Dear Nursing Colleagues,

The month of May began with honoring and celebrating our nurses at the many wonderful events held during our annual Nurses Week celebration. The week kicked off with the third Nurses Week 5K Run/1K Walk Event to benefit the BH Foundation Nursing Scholarship Fund. On Monday, May 7, leaders and clinical staff shared laughs along with breakfast. Tuesday events included a “Cake Pop” delivery to our ambulatory sites and a presentation by Bob Horton, RN, BC, nurse manager, Behavioral Health/Adult Inpatient Psych, on workplace safety. In the morning we unveiled two special new displays in the Daly lobby created for our nurses. The Magnet Quilt – an artful showcase of squares created by all the departments that support BMC nursing and nurses’ journey to Magnet designation. The quilt was sewn together by Maureen Nomakeo, BSN, RN and colleagues and is a testament to our lived collegiality here at BMC. Also unveiled was a “Floating Frame” of photographs and quotes which highlight our bedside Moments of Caring. The photos and testimonials will change over time and recognize the compassionate care you deliver.

On Thursday night, I rounded with Eric Griffin, Magnet program director, to deliver copies of the 2017 Baystate Medical Center Nursing Report (read the report online on baystatehealth.org on the Annual Reports page) and meals were delivered by nurse leaders to the units. Donna White, PhD, RN led nursing grand rounds on Friday and gave an inspiring (and humorous) presentation on “Compassion Fatigue in Nursing: Renewing the Joy.” Blessing of the Hands and Reiki were offered to staff throughout the entire week.
The annual Nurses Week Celebration and Award Reception is typically the highlight of the week. This year we served tapas, laughed in the Photo Booth and shared our stories in a relaxing atmosphere as we celebrated outstanding performance by our nurses. Many in attendance said it was the best celebration to date. The night is always meaningful and leaves me in awe of the dedication and commitment our nurses have for their patients. The stories of compassion and connection underscore the meaning of the work of the clinical nurse. Thank you to all who nominated these outstanding awardees. Thank you to our awardees for your exemplary care.

Sharon A. Smith Compassionate Caregiver Award, Norberto Duarte, RN, CCRN

Grace O’Neil Ambulatory Nursing Excellence Award, Virginia Forbes, RN, C-EFM

Excellence in Nursing Leadership Award, Robert Horton, MSN, RN

Nursing Beyond Baystate Volunteerism Award, Jamilette Reyes, RN

Compassionate Connections in Caring Award, Kelly Simpson, RN

New Knowledge, Innovation & Improvement Award, Patricia Coffelt, MSN, RN-BC

Transformational Leadership Award, Linda Pellegrino, RN

Exemplary Professional Practice Award, Emily Walsh, RN

Structural Empowerment Award, Hillary Morrissette, RN, CEN

Empirical Outcomes Award, Christine Kaleta, RN, RN-BC

BMC Collaboration Award, Gabriela Macias, PharmD, BCPS

Sincerely,

Christie Reccagni
A Great Day at the 3rd Annual Nurses Week 5K Run & Walk Event!

BMC nurses were joined by fellow runners and walkers to celebrate the 3rd annual Baystate Medical Center Nurses Week 5K Run & Walk event held May 5, 2018. Nurses, fellow employees, their families, and members of the community joined to celebrate our nurses. Special thank you to all volunteers and sponsors who made this a heartwarming event: BMC employees, BMC security, Ken Parker, and the Springfield Police Department. All proceeds went to benefit the Baystate Health Foundation Nursing Scholarship Fund which supports nursing professional development opportunities. We hope to see you at next year’s 4th annual Nurses Week 5K & 1K Event!

Fundamentals of Quality Nursing Care

Midwifery Practice Wins Award by Sharon Holley, DNP, CNM, FACNM

Congratulations to the Baystate Midwifery & Women’s Health midwifery practice for being recognized for two awards from the American Academy of Nurse Midwives Benchmarking Project. The first award is for “best practice” in the category for “low preterm birth rate” for a high/moderate volume practice (200-499 births/year) for a low number of infants from singleton births born <37 weeks gestation. The second award is the Triple Aim Practice. This recognizes “practices that meet the Institute for Healthcare Improvement “Triple Aim” of improving the patient experience, reducing the cost of care, and improving the health of populations. This is demonstrated by high breastfeeding rates, low preterm birth and cesarean rates, and reporting fiscal variables. Of the 257 practices participating in the 2017 ACNM Benchmarking Project, 97 practices were designated Triple Aim Best Practices.

MICU/SICU Earns Beacon Award by Anthony Shamoun, RN

The American Association of Critical-Care Nurses (AACN) awarded BMC MICU/SICU the silver Beacon Award for an additional three years. This is the eighth time the ICU has won this national award since 2004 and the third time in a row. The award recognizes the contribution of nurses and members of the ICU interdisciplinary team to patient care outcomes. The implementation of evidence-based practices, drive towards performance improvement, cohesiveness of interdisciplinary shared governance structures, and
medical/nursing leadership vision are areas commended by the reviewers.

It is a true honor to work with a team of nurses, physicians, patient care technicians, secretaries, respiratory therapists, and unit leaders that place and safeguard the patient/family as the center of attention despite the challenges and struggles we face on daily basis.

**Leadership Access and Responsiveness**

**CNO Shadow**

In May I got to spend the day with Hillary Duda, RN, a nurse in the Pediatric Intensive Care Unit. We started our day meeting with Kym O’Brien and Elaine Duarte, our nurse recruiters who reviewed the current list of nurse vacancies and newer strategies for recruitment. Hillary and I spent time with Melissa O’Malley Tuomi, Director of Professional Practice, Nursing Research and Quality. We talked about Nursing Peer Review, the process of review, confidentiality, and how decisions about nursing practice are made. Hillary also attended the Baystate Health Employee Safety Executive Meeting. This is a forum used wherein all the Baystate Hospitals review compliance with their individual safety plans. Dr. Phil Adamo reviews our status with employee injury and the return to work program. Hillary was able to see what a “one-to-one” meeting with a Nurse Director was all about. We happened to meet with Nancy Rines, Director of Women and Children’s who is responsible for leadership in Hillary’s unit. All in all, it was a jam-packed day. I hope Hillary enjoyed her day – who knows, maybe she will be a CNO someday!

In June, I spent the day with Khadijah Tuitt, RN, Behavioral Resource Nurse (in photo with CNO hat during rounding). Khadijah attended Nancy Shendell-Falik’s BMC Leadership Team Meeting, a session Nancy leads with her direct reports and department Chairmen. During that session we talked about future possible strategic planning and heard updates from leaders. Khadija also attended the Nursing Executive Council whose members include all the Nurse Directors. During this meeting, we learned about a possible partnership with an external agency to recruit international nurses, reviewed budget assumptions for the 2019 budget related to volume expectations, and discussed equity adjustment roll outs. We ended the day at the Performance Improvement Coordinating Council where we heard quality updates from Dr. Carol Richardson on care management, Rob Hayden on neuroscience and rehabilitation, and set the agenda for the Hospital Quality Council. It was a busy day, but all in all a wonderful experience for the both of us. Khadija is committed to encouraging staff nurses to this experience. More CNO for a Day sessions coming soon! If you are interested, send your Moment of Caring story to share.YourVoice@baystatehealth.org.
Coffee with Christine
The monthly coffee sessions continue to be well attended. The last session was held on June 20. Nurses have commented on the general flexibility of the meetings and the open dialogue. These will continue to be planned on a monthly basis. Watch for an email and on Workplace for dates and times. Join us!

BMC Nursing Holistic Retreat
Re-Awakening the Heart: Caring and Renewal in Nursing Practice

On June 25, the Department of Nursing sponsored an all-day retreat led by the Birchtree Center for Healthcare Transformation. Dr. Veda Andrus spent the day engaging about 40 nurses in learning what inspires and motivates us to care for others. The program was designed to engage the heart and spirit of nurses. Activities included sessions on personal discovery and self-reflection helping nurses to gain insight into their beliefs, dreams and visions for professional practice. A brief introduction into holistic nursing philosophy provided a foundation for learning complementary healing modalities. Interwoven throughout the day were complementary and integrative modalities such as music therapy, guided imagery and hand massage. Much focus was placed on learning simple, quick techniques that help nurses care for themselves and cope with the stressors of the work environment.

BMC Nurses Red Sox Trip

On May 15 over 50 Baystate Medical Center nurses attended the Boston Red Sox 4th annual Nurse Appreciation Night at Fenway Park. They were among the over 3,500 nurses from across the state who attended the night’s game. Wesson 4’s Karissa Gorman, RN, was chosen to stand on the field for the pre-game ceremony and Gavin, the 11-year-old son of Melissa Tuomi, PhD, RN, director, Professional Practice, Nurse Research, & Quality was chosen to line up the bats and be on the field. Baystate Medical Center held a contest in which nurses were asked to describe, in 50 words or less, how they connect with patients while delivering care. Of those submissions, 28 entries were selected and winners received this special night out at Fenway including two tickets to the game (one for themselves and one for a fellow nurse team
member), transportation, and a Baystate Medical Center Nursing/Red Sox t-shirt. Although the Red Sox ended up losing to the Oakland Athletics 5-3, a great time was still had by all!

**Autonomy: The M Technique® by Allison Kostrzewa**

The concept of caring is central to our profession. Developed by a critical care nurse in response to an identified need to enhance communication and convey caring, the M Technique® is a series of gentle stroking movements completed in a set pattern and at a set pressure and pace which has been shown to promote a rapid relaxation response.

In June 2017, the PRN council surveyed all BH nurses to assess their knowledge and use of non-pharmacological (complementary) methods for the relief of pain, stress, and anxiety. The overwhelming majority (98%) of nurses surveyed reported that having a variety of complementary strategies readily available would increase the likelihood of using them to help their patients manage their pain, stress, or anxiety. Barriers to the implantation of complementary practices identified included: resources, education, and time. We identified the M Technique® as an evidence-based complementary modality fully within the scope of independent nursing practice which was affordable, easy to implement, and could be performed by nursing and ancillary staff in 3-5 minutes.

In November 2017, 20 BH team members attended the initial training workshop to become ‘M’ practitioners. Of these, 10 received additional training in February 2018 to become trainers. General classes began in March 2018 and to date, 94 staff members have been trained including Nurses, PCTs, Spiritual Services, Social Work, and a NODA volunteer. Classes are ongoing and can be accessed through Web Based Training. A third phase of training will occur in November 2018 where practitioners can advance their expertise through full body training.
A Wedding on Springfield 2 by Deb Baker, RN

On June 11, a terminally ill patient and his daughter discussed the disheartening probability of the patient not being present for her wedding that was to take place in 3 weeks. Dr. Bryson notified us that the family wished to have the daughter married here, tomorrow, in his room. His worsening condition would not allow them to go to the chapel. The daughter quickly left to make her arrangements. The staff started discussing what they could do to make this day memorable. Plans were discussed and jobs dictated. A call was made to bed placement and who graciously re-designated his room as private for the time so we would not have to move the patient. All of this preparation was made as a surprise to the patient and family. Night RN, Alexis Kelly, created the “Congratulations!” sign with the night shift. Lena Diaz, MT, and Tiana Daniels, PCT, volunteered to come back in the AM, on their day off, with the privacy shield, lights, candles and flowers they had at home. Zelia Mendes stopped on her way home and the next day brought in a wedding cake. Hannah Newell, RN, also stopped on the way home for cookies and paper goods. The staff worked like silent elves during the day, decorating quietly as to not disturb the patient. Melissa Buxton RN and Julia Hong PCT freshened the patient up and dressed him in a white dress shirt and provided interventions needed to provide strength to him so that he could participate. Alexis Kelly, RN and Katie Coscia, RN, who had taken care of the patient over the last several days, returned to the unit on their day off to provide support to the family if needed.

What I am most proud of as their manager, is that even though we were all caught up in the excitement, in the end, our moment of caring, was the gift of privacy. We all stepped back and continued providing exceptional care to our other 24 patients on the unit, and allowed this patient and family, to be in their moment.

I have given the M Technique® to two providers, an interpreter, and several loved ones and friends. Overall results reported by the receiver included: less pain, a sense of calmness, and the comment “we need to incorporate this in the clinic setting.”

“As the giver, I enjoy doing the M Technique® and find a sense of wellbeing for myself and others. I want to share this more often.” ~ Karen Villanueva, Staff Assistant and NODA volunteer

http://www.wwlp.com/mass-appeal/the-m-technique/1217770300
Congratulations to all those nurses passing the certification exam

Carrie Allard
Anne Atkins
Laurie Bannish
Lisa Bartolucci
Colleen Bennett
Jessica Bernard
Karyn Blackburn
Christina Brown
Becky Brucker
Christina Bushey
Erlynne Camilleri
Jaclyn Carbonneau
Jennifer Caron
Gordon Carr
Erin Clark
Caitlin Cobb
Diane Cody
Alison Colburn
Kimberly Conway
Ellen Crane
Linda Cross
Kimberly Curtin
Andrea Curtis
Lisa Dargie
Jodie Davis
Catherine DiRienzo
Smolen Donna
Cari Douglas
Rachel Downey
Tracey Dzialo
Nancy Falvey
Leeanne Fenney
Jill Fisher
Mary Forbes
Katie Forrest
Renea Fortini
Amy Frazier
Sarah Freeman
Jillian Goodwin
Leah Grippo-Beck
Edyta Halastra
Heather Herbert
Elizabeth Hicks
Krasz Holly
Christina Holmes
Virginia Hopkins
Linda Horton
Nancy Huff
Anita Johnson
Michelle Keney
Anna Liza Kilcoyne
Valerie Krokov
Kimberly Lalumiere
Kathleen Laughlin
Kimberly Legros
Heather Leone
Jennifer LeVierge
Marina Litvak
Jennifer Mayo
Laura Mazur
Amy Moore
Lisa Mraz
Kayla Narey
Deborah Nichols
Joanne Orloski
Marisa Pease
Kristen Pike
Catia Pires
Lisa Popowski
Laura Pratt
Christina Raco
Jeanna Raymond
Rosemary Rimondi
Janine Rose
Gillian Roy
Bonnie Sambor
Eva Schachtl
Lisa Scliopou
Joanne Siano
Audrey Vandervoort
Katherine Walles
Dusti Wells
Nancy Williams
Gena Yelinek
On Monday, May 29, we welcomed over 40 nursing students into the Student Nurse Associate Program (SNAP) at Baystate Health. These nursing students come to us from a variety of New England nursing programs, both Associate Degree and Bachelor’s Degree programs. SNAPs function in a supportive role to an RN and work in all levels of acuity across Baystate Health. They are provided a structured orientation designed to educate and empower them to function autonomously, and gain experience providing care to a diverse patient population and developing strong communication and organizational skills.

Service areas where SNAPS work include: Flex Medical Surgical, NICU, Emergency Department Pedi & Adult, Infusion and Observation, Short Stay (1400 & 1500), Wesson 2, Medical & Surgical Intensive Care Unit, and Infants and Children’s. This position allows the student nurse to gain experience in providing care to a diverse patient population and to develop strong communication and organizational skills.

SNAPs gain the knowledge and skills to:

- Perform direct patient care
- Obtain and record vital patient care information
- Collect laboratory specimens
- Develop documentation skills
- Communicate effectively with members of the interprofessional team
- Promote patient safety and function as a valuable team member
# BMC Direct Care RN Dashboard

<table>
<thead>
<tr>
<th>Metric and Benchmark *</th>
<th>FY18-Q1</th>
<th>FY18-Q2</th>
<th>Apr-18</th>
<th>Trending</th>
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</thead>
<tbody>
<tr>
<td><strong>Diversity in Nursing</strong></td>
<td>12.9%</td>
<td>13.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top Decile - 90th%</td>
<td>36.4%</td>
<td>36.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top Quartile - 75th%</td>
<td>32.2%</td>
<td>32.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Median - 50th%</td>
<td>18.0%</td>
<td>18.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Vacancy Rate</strong></td>
<td>6.1%</td>
<td>6.2%</td>
<td>6.5%</td>
<td></td>
</tr>
<tr>
<td>Top Decile - 10th%</td>
<td>2.5%</td>
<td>2.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top Quartile - 25th%</td>
<td>3.9%</td>
<td>3.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Median - 50th%</td>
<td>5.0%</td>
<td>5.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Turnover Rate</strong></td>
<td>12.7%</td>
<td>10.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top Decile - 10th%</td>
<td>10.1%</td>
<td>10.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top Quartile - 25th%</td>
<td>11.8%</td>
<td>11.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Median - 50th%</td>
<td>14.8%</td>
<td>14.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>90-day Turnover Rate</strong></td>
<td>5.5%</td>
<td>5.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top Decile - 10th%</td>
<td>3.4%</td>
<td>3.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top Quartile - 25th%</td>
<td>7.1%</td>
<td>7.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Median - 50th%</td>
<td>10.8%</td>
<td>10.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1st Year Turnover Rate</strong></td>
<td>20.5%</td>
<td>17.6%</td>
<td></td>
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</tr>
<tr>
<td>Top Decile - 10th%</td>
<td>24.2%</td>
<td>24.3%</td>
<td></td>
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</tr>
<tr>
<td>Top Quartile - 25th%</td>
<td>18.7%</td>
<td>18.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Median - 50th%</td>
<td>24.1%</td>
<td>24.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong># Turnover</strong></td>
<td>60</td>
<td>41</td>
<td>7</td>
<td></td>
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<tr>
<td><strong># Occupied Positions - Head Count</strong></td>
<td>1882</td>
<td>1889</td>
<td>1893</td>
<td></td>
</tr>
<tr>
<td><strong># Job Openings</strong></td>
<td>110</td>
<td>110</td>
<td>117</td>
<td></td>
</tr>
<tr>
<td><strong>Transfer In &amp; Out – Net Gain(Loss)</strong></td>
<td>(21)</td>
<td>(10)</td>
<td>(4)</td>
<td></td>
</tr>
<tr>
<td><strong>External Hires</strong></td>
<td>64</td>
<td>58</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td><strong>Net Gain/(Loss)</strong></td>
<td>(17)</td>
<td>7</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td><strong>% RN Overtime</strong></td>
<td>2.6%</td>
<td>2.6%</td>
<td>2.5%</td>
<td></td>
</tr>
<tr>
<td><strong>Actual Travel RN Expenses</strong></td>
<td><strong>$760,207</strong></td>
<td><strong>$941,744</strong></td>
<td><strong>$644,678</strong></td>
<td></td>
</tr>
</tbody>
</table>

* Benchmark Saratoga Hospital Survey 2017 from peer group of 31 Academic Medical Centers on the east coast. Target set at Top quartile performance with the exception of diversity which is set at median.
** Includes a quarterly lump sum for Freedom
Above is the latest nursing recruitment dashboard. We have made progress in the head count of actual nurses hired – up to 1893, however our vacancy rate remains below the benchmark. We have had significant internal movement due to the opening of Springfield 1400, and the addition of nursing positions to the 2018 budget. We continue to work with talent acquisition to fill nursing positions. We are also exploring the possibility of engaging with an external vendor on international recruitment.