveyors frequently commented on how passionate Mass General clinicians were about providing patients the highest level of care.

Staff Nurse Advisory Committee: Members of this committee provide critical two-way communication between nursing leadership and clinical nurses, advising on quality and safety matters, advocating for patient and family needs, and examining issues with equipment and supplies. They disseminated information regarding key hospital initiatives such as the hospital's Building for the Third Century, and they provided input into the planning of critical hospital rollouts, such as a Rapid Response Team, designed to respond to early recognition of significant changes in patient condition.

PROFESSIONAL ACHIEVEMENTS

STATE AND REGIONAL

Barbara Blakeney, RN, MS

The Center for Innovations in Care Delivery
2009 *Living Legends in Massachusetts Nursing Award, Massachusetts Association of Registered Nurses*

Edward Coakley, RN, MEd, MA, MSN

The Center for Innovations in Care Delivery
Mary A. Manning Mentoring Award, Massachusetts Association of Registered Nurses

Katherine Fillo, BSN, MPH, RN-BC

General Medicine
Fellow, Massachusetts Institute for Community Health Leadership

Catherine Griffith, RN, PhD(c)

Clinical Research Center
2009 Donald J. White Excellence in Teaching Award, Boston College

Audrey Jasey, RN, BSN, CMSRN

General Medicine
Excellence in Nursing Award, New England Regional Black Nurses Association

Dorothy Jones, RN, EdD, FAAN

The Yvonne L. Munn Center for Nursing Research
Excellence in Research Award, Massachusetts Association of Registered Nurses

MGH Patient Care Services

Bell Ringer Award, Annual Report Category
Publicity Club of New England

Kathleen Miller, RN, MA, PhD

Community Health Associates
Tufts Foundation Awards Grant to Senior Wellness, 2009 and 2010

Deborah Washington, RN, PhD(c)

PCS Diversity Program
Arnold Z. Rosoff Inaugural "Agent of Change" Award, The Ad Club of Boston

Ann Zaia, NP-C, SM, MSN, MHA, CHS, CHE, COHN-S

Occupational Health Services
2009 Nurse Excellence Award, Greater Boston Chapter, The Massachusetts Association of Occupational Health Nurses

PATIENT CARE SERVICES

Kathryn Beauchamp, RN, MSN, CCRN, CCNS

Pediatric ICU
2009 Yvonne L. Munn Nursing Research Award

Kathleen Blais, RN

Infusion
Norman Knight Preceptor of Distinction Award

Sarah Brown, RN

General Medicine
Paul W. Cronin and Ellen S. Raphael Award for Patient Advocacy

Kathleen Cote, RN, NP

Gillette Center for Breast Cancer
Marie C. Petrilli Oncology Nursing Award

Kelly Cruise, RN

Neuroscience
Jean M. Nardini, RN, Nurse of Distinction Award

Jennifer Dubose, LPN

Clinical Pathology
African American Pinning Ceremony Honoree

Maudeline Forrester, Unit Service Associate
General Medicine
The Anthony Kirvilaitis Jr. Partnership in Caring Award

Grace Good, RN

Team 5, General Medicine
Brian M. McEachern Extraordinary Care Award

Raymond Hawkins

Operating Room
African American Pinning Ceremony Honoree

Ann Haywood-Baxter, MDiv, BCC

Chaplaincy
Stephanie M. Macaluso, RN, Excellence in Clinical Practice Award

Audrey Jasey, RN

General Medicine
African American Pinning Ceremony Honoree

Michelle Knowles, APRN-BC

Hematology/Oncology
2009 Yvonne L. Munn Nursing Research Award

Tracey Lafferty, RN, MSN

Hematology/Oncology
2009 Yvonne L. Munn Nursing Research Award

Anne Lamontagne, RN

Pediatrics
2009 Yvonne L. Munn Nursing Research Award

Colleen Lowe, MPH, OTR/L, CHT

Physical & Occupational Therapy Services
Stephanie M. Macaluso Award for Excellence in Clinical Practice

Jennifer Mello, MS, CCC-SLP

Speech, Language, & Swallowing Disorders
Stephanie M. Macaluso, RN, Excellence in Clinical Practice Award

Brenda Miller, RN

Pediatric ICU
2009 Yvonne L. Munn Nursing Research Award

Kathleen Murphy, RN

Hematology/Oncology
Marie C. Petrilli Oncology Nursing Award

Christine O'Neill

General Medicine
The Anthony Kirvilaitis Jr. Partnership in Caring Award

Ellen Robinson, RN, PhD

The Institute for Patient Care
Yvonne L. Munn Nursing Post-Doctoral Fellowship

Cheryl Slater, RN

Neonatal ICU
Orren Carrere Fox Award for Newborn Intensive Care Unit Caregivers

Pedro Torres

Neurology
The Norman Knight Clinical Support Excellence Award

MGH

Katie Binda, LICSW

Social Service
the one hundred, MGH Cancer Center

Pamela Bowers, LICSW

Social Service
Family Centered Care Award

Mary Susan Convery, MSW, LICSW

Social Service
the one hundred, MGH Cancer Center

Julie Cronin, RN

Gynecology
Oncology Nursing Career Development Award

Carol Ghiloni, RN

The Norman Knight Nursing Center for Clinical & Professional Development
the one hundred, MGH Cancer Center

Cynthia Johnson, RN, MSN

Clinical Nursing Services
2009 Nursing Appreciation Award, Internal Medicine Residency Program

Elyse Levin-Russman, LICSW
Social Service
the one hundred, MGH Cancer Center

Hannah Lyons, RN-BC, MSN, AOCN
General Medicine
the one hundred, MGH Cancer Center

Mary McKinley, RN
Psychiatry

Margaret Callen, RN
Psychiatry
*Susan M. Dasilva Award for Excellence in
Psychiatric Nursing Care*

Kathleen Miller, RN, MA, PhD
MGH Community Health Associates
Kenneth B. Schwartz Fellowship in Pastoral Care

Carmen Vega-Barachowitz, MS, CCC-SLP
Speech, Language & Swallowing Disorders
*Ernesto González Award for Outstanding
Contributions to the Latino Community*

Mary Zwirner, RN, MSN, MSW, LICSW,
Social Service
the one hundred, MGH Cancer Center

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NATIONAL
.....

Gaurdia Banister, RN, PhD
*Member, Distinguished Alumni, Austin School
of Nursing, University of Texas at Austin*

Constance Dahlin, APRN, BC, ACHPN
Palliative Care Services
*2009 Member Appreciation Certificate,
Hospice and Palliative Nurses Association*

Patricia Dykes, DNSc, RN
Diane Carroll, RN, PhD
The Yvonne L. Munn Center
for Nursing Research
Ann Hurley, DNSc, RN
Ronna Gersh-Zaremski, RN, MSN

Ann Kennedy, RN, MSN
Neurology
Janice Kurowski, RN
Kim Tierney, RN
Angela Benoit, BA
Frank Chang, MSE
Stuart Lipsitz, ScD
Justine Pange, BS
Ruslana Tsurkova, MS
Lyubov Zuyov, RN
Blackford Middleton, MD, MPH
*Harriett Werley Award, American Medical
Information Association*

Grace Good, RN
Team 5
*2009 Nursing Spectrum Excellence Award
Clinical Care*

Cynthia Hayes, RN, BA, CCM
Case Management
Shirley Biddle, RN

Lucia Coale, MSW, LICSW
Social Service

Eleanor Coughlin, RN
Transplant

Kitty Craig-Comin, LICSW
Social Service

Tony Digiovine, RN
Burns/Transplant
Jay Fishman, MD

Patricia Flaherty, NP
Transplant

Jayne Galley-Reilley, RN
Transplant

Kelly Gramstorff, RN
Transplant

Coral Haggan, RN, BSN
Cardiology
Nina Hall, RN

Sally Keck, RN, MS
Cardiology

(continued)

Eileen Keegan, LICSW
Social Service

Anne Marie King, RN
Transplant

Marissa Legare, RN
Transplant
Ellen MacLaughlin, PFS

Jackie Mulgrew, PT, CCS
Physical Therapy

Susan Noska, RN
Transplant

Karen Tanklow, MSW, LICSW
Social Service

Debra Whitaker, RN, BSN, CNN
Transplant
*Silver Award, Patient Education, 16th Annual
National Health Information Awards*

**Dean Hess, PhD, RRT, FAARC,
FCCP, FCCM**
Respiratory Care Services
*Shubin-Weil Master Clinician/Teacher:
Excellence in Bedside Teaching Award,
Society for Critical Care Medicine*

Nancy Kays, RN
Case Management

Karen Pickell, RN, NP
General Medicine, White 11
Andrew Karson, MD, MPH,
Rhodes Berube, MPH
Hasan Bazari, MD

Theresa Gallivan, RN, MS
Associate Chief Nurse

Susan Morash, RN
General Medicine, White 11
Xiu Liu, MS
*2009 Best Display of Topic, American Case
Management Association*

Adele Keeley, RN, MA
Medical ICU
*2009 Nursing Spectrum
Excellence Award, Management*

Barbara Lakatos, PMHCNS-BC, APN
Virginia Capasso, ANP-BC, PhD
The Norman Knight Nursing Center for
Clinical & Professional Development
Monique Mitchell, PMHCNS-BC, APN
Susan M. Kilroy, MS, RN
General Medicine
Mary Lussier-Cushing, PMHCNS-BC, APN
Psychiatry
Laura Sumner, MEd, MBA, MSN
The Norman Knight Nursing Center for Clinical
& Professional Development
Jennifer Repper-Delisi, PMHCNS-BC, APN
Psychiatry
Erin Kelleher, MS, RN
Leslie Delisle, RN, BSN
Psychiatry
Constance Cruz, PMHCNS-BC, APN
Psychiatry
Theodore Stern, MD
*Honorable Mention, Dorfman Award for
Best Original Research, Academy of
Psychosomatic Medicine*

Debra Mahoney, LPN
Specialties Department, MGH Revere
HealthCare Center
*Dermatology Nursing Association Outstanding
Community Service Award*

Krista Rubin, RN, MS, FNPC
Hematology/Oncology
*2010 ONS Excellence in Cancer Prevention &
Early Detection Award, Oncology Nursing Society*

The MGH Transplant Center
*Silver Award, Patient Education Category, 16th
Annual National Health Information Awards*

STATE AND REGIONAL

Joanna Akladiss, MS, OTR/L, CHT

Splinting Lab and Lecture
Tufts University, Medford, MA

Mary Amatangelo, MS, ACNP-BC, CCRN

Stroke: An Overview, Enhancing Recognition and Treatment Confidence
Saint Anselm College, Manchester, NH

Gaurdia Banister, RN, PhD

Our Work Isn't Finished Yet
Excellence in Nursing Awards, New England Regional Black Nurses Association, Boston, MA

Gaurdia Banister, RN, PhD

Leading Change: The Power of Nursing
Nursing Spectrum Nursing Excellence Awards Celebration, Burlington, MA

Paul Bartush, CAVS

Beyond the Basics: A Strategic Approach to Advancing Volunteer Services
Annual Spring Conference, New England Association of Directors of Healthcare Volunteer Services, Plymouth, MA

Marianne Beninato, PT, DPT, PhD

The Accuracy of Individual Berg Balance Scale Items for Classifying People with Chronic Stroke According to Fall History
Massachusetts Chapter, American Physical Therapy Association, Norwood, MA

Barbara Blakeney, RN, MS

Innovation in Nursing
Regional Meeting, New England Organization of Nurse Executives, Burlington, MA

Richard Brandolini, RN

The Smart Pill
Management of Motility and Functional Bowel Disease: Clinical Cases and Practical Lab
Burlington, MA

Marie Brownrigg, PT, MS

Healthy Backs and Back Packs
Chelsea High School, Chelsea, MA

Amanda Bulette Coakley, RN, PhD

Anne-Marie Barron, RN, PhD
An Introduction to Therapeutic Touch and an Exploration of Factors that Facilitate the Integration of Therapeutic Touch in Nursing Practice on an Inpatient Oncology and Bone Marrow Transplant Unit
Eastern Nursing Research Society, Boston, MA

Amanda Bulette Coakley, RN, PhD

Teresa Vanderboom, RN, MSN
Alternative Approaches to Care
The Third Annual Care of the Patient With Vascular Disease Conference, Boston, MA

Gae Burchill, MHA, OTR/L, CHT

Hand and Upper Extremity Rehabilitation II – Management of Flexor Tendon Injuries
Tufts University, Medford, MA

Gae Burchill, MHA, OTR/L, CHT

Suzanne Curley, MS, OTR/L, CHT
Flexor and Extensor Injuries and Splinting – Lab
Tufts University, Medford, MA

Hand and Upper Extremity Rehabilitation II –

Splinting for Flexor and Extensor Tendons
Tufts University, Medford, MA

Anatomy of the Flexor/Extensor Tendons

Tufts University, Medford, MA

Stages and Management of Wounds

Tufts University, Medford, MA

Virginia Capasso, ANP-BC, PhD

The Importance of Writing in My Career as a Nurse
Downey Elementary School, Westwood, MA

Wound Care: What Really Works

Harvard Medical School Vascular and Endovascular Surgery Conference, Boston, MA

Managing Challenging Wounds

Northeast Regional Nurse Practitioner Conference, Newton, MA

Jennifer Cardella, MS, OTR/L

Jessica Ranford, MS, OTR/L
A Function-Based Approach to Cognitive-Perceptual Assessment: The A-ONE
Tufts University, Medford, MA

Diane Carroll, RN, PhD, FAAN

Translating Fall Risk Status into Interventions to Prevent Patient Falls in Acute Care Hospital
Second Annual Research Symposium, Northeastern University, Boston, MA

Kathy Clair-Hayes, LICSW

Advancing Your Message: Increasing Your Volunteer Program's Visibility Using Plain Language Techniques
New England Association of Directors of Healthcare Volunteer Services Annual Spring Conference, Plymouth, MA

Elizabeth Cole, PT, CLT-LANA

Pelvic Physical Therapy Level II
American Physical Therapy Association, Warwick, RI

Lauren Corbett, MS, OTR/L

Karen Huefner, MS, OTR/L
Integrating Evidence-Based Literature in OT Practice
Tufts University, Medford, MA

Rachel Corneau, RN

A Quality Improvement Tool for Assessment of INRs 5.0 or Greater
Third Dawn AC North American User Group Meeting, Boston, MA

Jennifer Corry, MS, OTR/L

Jessica Ranford, MS, OTR/L
The A-ONE: Neurobehavioral Assessment of Function
Boston University, Boston, MA

Marie Creech, PT, DPT, ATC

New Times, New Technologies: An Introduction to Office Ergonomics
Asian-American Journalist Association, Boston, MA

Suzanne Curley, MS, OTR/L, CHT

Professionalism
Tufts University, Medford, MA

Extensor Tendon Injuries

Tufts University, Medford, MA

Constance Dahlin, ANP, BC, ACHPN, FPCN, FAAN

Caring for Dying Patients at Home
APN Practice in Palliative Care
Practical Aspects of Palliative Medicine, Boston, MA

Cutting Edge in Hospice and Palliative Care

Old Colony Hospice National Hospice Month Celebration, Stoughton, MA

Rejuvenating the Spirit: Providing Humanitarian Care

Annual Event, Boston Oncology Nursing Society, Cambridge, MA

Devon DiClerico, ACNP, MSN
Update on Wound Care
Institute of Health Professions, Charlestown, MA

Robert Dorman, PT, DPT, GCS
The Physical Therapy Management of the Patient with Burns: Acute Care and Beyond
Boston University, Boston, MA

Denise Dreher, RN, CRNI
Venous Access Devices
Nantucket Cottage Hospital, Nantucket, MA

Patricia Dykes, DNSc, RN
Diane Carroll, RN, PhD, FAAN
Fall Prevention in Hospitals
Partners Quality Summit, Boston, MA

Fall Prevention in Hospitals
New England Nurse Informatics Consortium, Waltham, MA

Corin Giger, RN
Effective Communication Strategies for Patient Care Using Tools in Dawn AC
Third Dawn AC North American User Group Meeting, Boston, MA

Marion Growney, RN, MSN, ACNP
Radiology Cliffnotes:
What to Order and When
16th Annual Northeast Regional Nurse Practitioner Conference, Newton, MA

Dean Hess, PhD, RRT, FAARC, FCCP, FCCM
Advances in Mechanical Ventilation. First Do No Harm
Massachusetts Society for Respiratory Care, Sturbridge, MA

Jeanette Ives Erickson, RN, MS, FAAN
The Nurse Scientist Role:
Creating a Culture of Research
Eastern Nursing Research Society, Boston, MA

Advancing the Practice of Patient- and Family-Centered Care: The Role of the Nurse Executive
Institute for Family-Centered Care Conference, Boston, MA

Carol Harmon Mahony, MS, OTR/L, CH
Fracture Management
Tufts University, Medford, MA

Wrist Injuries
Tufts University, Medford, MA

Ann Jampel, PT, MS
Aaron Moore, PT, DPT
Clinical Instructor Case Presentation
New England Consortium of Academic Clinical Coordinators, Tewksbury, MA

Marian Jeffries, RN, MSN, ACNS BC, FNP-C
Susan Gavaghan, RN, MSN, ACNS BC, CCRN
Tracheostomy Quality Team Initiative:
Developing a Tracheostomy Care Algorithm to Improve the Continuity of Care
Respiratory Nursing Society Conference, Boston, MA

Rebecca Johnston, NP, MS
Update on Wound Care
Boston College, Chestnut Hill, MA

Janet King, RN
Approach to GI Motility Patient from a Testing Perspective
Management of Motility and Functional Bowel Disease: Clinical Cases and Practical Lab
Burlington, MA

Evelyn Lauture, MSW, LICSW
Sexual Abuse and Its Effects on Mental Health Breaking the Silence: Myths, Facts, and Disparities of Mental Health in the Haitian Community
8th Annual Haitian Health Career Seminar, Boston University School of Medicine, Boston, MA

Suy-Sinh Law, PT, OCS, M-AC
Fall Prevention
South Cove Foundation, Boston, MA

Colleen Lowe, MPH, OTR/L, CHT
Sensation and Sensibility
Tufts University, Medford, MA

Case Presentation: Sensorimotor Reeducation in the Treatment of Complex Regional Pain Syndrome
Brigham and Women's Hospital, Boston, MA

Evaluation and Treatment of Work-Related Musculoskeletal Disorder
Tufts University, Medford, MA

Bessie Manley, RN, MPA/HA
Joanne Parhiala, RN
Professional Practice, Our Journey Together
Exeter Hospital Nursing Symposium, Exeter, NH

Mary McKenna Guanci, MS, RN, CNRN
The Neuroscience Patient: Assessment and Collaborative Care Strategies
Intensive Care Nursing Review Series, Concord Hospital, Concord, NH

Patricia Mian, RN, APN-BC
Being There: Family Presence During Trauma Resuscitation ED Through SICU
Trauma and Critical Care Symposium, Harvard Medical School, Boston, MA

Sally Millar, RN, MBA
Medication Reconciliation: the MGH Story
New England Nursing Informatics Consortium, Wellesley, MA

Walter Moulaison, RN, MSN
Risk Class Assessment/Risk Stratification and Developing a Nursing Workload Measurement System
Third Dawn AC North American User Group Meeting, Boston, MA

Janet Mulligan, RN, MS
Using Quality Initiatives for Catheter Selection
Quarterly Meeting, Massachusetts Chapter, Association for Vascular Access

Danny Nunn, MS, CCC-SLP
Clinical Aspects of Speech and Hearing (Dysphagia)
Speech and Hearing Bioscience and Technology Program, MIT-Harvard Division of Health Sciences, Boston, MA

Suzanne O'Connor, RN, MSN, APN
Wanda Quatrala, RN, C, MSN, MBA, CCM, ACM
How Conflict and Negotiation Expertise Improves Outcomes
16th National Institute of Case Management Conference, Boston, MA

Lynn Oertel, MS, ANP
Overview and History of AMS at MGH
Third Dawn AC North American User Group Meeting, Boston, MA

Gayle Olson, MS, ATC, PES

Proper Care of Sports Injuries for Children with Special Needs

New England Revolution Soccer Camp, Foxboro, MA

Getting Old is for the Birds

Walpole Council on Aging, Walpole, MA

Gayle Olson, MS, ATC, PES

Jillian Vai, PT, MS

ACL Prevention Program

Brigham and Women's/Mass General Health Care Center, Foxboro, MA

Gayle Olson, MS, ATC, PES

James Zachazewski, PT, DPT, ATC, SCS

What's the imPACT Concussion

Testing all About?

Fall Meeting, Athletic Directors of the

Hockomock League, Wrentham, MA

Physical Education Nurses and Teachers,

Foxboro High School, Foxboro, MA

Athletes and Parents, Foxboro High School,

Foxboro, MA

Rosemary O'Malley, RN, MSN, MBA

Electronic Medication Administration Record (eMAR) with Bar Code Scanning: Implementation Strategies

Transforming Nursing Practice: Improving Care through Technology Conference, Massachusetts Association of Registered Nurses, Randolph, MA

Jennifer O'Neil, RN

Effective Communication Strategies

Within the Hospital Community Using Tools in Dawn AC

Third Dawn AC North American User Group Meeting, Boston, MA

Mary Orencole, MS, APRN

The History and Pathophysiology of Atrial Fibrillation

Third Annual Allied Health Symposium for Atrial Fibrillation, Boston, MA

Donna Perry, RN, PhD

Reclaiming Dignity: Palestinian

Members of Combatants for Peace

Annual Meeting, Middle East Studies Association, Boston, MA

Wanda Quatrala, RN, C, MSN, MBA,

CCM, ACM

Suzanne O'Connor, RN, MS, CS

Conflict

Annual Conference, American Case Management Association, Boston, MA

Jennifer Repper-DeLisi, RN, MS

Managing Treatment Interference: Ineffective

Coping, Addiction, and Personality Disorders

Psychiatric Nursing Update, North Shore Medical Center, Salem, MA

Todd Rinehart, MSW, LICSW

Vicki Jackson, MD, MPH

The Program in Palliative Care

Education and Practice

Harvard Medical School Center for Palliative Care, Cambridge, MA

Palmie Riposa, RN

Dawn AC Role in AMS Nurse Management of Bridging Patients

Third Dawn AC North American

User Group Meeting, Boston, MA

Ellen Robinson, RN, PhD

Reverend Thomas Mahoney

Caring for Loved Ones at the End of Life

Holy Family Parish, Duxbury, MA

(continued)

Care of Loved Ones at End of Life:

A Talk for the Lay Community

All Saints Episcopal Church, Stoneham, MA

Ethical Issues in Case Management Practice:

Ethical Analysis and Strategy

Annual Conference, Case Management

Society of New England, Worcester, MA

Kyle Rodenhi, PT, MSPT

Golf Fitness Evaluations/Training

and Golf Specific Exercises

LPGA Golf Clinics for Women, Sharon, MA

Katherine Russo, OTR/L, CHT

Trauma in the Upper Extremity

Tufts University, Medford, MA

Dynamic Splinting with Early Range of Motion

After Zone 4/5 Extensor Tendon Repairs

New England Hand Society, Sturbridge, MA

Edgar Savidge, PT, DPT, OCS

Rehabilitation of Femoroacetabular Impingement

Sports Medicine 2009: Advances in MRI and

Orthopaedic Management, Boston, MA

Injury Prevention and Stretching Clinic

Leukemia and Lymphoma's Team in Training,

Wakefield, MA

David Scholl, RN

Wireless pH Capsule-BRAVO

Management of Motility and Functional

Bowel Disease: Clinical Cases and Practical Lab

Burlington, MA

Sharon Serinsky, MS, OTR/L

Helping Preschoolers with Sensory Processing

Beacon Hill Nursery School, Boston, MA

Irina Seliverstov, RN

Dawn AC Role in AMS Nurse Management of Induction Patients

Third Dawn AC North American User Group Meeting, Boston, MA

Alison Squadrito, PT, DPT, GCS

Senior Wellness Fair

Geriatric Special Interest Group, American Physical Therapy Association of Massachusetts, Boston, MA

Nancy Sullivan, MBA, CMAC

Laurie Huber, RN

CM Staff Perceptions Survey:

Recruitment and Retention

Annual Conference, American Case Management Association, Boston, MA

Rosalie Tyrrell, RN, MS, CS

Understanding and Leading a

Multigenerational Workforce

10th Annual Building Strategies for Success

Conference, The Case Management Society of New England, Randolph, MA

VA Medical Center, West Roxbury, MA

Annual New and Emerging Leader Seminar,

Massachusetts Organization of Nurse Executives,

Waltham, MA

Teresa Vanderboom, RN, MS,

ANP-BC, CORN

Assessment, Treatment, and Prevention

Strategies for Stroke

16th Annual Northeast Regional Nurse

Practitioner Conference, Newton, MA

Anne Viser, PT, DPT, OCS, ATC

Lisa Woodbury, ATC

Athletic Trainers –

ACL Injury Prevention Clinic

Cambridge Rindge and Girls Latin Soccer

Programs, Cambridge, MA

Kathy Walsh, RN, PhD

The Art of Healing Presence:
The Essence of Nursing Practice
*Inaugural Spirituality and Nursing Conference,
Boston, MA*

James Zachazewski, PT, DPT, SCS, ATC

Foot and Ankle Disorders and Injuries
Foxboro Community Center, Foxboro, MA

Arthritis and Joint Replacement
Sports Injuries: High School to the NFL
Sports Induced Concussions
Foxborough Healthcare Center, Foxborough, MA

Rehabilitation of Rotator Cuff Injuries
Springfield College, Springfield, MA

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Mary Amatangelo, MS, ACNP-BC, CCRN

Stroke as a Traumatic Event
*41st Annual American Association of Neurosci-
ence Nurses Educational Meeting, Las Vegas, NV*

Paul Arnstein, RN, PhD

Pain as Policy: Effect on Quality
and Compliance
The Pain Paradox: Providing Effective Relief
While Mitigating Risk
*Annual Scientific Meeting, American Pain
Society, San Diego, CA*

Kate Barba, RN, MS, GNP-BC

Grace Good, RN, MSN, ACNP-BC
Delirium in the Acute Care Patient: Recogni-
tion, Diagnosis and Treatment
*2009 National Clinical Conference, American
College of Nurse Practitioners, Albuquerque, NM*

Paul Bartush, MM, CAVS

Beyond the Basics: A Strategic Approach
to Advancing Volunteer Services
Positive Solutions to the Economic Impact
in our Volunteer Departments
**Annual Conference, Association of Healthcare
Volunteer Resource Personnel, Phoenix, AZ**

Virginia Capasso, ANP-BC, PhD

Hastening Wound Healing: Evidence
Based Strategies
Hands-on Wound Care
*27th Annual Convention, Society for Vascular
Nursing, Denver, CO*

Gino Chisari, RN, MSN

LPN Scope of Practice in Infusion Therapy
*Annual Meeting, Infusion Nurses Society,
Nashville, TN*

Katherine Clair-Hayes, MSW, MA, LICSW

Advancing Your Message: Increasing Your
Visibility Using Plain Language Techniques
*Annual Conference, Association for Hospital
Volunteer Resource Personnel, Phoenix, AZ*

**Constance Dahlin, ANP, BC, ACHPN,
FPCN, FAAN**

From Theory into Practice: The Heart of the
National Consensus Project
*Third Annual Clinical Practice Forum, Hospice
and Palliative Nurses Association, Pittsburgh, PA*

Through the Looking Glass: APN Billing
and Reimbursement
Maintaining and Sustaining a Palliative
Care Service for APNs

(continued)

Mentoring
Maintaining a Culture of Change:
The National Consensus Project

Promoting Education in the Intensive Care Unit
*Annual Assembly, American Academy of Hospice
and Palliative Medicine and Hospice and
Palliative Nurses Association, Austin, TX*

Sheila Davis, DNP, ANP-BC, FAAN

Stephanie Ahmed, DNP, FNP-BC
Valerie Fuller, DNP, FNP-BC
Three Views on Practice in the Clinical Nursing
Doctorate: Limiting or Liberating
*The 2nd National Conference on the Doctor
of Nursing Practice, Hilton Head Island, SC*

Joan Doody, RN, MS, ANP-BC

Integrative Medicine and Alternative Therapies:
A Review of Holistic Approaches to
Patient Care
*2009 American Association of Heart Failure
Nurses Annual Meeting, Minneapolis, MN*

Carol Harmon Mahony, MSD, OTR/L, CHT

Contemporary Perspectives of Hand Fractures
and Dislocations
*31st Annual Meeting, American Society of
Hand Surgeons and American Society of Hand
Therapists, San Francisco, CA*

Jane Harker, RN, MS, BSN, CGRN

Christopher Robbins, RN, BSN, CGRN
I'll Take Interesting GI Cases for \$200, Alex
*36th Society of Gastroenterology Nurses and
Associates, St. Louis, MO*

**Dean Hess, PhD, RRT, FAARC,
FCCP, FCCM**

Mechanical Ventilation and the
Equation of Motion
Society of Critical Care Medicine, Nashville, TN

Mechanical Ventilation of the Patient
with ARDS
Noninvasive Positive Pressure Ventilation
Mechanical Ventilation of the Patient
with Asthma
American College of Physicians, Philadelphia, PA

Noninvasive Ventilation: Optimizing
Technique, Minimizing Failure
Measurements of Respiratory Mechanics:
the Value of the Transpulmonary Pressure
Using Ventilator Waveforms to Your
Clinical Advantage
American Thoracic Society, San Diego, CA

Optimizing Mechanical Ventilation
*Eleventh Annual Rainbow Respiratory
Conference, Cleveland, OH*

Approaches to Difficult Weaning and
Mobilization in the ICU
*Cardiovascular Thoracic Critical Care Congress,
Washington, DC*

Teamwork in the ICU
*Didier Lecture/Critical Care Grand Rounds,
Mayo Clinic, Rochester, MN*

Sandra Hession, RN, BSN, CGRN

Janet King, RN, BSN, CGRN
Deborah Palmer, RN, MS, CGRN
Motility: The Bridge to Opportunity
*36th Society of Gastroenterology Nurses and
Associates, St. Louis, MO*

Jeanette Ives Erickson, RN, MS, FAAN
Quality Innovation in Nursing
Institute for Healthcare Improvement, Annual National Forum on Quality Improvements in Healthcare, Orlando, FL

Robert Kacmarek, PhD, RRT, FCCM, FCCP, FAARC
Proportional Assist Ventilation and Neurally Adjusted Ventilatory Assist Pressure vs. Volume Ventilation APRV, PRVC, and ASV
Society of Critical Care Medicine Annual Meeting, Nashville, TN

Spirometry Outside the Pulmonary Function Laboratory
The Respiratory Therapist 2015
2009 Focus Conference, Orlando, FL

Indications for Non-Invasive Ventilation
Clinical Application of Non-Invasive Ventilations
Weaning From Ventilatory Support
Ventilation and Ventilator Modes for ARDS: What Do We Really Need in a Ventilator?
47th Annual USC Weil Symposium on Critical Care and Emergency Medicine, Rancho Mirage, CA

Mechanical Ventilation: The Basics
Pediatric Critical Care Review Course, Society of Critical Care Medicine, San Francisco, CA

(continued)

6 mL/kg Tidal Volume is not Appropriate for all Patients with ARDS
Newer Modes: Pressure Regulated Volume Controlled Ventilation (PRVC), Airway Pressure Release Ventilation (APRV) and Proportional Assist Ventilation (PAV)
Annual Meeting, American College of Chest Physicians, San Diego, CA

Closed-Loop, Control of Modes of Ventilation
How Do I Recruit the Lung?
Mechanical Ventilation in Acute Hypoxemic Respiratory Failure
Non-Invasive Ventilation-Indications and Application
Annual Meeting, American Association for Respiratory Care, San Antonio, TX

Joanne Kaufman, RN, MPA
Eric Weil, MD
Improving Patient Safety in High-Cost Medicare Beneficiaries: The Mass General Care Management Program
Annual Congress, National Patient Safety Foundation, Washington DC

Betsy Lang, LICSW, OSW-C, CT
When the Face Across the Room Reflects My Own: Countertransference and Workplace Burnout
10th Clinical Team Conference, National Hospice and Palliative Care Organization, Denver, CO

Colleen Lowe, MPH, OTR/L, CHT
Nerve Dysfunction Association with Upper Limb Fractures
31st Annual Meeting, American Society of Hand Surgeons and American Society of Hand Therapists, San Francisco, CA

Diana Mason, RN, PhD, FAAN
Amanda Stefancyk, RN, MSN, MBA, CNML
Keynote Address: Nursing Solutions to Improving Care in Clinical Settings
Advancing Excellence in Nursing Practice Conference, American Journal of Nursing, Chicago, IL

Mary McKenna Guanci, MS, RN, CNRN
Complex Case Studies in Stroke: The Use of Mild Hypothermia and Normothermia to Minimize Brain Insult
41st Annual American Association of Neuroscience Nurses Conference, Las Vegas, NV

Jackie Mulgrew, PT, CCS
Management of the Acute Care Patient
Anne Arundel Medical Center, Annapolis, MD

Jackie Mulgrew, PT, CCS
Alison Squadrito, PT, DPT, GCS
Management of the Acute Care Patient
New England Sinai Hospital, Stoughton, MA
Englewood Hospital, Englewood, NJ
Mission Hospital, Asheville, NC
Provena Health Institute and Therapy Center, Aurora, IL
Duke Raleigh Medical Center, Raleigh, NC
Saint Vincent's Hospital, Jacksonville, FL

Matthew Nippins, PT, DPT, CCS
Incorporating Exercise Assessment into Outpatient Cystic Fibrosis Clinic Visits
2009 North American Cystic Fibrosis Conference, Minneapolis, MN

Lynn Oertel, RN, MS, ANP, CACP
Is Patient Self-Testing a Good Thing?
10th National Conference of the Anticoagulation Forum on Anticoagulation Therapy, San Diego, CA

Gayle Olson, MS, ATC, PES
Injury Care at Your Fingertips
Manual Therapy Techniques for Athletic Trainers, District 5 National Athletic Trainers Association Convention, Omaha, NB

Mary Orencole, MS, APRN
Device Features for Information and Optimization
Multidisciplinary Care of Patients Receiving Cardiac Resynchronization Therapy
Significantly Improves Clinical Outcomes
31st Annual Meeting, Heart Rhythm Society, Boston, MA

Todd Rinehart, MSW, LICSW
Vicki Jackson, MD
Todd Hultman, RN
An Interdisciplinary Approach to Supporting Patients and Families in Emotional Distress
Annual Assembly, American Academy of Hospice and Palliative Medicine and Hospice and Palliative Nurses Association, Austin, TX

Jennifer Repper-DeLisi, APRN, BC
Consultation for Behavior Management
Academy of Psychosomatic Medicine, Miami, FL

Barbara Roberge, RN, PhD
Ellen Mahoney, RN, DNS
A Randomized Control Trial of a Nursing Communication Intervention Transitioning into the Hospital
Annual Meeting of The Gerontological Society of America, Atlanta, GA

Ellen M. Robinson, RN, PhD
Angelika Zollfrank, MDiv, BCC
Katherine Brown Saltzman, RN, MA
James Hynds, PhD, LLB
Moving Beyond Traditional Ethics
Consultation: Case Studies at the End of Life
Annual Meeting of the American Society of Bioethics and Humanities, Washington, DC

Jennifer Robinson, RN, CNRN
Raising Awareness of Heparin-Induced
Thrombocytopenia in the Subarachnoid
Hemorrhage Patient
*American Association of Neuroscience Nursing
National Meeting, Las Vegas, NV*

Krista Rubin, RN, MS, FNP-C
Melanoma: A Unique Cancer Among Cancers
*Scripta Oncology Nursing Symposium,
San Diego, CA*

Ellen Silvius, RN, BSN
Chronic Pediatric Constipation
*36th Society of Gastroenterology Nurses and
Associates, St. Louis, MO*

Elizabeth Speakman, LICSW
Mindfulness Based Strategies with Domestic
Violence Survivors
*Family Violence Prevention Fund Conference,
New Orleans, LA*

Amanda Stefancyk, RN, MSN, MBA, CNML
The Role of the Nurse Manager in TCAB
*Transforming Care at the Bedside Learning
Session, New Jersey Hospital Association, New
Brunswick, NJ*

Theodore Stern, MD
Jeanne McHale, APRN, BC
Jennifer Repper-DeLisi, APRN, BC
Mary Lussier-Cushing, APRN, BC
Interdisciplinary Simulation to Enhance
Management of Changes in Mental Status:
Content, Theory, and Practice
Academy of Psychosomatic Medicine, Miami, FL

James Zachazewski, PT, DPT, ATC, SCS
Flexibility and Stretching
*American Academy of Physical Medicine and
Rehabilitation, Austin, TX*

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INTERNATIONAL
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Gaurdia Banister, RN, PhD
The Institute for Patient Care: Advancing
Clinical Excellence Through Collaboration,
Education and Research
*National Black Nurses Association Conference,
Toronto, Canada*

Ann-Marie Barron, RN, PhD, PMH, CNS-BC
Amanda Bulette Coakley, RN, PhD
Introduction to Therapeutic Touch and
an Exploration of Factors that Facilitate
the Integration of Therapeutic Touch into
Nursing Practice on an Inpatient Oncology
and Bone Marrow Unit
Middle East Cancer Consortium, Larnaca, Cyprus
*The Essence of Nursing Practice Conference,
Boston, MA*

Ellen Brown, RN, MS, APRN, BC
Claudia Curado, RN, MS
Brenda Morano, RN, BSN
Management of Bedside Emergencies
Bermuda Hospital Teleconference Series, Bermuda

Diane Carroll, RN, PhD, FAAN
Ellen Mahoney, RN, DNSc
Recovery After a Cardiovascular Event
for Older Persons and Spouses
*9th Annual Spring Meeting on Cardiovascular
Nursing, Dublin, Ireland*

Deborah D'Avolio, APRN-BC, PhD
Susan Gordon, MSN, APN-BC
The Leadership Journey
Professional Presentation and Publication
*Geriatric Nursing Leadership Academy, Sigma
Theta Tau International, Scottsdale, AZ*

Dean Hess, PhD, RRT, FAARC,
FCCP, FCCM
Dealing with Tracheostomy in Adults
Aerosol Therapy During Mechanical Ventilation
*12th International Conference on Home
Mechanical Ventilation, Barcelona, Spain*

Weaning Protocols
*3rd European Respiratory Care Association
Congress, Stresa, Italy*
State of the Art of Mechanical Ventilation
New Ventilator Modes
Aerosol Delivery During Mechanical Ventilation
Patient-Ventilator Synchrony
*Jornadas Intensivo Clinica Alemana,
Santiago, Chile*

Weaning From Mechanical Ventilation –
A Practical Approach
Meet the Professor – Weaning From
Mechanical Ventilation
Inhaled Drugs During Mechanical Ventilation
Critical Care Canada Forum, Toronto, Ontario

Jeanette Ives Erickson, RN, MS, FAAN
Creating a Professional Practice Model:
The Pathway to Clinical Excellence
Joint Commission International Patient
Safety Goals
Huashan Hospital, Shanghai, China

The Importance of Nursing: Caring for the
World's Most Vulnerable Populations
Annual MGH Bermuda Event, Paget, Bermuda

Robert Kacmarek, PhD, RRT, FCCM,
FCCP, FAARC
Lung Recruitment in ARDS
Do Modern Endotracheal Tubes Leak?
How to Do It Simply at the Bedside
Noninvasive Ventilation:
What are the Limitations
*29th International Symposium on Intensive Care
and Emergency Medicine, Brussels, Belgium*

Patient Ventilator Asynchrony: Causes,
Solutions, and New Modes of Ventilation
*Annual Meeting, Canadian Society for
Respiratory Care Ottawa, Canada*

Patient Ventilator Synchrony
Ventilator Associated Pneumonia
*Simposio Internacional de Ventilacao
Mecanica, Hospital Nassa Senhora de Lourdes,
Sao Paulo, Brazil*

Lung Recruitment
Patient-Ventilator Synchrony
*Atlantic Respiratory and Critical Care
Conference, Halifax, Nova Scotia, Canada*

(continued)

Why Are so Many Mechanical Ventilation
Randomized Controlled Trials on
ARDS Negative?

Introduction to Mechanical Ventilation
“Modes of Mechanical Ventilation
Indications and Initial Settings for Invasive
Mechanical Ventilation

Weaning
Noninvasive Positive Pressure Ventilation
*6th International Symposium on Respiratory
Diseases, Shanghai, China*

Betsy Lang, LICSW, OSW-C, CT
Companioning Model End of Life on an Adult
Bone Marrow Transplant Unit
*International Association of Death Education
and Counseling, Dallas, TX*

Janet Mulligan, RN, MS

Denise Dreher, RN, CRNI
The ABC’s of VAD’s: Care and Maintenance
of VAD’s, (Vascular Access Devices)
*King Edward VII Memorial Hospital
Teleconference, Bermuda*

Lynn Oertel, RN, MS, ANP-C
Optimizing Warfarin Therapy:
Strategies for Success
Bermuda Hospital Teleconference Series, Bermuda

Jean O’Toole, PT, MPH, CLT-LANA
Defining a Threshold for Lymphedema
Intervention: Utilizing Prospective
Assessment and Natural History in
Patients Treated for Breast Cancer
A Multidisciplinary Approach to the
Management of Breast Cancer Related
Lymphedema: The MGH Experience
*International Meeting, Society of Lymphedema,
Sydney, Australia*

CLINICAL RECOGNITION PROGRAM

The Mass General 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 directors and clinical specialists 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, Clinician, Advanced Clinician and Clinical Scholar.

2009 ADVANCEMENTS

ADVANCED CLINICIAN

Colleen Arsenaunt, RN
Teri-Ann Aylward, RN
Susan Barisano, RN
Patricia Bergschneider, RN
Julie Burke, OTR/L
Margaret Callen, RN
Mary Susan Convery, LICSW
Meaghan Costello, PT
Jessica Driscoll, RN
Holley Engel, RN
Romina Ferrante, RN
Elzbieta Gilbride, RN
Catherine Griffith, RN
Amy Hanson, PT
Elizabeth Henderson, RN

Jayne Hill, RN
Gretchen Kelly, RN
Jennifer Kurtz, RN
Maryellen Lewis, RN
Jennifer Mello, SLP
Aaron Moore, PT
Heather Robertson, RN
Jennifer Robinson, RN
Junjira Saengvanich, RN
Kathleen Selleck, RN
Erin Sinclair, RN
Anne Thompson, RN
Karen Waak, PT
Jocelyn Walls, LICSW
June Williams, SLP

CLINICAL SCHOLAR

Rachel Corneau, RN
Kathleen Egan, RN
Carol Harmon-Mahony, OTR/L
Shellie Legere, LICSW
Colleen Lowe, OTR/L
Marissa Nolan, RN
Palmie Riposa, RN
Mary Louisa Zwirner, LICSW

STATE AND REGIONAL

Neila Altobelli, RRT, BA
Le Tanya Taylor, RRT, BS
Gloria Mendez-Carcamo, RRT
Susan LaGambina, RRT
Marian Jeffries, RN, MSN
Susan Gavaghan, RN, MSN
June Williams, MS, CCC-SLP
Matthew Hutter, MD, MPH
Suzanne Sokal, MSPH
Tessa Goldsmith, SLP, MA
Dean R. Hess, RRT, PhD, FAARC
Evaluation of Multidisciplinary Guidelines and a Dedicated Respiratory Therapist on the Care of Patients with a Tracheostomy
Annual Conference, Massachusetts Society of Respiratory Care, Sturbridge, MA

Lillian Ananian, RN, MSN, PhD(c)
Care of the Adult Nasoenteral Tube-Fed Patient: Evidence-Based Practice in Action
Eastern Nursing Research Society, Boston, MA

Patricia Arcari, RN, PhD
Susan Lee, RN, PhD
Edward Coakley, RN, MEd, MA, MSN
Mind Body Nursing Strategies to Strengthen Resilience Among New Nurses
Eastern Nursing Research Society, Boston, MA

Gaurdia Banister, RN, PhD
Theresa Capodilupo, RN, MSN
Corey Mullen, RN, ACNS-BC
The Dedicated Education Unit — An Innovative Model to Address the Faculty Shortage and Enhance Nursing Education
Northeastern Organization of Nurse Educators, Burlington, MA

Amanda Bulette Coakley, RN, PhD
Ellen Mahoney, RN, DNSc
Creating a Therapeutic and Healing Environment with a Pet Therapy Program
Eastern Nursing Research Society, Boston, MA

Diane Carroll, RN, PhD, FAAN
Patricia Dykes, RN, DNSc
Ann Hurley, RN, DNSc, FAAN
Stuart Lipsitz, ScD
Angela Benoit, BA
Ruslana Tsurikova, MS
Blackford Middleton, MD, MPH, MSc
Kerry McColgan, BA
Professional Caregivers' Perceptions of Fall Risk Communication and Interventions to Prevent Falls in Acute Care Hospitals
Eastern Nursing Research Society, Boston, MA

Diane Carroll, RN, PhD, FAAN
Ellen Mahoney, RN, SNSc
Recovery After a Cardiovascular Event for Older Patients and Spouse
Eastern Nursing Research Society, Boston, MA

Diane Carroll, RN, PhD, FAAN
Lisa Columbo, RN, MHA, BSN
Patricia Dykes, RN, DNSc
Ann Hurley, RN, DNSc, FAAN
Stuart Lipsitz, ScD
Blackford Middleton, MD, MPH, MSc
Lyubov Sitnikov, BS
Ruslana Tsurikova, MS
Development and Testing of the Nurse and Assistant Self-Efficacy for Preventing Falls Scales
Eastern Nursing Research Society, Boston, MA

Anna Carson, RN
Maureen Veduccio, RN
The Case Management Alliance, (CMA), a Practice-Based Case Management Program
20th Annual Conference, Standards of Practice — A Basis for Excellence in Case Management, Worcester, MA

Daniel Chipman, BS, RRT
Measurement of Respiratory Mechanics by ICU Ventilators
Annual Convention, Massachusetts Society for Respiratory Care, Sturbridge, MA

Kathryn Hall, MS, ANP-BC
Harvard Catalyst Clinical Translational Science Center Six Sites: One Standard Measure
Chapter Research Meeting, Sigma Theta Tau, Alpha Chi
Eastern Nursing Research Society, Boston, MA

Barbara Lakatos, PMHCNS-BC, APRN
Virginia Capasso, ANP-BC, PhD
Monique Mitchell, PMHCNS-BC, APRN
Susan Kilroy, RN, MS

Mary Lussier-Cushing, PMHCNS, APRN
Laura Sumner, MEd, MBA, MSN, ANP-BC, ONC
Jennifer Repper-Delisi, RN, MS
Erin Kelleher, MS, RN
Leslie Delisle, BSN, RN
Constance Cruz, PMHCNS-BC, APRN
Theodore Stern, MD
Falls in the General Hospital: an Association with Delirium, Advanced Age, and Specific Surgical Procedures
21st Annual Scientific Sessions, Eastern Nursing Research Society, Boston, MA

Susan Lee, RN, PhD
Edward Coakley, RN, MSN, MA, MEd
Constance Dahlin, MSN, APRN-BC, ACHPN
Penny Ford Carleton, RN, MS, MPA, MSc
An Evidence-Based RN Residency in Geropalliative Care
Eastern Nursing Research Society, Boston, MA

Michele Lucas, LICSW
Private Caregiver Listserve: Maximum Benefit for Minimum \$\$\$\$
Society of Neuro-Oncology Conference, New Orleans, LA

Bessie Manley, RN, MPA/HA
Susan Lee, RN, PhD
Generating Evidence from Practice: Nurse Director Rounds
Eastern Nursing Research Society, Boston, MA

Mary McAdams, RN-BC, MEd
Advanced Practice Clinician
Learning Needs Assessment
Northeast Organization of Nurse Educators Meeting, Burlington, MA

Teresa Vanderboom, MS, ANP-BC, CNRN
The Effects of a Music Intervention on Patients Undergoing Cerebral Angiography for the First Time: Preliminary Results of a Pilot Study
Eastern Nursing Research Society, Boston, MA

NATIONAL

Wendy Atamian, RN

Melissa Vespa, RN

Deborah Wood, RN

Frances Drysdale, RN

Bridging the Gap: Why Every Patient Needs A Practice-Based Case Manager
19th Annual Conference, Case Management Society of America, Phoenix, AZ

Fangping Bao, MD

Lin Zhang, MD

Yafen Liang, MD

Andrew Marchese

Yandong Jiang, MD, PhD

Robert Kacmarek, PhD, RRT, FCCM, FCCP, FAARC

A New Method to Calculate Anatomical Dead Space Using Mean Expired and End Tidal CO₂
Annual Meeting Abstracts, Anesthesiology, New Orleans, LA

Fangping Bao, MD

Robert Kacmarek, PhD, RRT, FCCM, FCCP, FAARC

Yandong Jiang, MD, PhD

Unidirectional Breathing Pattern Improves the Breathing Efficiency in COPD Patients
Annual Meeting Abstracts, Anesthesiology, New Orleans, LA

Fangping Bao, MD

Lin Zhang, MD

Yafen Liang, MD

Andrew Marchese

Robert Kacmarek, PhD, RRT, FCCM, FCCP, FAARC

Yandong Jiang, MD, PhD

(continued)

Effect of Ventilatory Parameters on the Quantification of Anatomical Dead Space Anesthesiology
Annual Meeting Abstracts, Anesthesiology, New Orleans, LA

Fangping Bao, MD

Yafen Liang, MD

William Kimball, MD, PhD

Warren Zapol, MD

Robert Kacmarek, PhD, RRT, FCCM, FCCP, FAARC

Yandong Jiang, MD, PhD

Mouth-to-Nose Breathing Provides More Effective Ventilation Than Mouth-to-Mouth Breathing

Annual Meeting, American Heart Association, New Orleans, LA

Martin Boehm, PT, DPT, OCS, MTC, CSCS

Lumbar Stabilization Training in a Professional Golfer Demonstrating Signs of Clinical Instability

Annual Conference, American Physical Therapy Association, Baltimore, MD

Ernie Chou, BS, RRT

Dean Hess, PhD, RRT, FAARC, FCCP, FCCM

John Wain, MD

Alexander Geyer, MD

Acute Respiratory Failure and Independent Lung Ventilation in an Adult with Gastric Bronchial Fistula Secondary to Necrotizing Aspergillus Pneumonia

American Association for Respiratory Care, San Antonio, TX

Constance Dahlin, ANP, BC, ACHPN, FPCN, FAAN

Edward Coakley, RN, MS, MEd, MA

Penny Ford-Carlton, RN, MS, MPA, MSc

Addressing Chronic Illness of the Elder Patient: an RN Residency in Geropalliative Care
American Academy of Nursing, Washington, DC

Christine Fitzgerald, RN, BSN

Susan Sargent, RN, MSN, CNOR, CRNFA

Janie Plunkett, RN, MSN, MLA, CNOR

Maureen Hemingway, RN, BSN, CNOR

Sandra Silvestri, RN, MS, CNOR

Two-Way Kidney Exchange: Nursing Commitment to Provide Advanced Planning, Coordination and Collaboration in Order to Achieve Quality Patient Outcomes

National Congress of the Association of Perioperative Registered Nurses, Chicago, IL

Janice Heavey, RN, MS, CNSN

Patricia Olsen, ANP-BC, CNSN

Nancy Sceery, LD, RD, CNSD

The Effectiveness of Urinary Urea Nitrogen as an Evidence-Based Tool

Clinical Nutrition Week 2009, New Orleans, LA

Nancy Kays, RN, CM

Pickell, RN

Andrew Karson, MD, MPH

Xiu Liu, MS

Hasan Bazari, MD

Theresa Gallivan, RN, MS

Susan Morash, RN

Joanne Kaufman, RN

Tyler Turgeon, BS

Rhodes Berube, MPH

Using Nurse Practitioner Case Manager Collaborative Model to Improve Operational Efficiency and House Staff Educational

(continued)

Experience (Best Display of Topic Award Poster)

National Conference, American Case Management Association

Bessie Manley, RN, MPA/HA

Nursing Director Rounds: A Model for Patient and Staff Satisfaction

42nd Annual Meeting of the American Organization of Nurse Executives, San Antonio, TX

Cristina Matthews, RN, BSN, CNRN

Cerebral Perfusion Pressure and the Blood-Brain Barrier: A Dangerously Delirious High
Annual Conference of the American Association of Neuroscience Nurses, Las Vegas, NV

Jeanne McHale, APRN, BC

Monique Mitchell, APRN, BC

Jennifer Repper-DeLisi, APRN, BC

Mary Lussier-Cushing, APRN, BC

Beth Nagle, APRN, BC

Theodore Stern, MD

Using Simulation Sessions to Improve the Recognition, Evaluation, and Management of Patients with an Altered Mental Status
Academy of Psychosomatic Medicine Conference, Miami, FL

Cynthia McDonough, RN, CPSN, CNOR

Charlene O'Connor, RN, MS, CNOR

Lisa Morrissey, RN, MBA, CNOR

Developing a Comprehensive, Inclusive Perioperative Educational Program for the Main Operating Room

National Congress of the Association of Perioperative Registered Nurses, Chicago, IL

Theresa Michel, PT, DPT, MS, DSC, CCS

Perceived Benefits and Barriers to Physical Activity of HIV+ Patients with Metabolic Syndrome
Annual Conference, American Physical Therapy Association, Baltimore, MD

Walter Moulaison, Jr., RN, MSN, MBA
Lynn Oertel, RN, MS, ANP, CACP
Developing a Nursing Workload
Measurement System in the
Anticoagulation Management Service

*10th National Conference of the Anticoagulation
Forum on Anticoagulation Therapy, San Diego, CA*

Theresa Najjar, PT, MSPT
Caregiver Perspective of Quality of PT Services
at an On-Campus Neurologic Clinic
*Combined Sections Meeting, American Physical
Therapy Association, Las Vegas, NV*

Jane Ouellette, RN, BSN, CNOR
Melissa Wilson, RN
Nicole Nichols, RN, BSN
Emergent Patient Care in the Operating Room
(Poster Awarded “Ribbon of Excellence”)
*National Congress of the Association of
periOperative Registered Nurses, Chicago, IL*

Jean O’Toole, PT, MPH, CLT-LANA
Prospective Evaluation of Arm Volume
in Breast Cancer Patients: Determining
a Threshold for Intervention
*Combined Sections Meeting of the American
Physical Therapy Association, Las Vegas, NV*

Amanda Stefanczyk, RN, MSN, MBA, CNML
Garline Raymond, RN, BSN
Leah Duquette, RN, BSN
Improving Our Medication Process
*Transforming Care at the Bedside Meeting,
Chicago, IL*

Linda Steiner, PT, DPT, MS, OCS
Take Control with Exercise
Service Learning as a Tool for Building
Effective Partnerships Between Academic
Institutions, National Organizations,
and Urban Elder Communities
*Combined Sections Meeting, American Physical
Therapy Association, Las Vegas, NV*

Laura Sumner, MSN, MEd, MBA,
ANP-BC, ONC
Sheila Burke, RN, MSN
Evaluation of Basic Arrhythmia
Knowledge Retention and Clinical
Application by Registered Nurses
*National Nursing Staff Development
Organization Conference, Philadelphia, PA*

Arthur Tokarczyk, MD
Ulrich Schmidt, MD
Dean Hess, PhD, RRT, FAARC,
FCCP, FCCM
Susan Gavaghan, RN, MSN
Judith Sullivan, NP
Mary O’Malley RN, CM

A Program to Reduce Readmissions of Patients
Discharged After Prolonged Respiratory Failure
Society of Critical Care Medicine, Nashville, TN

Ruchita Vora, PT, MSPT
Factors Affecting Adherence to Osteoporosis
Medications: A Focus Group Approach
Examining Viewpoints of Patients and Providers
*Combined Sections Meeting, American Physical
Therapy Association, Las Vegas, NV*

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INTERNATIONAL
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Diane Carroll, RN, PhD, FAAN
Ellen Mahoney, DNSc, RN
Recovery After a Cardiovascular Event
for Older Persons and Spouses
*9th Annual Spring Meeting on
Cardiovascular Nursing, Dublin, Ireland*

Daniel Fisher, MS, RRT
Comparison of Change Date of Tracheostomy
Tubes for Percutaneous vs. Open Tracheostomy
in a Respiratory Acute Care Unit
*55th International Congress, American Association
for Respiratory Care, San Antonio, TX*

NURSE SCIENTIST ADVANCEMENT MODEL

The MGH Nurse Scientist Advancement Model was launched in 2007
to provide doctorally prepared nurses with protected time to advance their
research agenda. Administered by The Yvonne L. Munn Center for Nursing
Research, the model delineates three levels of nursing research expertise:
associate nurse scientist, nurse scientist and senior nurse scientist,
and is highly adaptable to meet the needs of each clinician or researcher.

APPOINTMENTS

.....
ASSOCIATE NURSE SCIENTIST
.....

Mary Jane Costa, RN, PhD
Jacqueline Somerville, RN, PhD

.....
NURSE SCIENTIST
.....

Virginia Capasso, ANP-BC, PhD
Amanda Coakley, RN, PhD
Barbara Roberge, RN, PhD
Patricia Arcari, RN, PhD
Ellen Robinson, RN, PhD
Donna Perry, RN, PhD
Paul Arnstein, RN, PhD
Deborah D’Avolio, APRN-BC, PhD

STATE AND REGIONAL

Gaurdia Banister, RN, PhD

Vice President, New England Regional Black Nurses Association, Boston, MA

Paul Bartush, CAVS

President, Massachusetts Association of Directors of Healthcare Volunteer Services

Edward Burns, BA, CPHQ, RRT

Chair, Massachusetts Board of Respiratory Care

Brian Beardslee, RN, BSN

President, Boston Chapter, Oncology Nursing Society

Barbara Blakeney, RN, MS

Member, Board of Directors, Boston Healthcare for the Homeless, Boston, MA

Daniel Fisher, MS, RRT

President-Elect, Massachusetts Society for Respiratory Care

Meghan Fitzgibbons

Chair, Area 4-Boston, Massachusetts Association of Directors of Healthcare Volunteer Services

Kathryn Hall, MS, APRN-BC

Part-time Clinical Instructor, William F. Connell School of Nursing, Boston College

Part-time Clinical Instructor, MGH Institute of Health Professions

Jeanette Ives Erickson, RN, MS, FAAN

Clinical Professor of Nursing, Massachusetts College of Pharmacy and Health Science, School of Nursing

Instructor, Obstetrics, Gynecology, and Reproductive Biology, Harvard Medical School, Boston, MA

(continued)

Clinical Assistant Professor, Adjunct Faculty, MGH Institute of Health Professions, Boston, MA

Visiting Scholar, Boston College School of Nursing, Boston, MA

Member, Harvard Humanitarian Initiative Executive Committee, Harvard University

Member, Greater Boston Aligning Forces for Quality Initiative Planning Grant Community Council, Boston, MA

Member, Greater Boston Aligning Forces for Quality Initiative Planning Grant Planning Group, Boston, MA

Member, Board of Directors, The Benson-Henry Institute for Mind Body Medicine, Boston, MA

Member, Board of Directors, The Institute for Nursing Healthcare Leadership, Boston, MA

Member, Board of Trustees, MGH Institute of Health Professions, Charlestown, MA

Chair, Chief Nurse Council, Partners HealthCare System, Boston, MA

Consultant, Spaulding Rehabilitation Hospital, Boston, MA

Co-Chair, Host Committee, Celebration of Women in Healthcare, Kenneth B. Schwartz Center, Boston, MA

Janet King, RN, BSN, CGRN

Member, Board of Directors, New England Regional Society of Gastroenterology Nurses and Associates

Cynthia LaSala, RN, MS

*Member, Spring Program Committee
Chair, Mentoring Advisory Committee
Massachusetts Association of Registered Nurses*

Susan Lee, RN, PhD

Harvard Macy Scholar, Harvard Macy Institute, Boston, MA

Mary McCormick-Gendzel, RN, MS, RN-BC, CRNI

President, New England Chapter of the Infusion Nurses Society

Janet Mulligan, RN

President-Elect, Massachusetts Chapter of the Infusion Nurses Society

Lynn Oertel, RN, ANP, CNS

Board Member, Anticoagulation Forum

Christopher Robbins, RN, BSN, CGRN

President-Elect, New England Society of Gastroenterology Nurses and Associates

Mary Sylvia-Reardon, RN, DNP

Member, Board of Directors, Network of New England

NATIONAL

Maura Ament, PT, DPT, NCS

*Member, Neurology Section Stroke SIG
Nominating Committee, American Physical Therapy Association*

Paul Arnstein, RN, PhD

Member, Scientific Program Committee, American Pain Society

Member, Master Faculty, Geriatric Pain Management Resource Nurse Course, American Society of Pain Management Nursing

Member, Technical Expert Panel, Hip Fracture Pain, Agency for Healthcare Research and Quality

Editorial Board Member, Journal of Pain & Palliative Care Pharmacotherapy

Barbara Blakeney, RN, MS

Secretary, Board of Directors, Healthcare Without Harm

Howard Blanchard, MEd, MS, ACNS-BC, CEN

Chair, NACNS Membership Committee, National Association of Clinical Nurse Specialists

Elaine Cohen, RN, MS

Consultant, Center to Champion Nursing in America

Constance Dahlin, APRN, BC, ACHPN

Fellow, Hospice and Palliative Nurses Association Fellow, American Academy of Nursing

Deborah D'Avolio, APRN-BC, PhD

Member, Clinical Practice Committee, National Gerontological Nursing Association

Joan Doody, RN, MS, ANP-BC

Member, Board of Directors, Alliance for Heart Failure Patients

Member, Nominations Committee, American Association of Heart Failure Nurses

Robert Dorman, PT, DPT, GCS

Member, Task Force to Create a Resource for Clinicians for the Management of Patients with Deep Vein Thrombosis, Acute Care Section, American Physical Therapy Association

Member, Acute Care Section Task Force on Entry-Level Competencies for Physical Therapists and Physical Therapist Assistants, American Physical Therapy Association

Dean Hess, PhD, RRT, FAARC, FCCP, FCCM

Editor-in-Chief, Respiratory Care

Donna Hoffman, RN, BSN, CRRN

President, Respiratory Nursing Society

Todd Hultman, PhD, ACNP, ACHPN

President Elect, Hospice and Palliative Care Nurses Association

Jeanette Ives Erickson, RN, MS, FAAN

Member, National Advisory Council on Nurse Education and Practice, US Department of Health and Human Services Administration

Member, Board of Directors, Nurse Leadership Association, Robert Wood Johnson Executive Nurse Fellows Program

Member, Editorial Review Board, Online Journal of Issues in Nursing

Member, Editorial Review Board, Journal of Nursing Administration, Annual Nursing Research Issue

Member, Advisory Panel, Licensed to Care – Nursing in the 21st Century

Dorothy Jones, RN, EdD, FAAN

Member, Editorial Board, Nursing Research

Robert Kacmarek, PhD, RRT, FCCM, FCCP, FAARC

Member, Editorial Board, Critical Care Medicine

Rabbi Ben Lanckton

Board Certified Chaplain, National Association of Jewish Chaplains

Betsy Lang, LICSW, OSW-C

Member, Review Group, Office of Patient Advocacy, National Marrow Donor Program

Cynthia LaSala, RN, MS

Member, American Nurses Association Center for Ethics and Human Rights Advisory Board

Mary McKenna Guanci, RN, MS, CNRN

Member, Core Curriculum Development Committee, American Association of Neuroscience Nurses

Janet Madden, RN, MS, CCNS

Member, Education Provider Committee, Member, Neonatal Nursing Certification Sub-Committee, National Association of Neonatal Nurses

Neuroscience Nursing Team

Best Practice in Organ Donation Award, New England Organ Bank

Beth-Ann Norton, RN, MS, ANP-BC

Committee Member, Professional Education Committee, Crohn's and Colitis Foundation of America

Lynn Oertel, RN, ANP, CNS

Chair, National Certification Board for Anticoagulation Providers

Christopher Robbins, RN, CGRN

Member, Nominations and Elections Committee, Society of Gastroenterology Nurses and Associates

Krista Rubin, RN, MS, FNP-C

Chair, Skin Cancer Committee, Dermatology Nursing Association

Chair, Skin Cancer Webcourse, Oncology Nursing Society

Nurse Liaison, Melanoma Committee, Eastern Cooperative Oncology Group

Marybeth Singer, MS, APRN-BC, AOCN, ACHPN

Member, Oncology Nursing Certification Corporation Advanced Practice Role Delineation Study Committee

Member, Oncology Nursing Certification Corporation Advanced Practice Test Development Committee

Member, Editorial Review Board, Clinical Journal of Oncology Nursing

Amanda Stefanczyk, RN, MSN, MBA, CNML

Contributing Editor, American Journal of Nursing

Member, Strategic Planning Committee, American Organization of Nurse Executives

Faculty/Mentor, Aligning Forces for Quality, Robert Wood Johnson Foundation

Angelika Zollfrank, MDiv, BCC, ACPE

Member, Association for Clinical Pastoral Education Regional Accreditation Committee

.....
INTERNATIONAL
.....

Stephanie Ahmed, DNP, FNP-BC

Secretary, Upsilon Lambda Chapter, Sigma Theta Tau International Honor Society of Nursing

Diane Carroll, RN, PhD, FAAN

Member, Nominating Committee, Council of Cardiovascular Nursing and Allied Health Professionals, European Society of Cardiology

Jeanette Ives Erickson, RN, MS, FAAN

Senior Nurse Consultant, South Africa and Uganda AID/HIV clinics, tuberculosis programs, and research facilities at Nelson R. Mandela School of Medicine, University of KwaZulu-Natal, Doris Duke Medical Research Institute, CAPRISA Vulindlela Clinic, King Edward VIII Hospital and Inkosi Albert Luthuli Hospital

Senior Nurse Consultant, Magnet Twinning Collaboration – University Hospital, Dubai, UAE/Massachusetts General Hospital, Boston, MA

Member, Middle East Nursing Task Force, Dubai, UAE

(continued)

Member, International Nursing Advisory Group, Dubai, UAE

Member, University Hospital Nursing Advisory Council, Dubai, UAE

Chair, Massachusetts General Hospital Center for Global Health Advisory Committee, Massachusetts General Hospital, Boston, MA

Member, Durant Fellowship for Refugee Medicine, Board of Directors, Massachusetts General Hospital, Boston, MA

Member, CNO-Dean Advisory Council, Sigma Theta Tau International

Senior Nurse Consultant, Mentor for Chief Nurse, Project Hope, Basrah Children's Hospital, Basrah, Iraq

Chair, Executive Committee, Center for Global Health, Boston, MA

Member, Editorial Review Board, Worldviews on Evidence-Based Nursing, London England

Mary McAdams, RN-BC, MEd

Member, Board of Directors, Massachusetts Chapter, International Society for Performance Improvement

Marylyce Romano, RN

Member, Pi Epsilon Chapter, Sigma Theta Tau International Honor Society of Nursing

BOOKS AND CHAPTERS IN BOOKS

Paul Arnstein, RN, PhD

Chapter: The Future of Pain Management Nursing
Core Curriculum for Pain Management Nurses
2nd Edition
Kendall Hunt Publishing

Amanda Bulette Coakley, RN, PhD

Book: *Exploration of Energy Expenditure Between Provider and Recipient of Therapeutic Touch (TT) Treatment and Response to TT on Healthy Individuals*
VDM Verlag, Germany

Patricia Connors, RNC, MS, WHNP

Chapter: Complications of Pregnancy
Maternal-Child Nursing Care: Optimizing Outcomes for Mothers, Children and Families
F. A. Davis Company

Book: *The Perinatal Nurse's Guide to Avoiding a Lawsuit*
Professional Education System, Inc.

Claudia Crimi, MD

Dean Hess, PhD, RRT, FAARC, FCCP, FCCM

Luca Bigatello, MD
Chapter: Invasive Ventilatory Support Modes
Civetta, Taylor & Kirby's Critical Care
4th Edition
Lippincott, Williams & Wilkins

Ettore Crimi, MD

Dean Hess, PhD, RRT, FAARC, FCCP, FCCM

Luca Bigatello, MD
Chapter: Bedside Interpretation of Ventilator Waveforms
Civetta, Taylor & Kirby's Critical Care
4th Edition
Lippincott, Williams & Wilkins

Constance Dahlin, ANP, BC, ACHPN, FPCN, FAAN

Chapter: Anxiety, Depression, and Delirium
Palliative Care Nursing
3rd Edition
Springer Publishing Company

Vivian Donahue, RN, MS, CCRN, ACNS-BC

Chapter: Finding a Mentor
Clinical Nurse Specialist Toolkit, a Guide for the New Clinical Nurse Specialist
Springer Publishing Company

Tessa Goldsmith, MA, CCC-SLP, BRS-S

Chapters: Carcinoma of the Major and Minor Salivary Glands
Chondrosarcoma of the Larynx
Nasopharyngeal Carcinoma (NPC)
Synovial Cell Sarcoma
Dysphagia in Rare Conditions—An Encyclopedia
Plural Publishing

Charles Haynes, EdD

Angela Ayre, MS, CCC-SLP

Brad Haynes
Abdessatar Mahfoudhi, PhD
Chapter: Reading and Reading Disabilities in Spanish and Spanish-English Contexts
The Routledge Companion to Dyslexia
Routledge

Ann Hayward-Baxter, MDiv, BBC

Chapter: Hospital Ministry Has Taught Me About God's Grace
Beyond the Burning Bush
Cokesbury

Dean Hess, PhD, RRT, FAARC, FCCP, FCCM

Chapter: Noninvasive Ventilation
Aerodigestive Disorders
Plural Publishing

Jeanette Ives Erickson, RN, MS, FAAN

Chapter: Contemporary Nursing
Today's Nursing Leader: Managing, Succeeding, Excelling
Jones & Bartlett Publishers

Jeanette Ives Erickson, RN, MS, FAAN

Sally Millar, RN, MBA
Chapter: Caring for Patients While Respecting Their Privacy: Renewing Our Commitment
Bioethics in a Changing World
Prentice Hall

Jeanette Ives Erickson, RN, MS, FAAN

Deborah Washington, RN, PhD(c)
Chapter: Diversity
Global Leadership Lessons for Nurses: Shared Legacies from Leaders and Their Mentors
Sigma Theta Tau International

Danny Nunn, MS, CCC-SLP

Henning Gaissert, MD
Chapter: Toxic Caustic Ingestion
Dysphagia in Rare Conditions—An Encyclopedia
Plural Publishing

Lynn Oertel, RN, MS, ANP, CACP

Chapters: Personnel Needs and Division of Labor; Nursing Issues
Logistical Management of Prothrombin Times and International Normalized Ratios
Management of Patient Information
Education Curriculum for Patients and Teaching Methods
Managing Oral Anticoagulation Therapy: Clinical and Operational Guidelines, 3rd Edition
Wolters Kluwer Health

Donna Perry, RN, PhD

Catholic Supporters of Same-Gender Marriage: A Case Study of Human Dignity in a Multicultural Society
The Edwin Mellen Press

Angelika Zollfrank, MDiv, BCC, ACPE

Catherine Garlid, MDiv, BCC, ACPE
George Fitchette, DMin, PhD, BCC, ACPE
Expanding the Circle: Essays in Honor of Joan E. Hemenway
Journal of Pastoral Care Publications, Inc.

ARTICLES

Julie Berrett-Abebe, MSW, LICSW

Corinne Holbrook, MSW, LICSW

Jean O'Toole, PT, MPH, CLT-LANA

Tara Russell, MPH
Breast Cancer and Lymphedema: What You Need to Know
Coping Magazine

Marianne Beninato, PT, DPT, PhD
The Accuracy of Individual Berg Balance Scale Items for Classifying People with Chronic Stroke According to Fall History
Journal of Physical Therapy

Using the International Classification of Functioning, Disability and Health as a Framework to Examine the Association Between Falls and Clinical Assessment Tools in People With Stroke
Physical Therapy

Amanda Bulette Coakley, RN, PhD
Carol Ghiloni, RN, MSN
A Study of How a Summer Fellowship Program Prepares Students for Employment as New Graduate Nurses in Oncology Nursing
Creative Nursing

Amanda Bulette Coakley, RN, PhD
Ellen Mahoney, RN
Creating a Therapeutic and Healing Environment with a Pet Therapy Program
Complementary Therapies in Clinical Practice

Barbara Blakeney, RN, MS
Penny Ford-Carlton, MS, MPA, MSc
Chris McCarthy, MPH, MBA
Edward Coakley, RN, MSN, MEd, MA
Unlocking the Power of Innovation
The Online Journal of Issues in Nursing

Virginia Capasso, ANP-BC, PhD
Jacqueline Collins, MSN, CNS-BC
Catherine Griffith, MSN, ACNP-BC, CCRN
Cynthia Ann LaSala, RN, MS
Susan Kilroy, RN, MS
Ann Martin, MSA, ANP-BC
Jill Pedro, MS, CNS-BC, ONC
Susan Wood, MSN, ANP-BC
Outcomes of a Clinical Nurse Specialist-Initiated Wound Care Education Program
Using the Promoting Action on Research Implementation in Health Services Framework
Clinical Nurse Specialist

Maria Paula Caramenz, MD
Robert Kacmarek, PhD, RRT, FCCM, FCCP, FAARC
Mohamed Helmy, MD PhD
Eriko Miyoshi, MD
Atul Malhotra, MD
Marcelo Amato, MD
Robert Scott Harris, MD
A Comparison of Methods to Identify Open-Lung PEEP
Intensive Care Medicine

Diane Carroll, RN, PhD
Colleen Gonzalez, RN, MSN
Visiting Preferences of Cardiovascular Patients
Progress in Cardiovascular Nursing

Patricia Dykes, RN, DNSc
Diane Carroll, RN, PhD, FAAN
Ann Hurley, RN, DNSc
Angela Benoit, BA
Blackford Middleton, MD, MS
Why Do Patients in Acute Care Hospitals Fall?
Can Falls Be Prevented?
Journal of Nursing Administration

Scott Epstein, MD
Robert Kacmarek, PhD, RRT, FCCM, FCCP, FAARC
Noninvasive Ventilation in Acute Care, Controversies, and Emerging Concepts Forward
Respiratory Care

Angela Ferrari, CNM, MS
Share With Women: Stripping Membranes
Journal of Midwifery and Women's Health

Juliana Ferreira, MD, PhD
Daniel Chipman, BS, RRT
Nickolas Hill, MD
Robert Kacmarek, PhD, RRT, FCCM, FCCP, FAARC

Bilevel vs. ICU Ventilators Providing Noninvasive Ventilation: Effect of System Leaks, a COPD Lung Model Comparison
Chest

Keith Flaherty, MD
Sanjiv Agarwala, MD
Krista Rubin, RN, MS, FNP-C
Adjuvant Therapy for Malignant Melanoma: Targeted Pathways to Antitumor Potential and Better Outcomes
Oncology Nursing News

Janice Heavey, RN, MS, CNSN
Patricia Olsen, ANP-BC, CNSN
Michelle Picard, RN, BSN, CNSN
Janey Pratt, MD
Nancy Sceery, LD, RD, CNSD
The Effectiveness of Urinary Urea Nitrogen as an Evidence-Based Tool
Nutrition in Clinical Practice

Dean Hess, PhD, RRT, FAARC, FCCP, FCCM
How to Initiate a Noninvasive Ventilation Program: Bringing the Evidence to the Bedside
Respiratory Care

Dean Hess, PhD, RRT, FAARC, FCCP, FCCM
Jessica Pang, BA
Carlos Camargo, MD, DrPH
A Survey of the Use of Noninvasive Ventilation in Academic Emergency Departments in the United States
Respiratory Care

Jeanette Ives Erickson, RN, MS, FAAN
Jeffrey Adams, RN, PhD
Dorothy Jones, EdD, RNC, FAAN
Linda Paulo, RN, MSN, MPA
An Evidence-Based Structure for Transformative Nurse Executive Practice: The Model of an Interrelationship of Leadership, Environments, and Outcomes for Nursing Executives (MILE ONE)
Nursing Administration Quarterly

Jeanette Ives Erickson, RN, MS, FAAN
Mary Duffy, PhD, FAAN
Marianne Ditomassi, RN, MSN, MBA
Dorothy Jones, EdD, RNC, FAAN
Psychometric Evaluation of the Revised Professional Practice Environment (RPPE) Scale
Journal of Nursing Administration

Robert Kacmarek, PhD, RRT, FCCM, FCCP, FAARC

Should Noninvasive Ventilation Be Used With the Do-Not-Intubate Patient?

Respiratory Care

Robert Kacmarek, PhD, RRT, FCCM, FCCP, FAARC

Charles Durbin, MD
Thomas Barnes, EdD, RRT
Woody Kageler, MD, MBA

John Walton, MBA, RRT
Edward O'Neil, PhD
Creating a Vision of Respiratory Care in 2015 and Beyond

Respiratory Care

Peter Kwok, PN

Ronald Murray, RS, MD, FAAN

Kathryn Hall, MS, ANP-BC

Maximizing the Value of Therapeutic Opportunities in MS
Medscape

Barbara Lakatos, APN, PMHCNS-BC

Virginia Capasso, ANP-BC, PhD

Monique Mitchell, APN, PMHCNS-BC

Susan M. Kilroy, RN, MS

Mary Lussier-Cushing, APN, PMHCNS-BC

Laura Sumner, MSN, MEd, MBA

Jennifer Repper-Delisi, APN, PMHCNS-BC

Erin Kelleher, MS, RN

Leslie Delisle, RN, BSN

Constance Cruz, APN, PMHCNS-BC

Theodore Stern, MD

Falls in the General Hospital: Association With Delirium, Advanced Age, and Specific Surgical Procedures

Psychosomatics

Mary Larkin, RN, MSN, CDE

Editorial: Overcoming Psychological Barriers to Insulin Use

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Penny Ford Carleton, RN, MS, MPA, MSc
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The Multidisciplinary Approach to Breast Cancer-Related Lymphedema: The Why, Whom and How of the Team
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Demystifying Clinical Research Nursing
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Robert Sheridan, MD
Dean Hess, PhD, RRT, FAARC,
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Marybeth Singer, MS, APRN-BC,
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Sanjeeva Kalva, MD
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Following Venous Access Port Placement
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Journal of Vascular and Interventional Radiology

Mass General is fortunate to have more than 1,400 volunteers each year who provide countless and valuable services to patients and staff throughout the hospital. They can be found in a variety of settings, from greeting patients when they first arrive to escorting them to transportation after discharge. Although the volunteers come from all age groups, backgrounds and experiences, they share a commitment to making a difference at Mass General. In 2009, many volunteers reached significant milestones for the total number of hours they have served the hospital community.

100 +

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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 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 healthcare providers and the community at large.

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.

.....
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.....

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AND THEIR FAMILIES, WE AIM TO DELIVER

THE VERY BEST HEALTHCARE IN A SAFE,

COMPASSIONATE ENVIRONMENT; TO

ADVANCE THAT CARE THROUGH INNOVATIVE

RESEARCH AND EDUCATION; AND TO IMPROVE

THE HEALTH AND WELL-BEING OF THE

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2009 ANNUAL REPORT



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for Excellence in Nursing



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