



Giving Care a Boost at Mount Sinai Saint Luke's

In early 2016, the Department of Nursing at Mount Sinai St. Luke's partnered with the Lean Team to transform the way nursing staff members organize their workdays and deliver patient care. The "Standard Work to Achieve Relationship Centered Care" (STAR) program is a new start-of-shift workflow that builds on the Department's professional practice model, Relationship Centered Care, and uses the principles of Lean to design more efficient processes. The rollout of STAR on inpatient nursing units began in August 2016.

The STAR program, and the integration of purposeful hourly rounding (PHR), have helped transform processes, benefiting both patients and staff.

"We've learned how to connect with patients," Chantal Camille,

ANCC, agrees. "I use open-ended questions with my patients now, which gives them a chance to voice their fears and concerns so that I can really help them. PHR and the STAR program have helped us use our time much better and saved us a lot of work."

The STAR workflow was created in a series of *kaizen* events (a Japanese term for workshops focused on process improvement). Coached by a facilitator of the Lean method—which is meant to maximize the customer experience and minimize waste—the staff, including nurses, nurse assistants, nurse managers, unit secretaries, nursing leaders, and physicians, collaborated to identify gaps in patient care and communication to create and test new processes. The final product, the STAR workflow, includes a

continued on page 3 >

Healing Power of Music, All Around Mount Sinai



John Roth, center, a patient and choir member, warms up for choir practice with his sister Candida Lopez, left, and Joanne Loewy, DA, LCAT, MT-BC.

A choir that assembled recently to sing "Carol of the Bells" in the atrium at Mount Sinai Downtown-Union Square had more in common than a love of music: Most were recovering stroke patients and their caregivers. The concert, part of a research study sponsored by The Louis Armstrong Center for Music and Medicine at Mount Sinai Beth Israel, is one of the many music therapy services provided through the Center.

Visiting artists, and other performance and therapeutic programs involving live music are also available throughout Mount Sinai Health System all year long.

"When someone who has survived a stroke joins our choir, they may not be speaking, and with their favorite songs their voices come alive. It's a phenomenon we want to understand neurologically. It's wonderful," says Joanne Loewy, DA, LCAT, MT-BC, the Center's director.

continued on page 10 >

Welcome

to the Winter 2017 Edition of the
Patient Experience Newsletter!

This edition of the newsletter, compliments of the Joseph F. Cullman, Jr. Institute for Patient Experience, highlights improvements in communication with patients and features music and music therapy programs that provide unique support to our patients and their families on their health care journey. It also recognizes staff members and volunteers who demonstrate our core values every day, and includes comments from grateful patients.

We wish you a healthy and peaceful 2017.

Moment of Mindfulness

It's not uncommon to feel overwhelmed in the midst of our busy lives. A tool you may find particularly effective in these moments is the STOP acronym.

Stop what you are doing for just a moment,

Take a breath,

Observe your experience and ask the question: "What's needed NOW?" (or formulate your own question),

Proceed with what's most important or needed right now with greater clarity and focus.

*Mickie Brown, RN, Deputy Nurse Manager of
Selikoff Centers for Occupation Health and the
World Trade Center Health Program at Mount Sinai.*



The Mount Sinai Health System complies with applicable Federal civil rights laws and does not discriminate, exclude, or treat people differently on the basis of race, color, national origin, age, religion, disability, sex, sexual orientation, gender identity, or gender expression.

Mount Sinai Health System cumple con las leyes federales de derechos civiles aplicables y no discrimina, excluye ni trata de forma diferente a las personas por motivos de raza, color, nacionalidad, edad, religión, discapacidad, sexo, orientación sexual, identidad de género, o expresión de género.

Staff and Volunteers Have Free Access to Beryl Institute Webinars

All staff and volunteers in the Mount Sinai Health System have complimentary access to the Beryl Institute, the premier global community dedicated to improving the patient experience. Webinars are one of the Institute's valuable learning tools—recordings facilitated by patient experience leaders from around the world who share proven practices and strategies that users can learn and implement. Users can register for a live webinar or listen to a recorded webinar at their leisure. The recorded library includes:

- **"The Privilege of Being Busy: Balancing Productivity and Patient Experience,"**
- **"Praise, Coach, Discipline: Giving Feedback to Others,"**
- **And "Initiative to Promote LGBTQ Inclusion in the Patient and Family Experience."**

To register for a webinar or visit the library of recorded webinars, visit berylinstitute.org. New users should first sign up at <http://bit.ly/mountsinairregistration>. For questions, contact Michelle Garrison at michelle.garrison@theberylinstitute.org.

› Giving Care a Boost at Mount Sinai Saint Luke's (continued from page 1)

standardized bedside change-of-shift report for registered nurses; morning and evening unit huddles; standardized patient assessments; and a uniform hand-off at the change of shift for charge nurses. All of these components guide the way patient care is organized, leading to improvements in care planning and delivery, medication administration, pain management, patient safety, and the patient's experience of care.

In addition to the advantages experienced with the STAR program, nurses report that integrating purposeful hourly rounding (PHR) into the workflow and adopting new communication tactics have clear benefits. Patient Experience (PX) Coaches spent about eight weeks on 8E, a medical-surgical unit at MSSL, and 10E, a cardiac telemetry unit, learning from the staff about what was working and what wasn't in performing PHR. By building rapport and trust, facilitating communication among team members, and enhancing communication with patients, the PX coaches were able to help the staff execute several changes, including implementing PHR.

Nurses feel that PHR has clear benefits. "We are learning better ways to communicate how much we care," says Seenauth Rai, ANCC, who works in 10E. Another RN in the unit, Juliet Marbid-Cruz, says, "We learned the effects of really connecting with patients, such as sitting versus standing. Now, when I draw blood, I pull up a chair and sit down. I like it better, and now patients say, 'Thank you.' They never used to say, 'Thank you.'"

Since beginning STAR, 8E has made several changes, like implementing the "team walk," in which the RN and NA introduce themselves as the team caring for the patient for the shift. Lisette Rodriguez, an RN on 8E, says this communicates to the patient that the staff are working together to ensure a positive experience for them.

In addition, the morning and evening staff huddles, in which patient information is shared with all team members, are conducted in a more structured and concise way. The meetings now end with an uplifting "all hands in" message, and the staff



Maria Vezina (upper left), EdD, RN, NEA-BC, Vice President and Chief Nursing Officer, Mount Sinai St. Luke's, with the Cullman Institute Patient Experience Coaches and the 8E patient-care team.

worked with the PX Coaches to create recognition boards so they can post notes about how they appreciate their coworkers. "I see a big change," Iris Sykes, RN, says. "People are more helpful and nicer to each other. There is more teamwork."

Cynthia Anane, RN, says of PHR, "The call bells have really reduced. You practically don't hear them anymore. The falls have decreased too. It saves me time to do important things. I feel like the Patient Experience Coaches taught us how to connect to patients on a deeper level."

Patients and visitors have noticed the change, as well. One elderly patient's daughter observed of 8E, "I am very comfortable shortening my visits because I know that my mom is in good hands."

Nursing leadership at St. Luke's plans to expand the STAR program beyond the six units evaluated by the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS). The nursing staff is supportive of this initiative, as well. Ms. Anane feels that STAR and PHR coaching has been reinvigorating. "Sometimes you get comfortable with the way you are doing things," she says, "You need a boost." Transforming the workflow, integrating PHR into daily activities, and learning ways to connect better with patients have given Mount Sinai St. Luke's nursing staff this "boost" and rededicated every member of the team to Relationship Centered Care.

Mount Sinai St. Luke's Performs Well in Preventing Central-Line Infections

Mount Sinai St. Luke's has achieved an outstanding record in preventing infections in central lines, the intravenous tubes used to supply medication, nutrients, and fluids to vulnerable patients. "The Medical Intensive Care Unit is great in general," says Emilia Mia Sordillo, MD, the physician in charge of infection prevention at the hospital. "You aim for perfection, and the only way to do that is continually pushing to be better."

As of December 31, 2016, the Medical Intensive Care unit at the hospital had gone 1,073 days without a single central-line infection. To keep that streak alive, the staff constantly reassesses how it is doing, and strictly follows a check list when placing every line. Vigilance is also required when patients have a central line for long-term treatments of chemotherapy or antibiotics. "After a week, maintenance is extremely important," Dr. Sordillo said.

Hospital infections rank as the eighth-leading cause of death in the United States, just behind diabetes. Central-line infections make up 5 percent of all hospital-acquired infections, affecting more than 27,000 people in 2015. Fortunately, they are largely preventable when staff members follow safety procedures, including washing their hands; cleaning the patient's skin with chlorhexidine, a strong antiseptic; and keeping an antiseptic cap on the opening port of the lines. Nurses and physicians work as a tightly coordinated team, checking procedures as they go and logging them carefully.

Mount Sinai St. Luke's performance was noted in a recent issue of *Consumer Reports*, which evaluated hospitals based on their



From left: Melissa Nelson, RN; Alan S. Multz, MD, chief medical officer of Mount Sinai St. Luke's; and Marc Lesser, RN, with a procedure cart containing supplies for placing central lines. As of December 31, 2016, the Unit had gone 1,073 days without a central-line infection.

infection rates. The article can be seen at www.consumerreports.org/hospital-safety/hospital-acquired-infections-zero-tolerance/.

Alan S. Multz, MD, Chief Medical Officer at Mount Sinai St. Luke's, attributed the unit's performance to "the teamwork that our multidisciplinary team of infection-prevention specialists, nurses, nurse practitioners, physician assistants, and physicians provide at Mount Sinai St. Luke's in order to give our patients the highest quality and safest care that we can provide."

Communication Coaching and Consultation Service Aids Physicians

An increasing number of Mount Sinai physicians are taking advantage of Communication Coaching and Consultation (CCC), a peer-support service for enhancing communication in exam rooms, at bedsides, and in consultations on the phone. The training is provided by Physician Coaching Ambassadors, Mount Sinai physicians who have completed extensive training in health communication strategies as well as coaching and consultative skills. Working with these Ambassadors, physicians examine how they communicate and connect with their patients and explore ways to improve.

The effectiveness of CCC was evaluated using preliminary data from the patient experience surveys of 21 physicians, comparing data from a year before they received training with data from three months after the training. The findings have been encouraging: Increases were observed in patients' confidence in their physicians' attention to their concerns or requests, and the ratings rose for explanations of diagnoses and treatment plans. The largest increase was found in patients' ratings of their likelihood of recommending their physician's office to their family and friends.

A Standout Volunteer at NYEE's Revitalized Program

The New York Eye and Ear Infirmary of Mount Sinai (NYEE) is revitalizing its volunteer program with a concentration on the patient experience. One volunteer,

J. Henry Michael, who joined the program in April, is an example of the program's potential for enhancing care. Christine Pescatore, Volunteer Coordinator, says Mr. Michael has been a tremendous asset to patients and families, always greeting them with a smile and ready to assist them in any way he can.



His dedication and compassion are also appreciated by staff members, including Linda Tiersten, Director of Social Work, who recounted Mr. Michael's interaction with a patient in need. "J. Henry identified a patient in the lobby who was not feeling well," Ms. Tiersten says. "He immediately brought the patient to the Social Work Department for assistance and then escorted the patient to the Eye Clinic, staying by her side until she received treatment. It was clear that he was concerned about the patient's safety and conveyed patience and compassion throughout."

In another instance, Mr. Michael was praised for notifying the nursing staff that a patient in the waiting room was not feeling well. It turned out that the patient's blood sugar was low, and the nursing staff provided immediate assistance and thanked Mr. Michael for alerting them. Ms. Pescatore praised Mr. Michael's dedication and highlighted the important role he and all NYEE volunteers play in providing kind and compassionate care, as well as a welcoming environment.

At Mount Sinai, we believe that communication matters in assuring patients' safety, improving patients' health outcomes, and enhancing patients' experiences of care. Physician Communication Ambassadors look forward to hearing from any Mount Sinai physicians and advanced practitioners who would like to discuss and explore communication strategies that could enhance the care we provide our patients. For more information about the CCC service, please contact Yosuke Chikamoto, PhD, CPXP, Director, Center of Excellence in Physician Communication, at yosuke.chikamoto@mountsinai.org.

Patient Experience Surveys

Inpatient Behavioral Health

The Mount Sinai Hospital

1. From the ER to the Klingenstein Clinical Center, I was treated with respect, which will affect and encourage me to seek help again if needed.
2. Nurse Matt in the ED was very helpful and caring to my needs. I thank him for understanding me when I couldn't even understand myself.
3. RN Vida was comforting, efficient, and informative during intake.
4. Darrel, Cooney, Mike, Ken, and many of the other nurses helped me understand my medication.

Mount Sinai Beth Israel

1. Fantastic staff, always willing to go the extra mile to make me as comfortable as possible.
2. I don't remember a lot, but I do remember that they were very clear and direct about my patient's rights.
3. All were very kind and helpful. I am sure I learned a few things about myself, and I feel I will be better able to stay well.
4. Especially happy with Yvonne, who I felt was an exceptional advocate and educator. Rebecca was always sweet and had a good sense of humor, which always lifted my spirits.
5. The day staff were always attentive. PCA, Adelaide, Shawn, Hycente, Louis, Marcela, and Pamela are the best.

Mount Sinai St. Luke's

1. Nurse Jones's care in the emergency room was genuine.
2. William was always helpful and accommodating. The nurses always explained the medications.
3. Johnathan and Alyssa showed me how to have patience. They allowed me to tap into my genuine happiness.
4. Sierra Ferguson is a great psychiatrist, and Daniel Suter did a wonderful job at listening to me and telling me how to stay safe and sane.
5. My nurse (Dean) has been

extremely thorough. I have memorized exactly what my treatment plan is after discharge, thanks to him.

Neonatal Intensive Care

The Mount Sinai Hospital

1. Physician communication was excellent, and we were pleased with the nursing care and attention.
2. The social worker (Susan) was great.
3. We learned so much from the NICU nurses! I was petrified to feed, hold, and change the babies, but after going to the NICU, my husband and I felt very confident by the time our babies came home. Staff were patient, encouraging, and supportive. Especially loved Vangie, Rosie, and Jillian. We feel incredibly lucky that our son was born at this hospital—he was able to get such great care.

Mount Sinai West

1. Special thanks to: Gisele, Corra, Corazon, Martina, Melissa, Evelyn, Tet, Rose, Wioletta, and all who took care of our daughter and supported our family.
2. The nurses were absolutely incredible. They took the time to teach us how to properly care for our baby, explain what was going on with her at all times, and made us feel comfortable about her care in the NICU.
3. We've already expressed through social media the excellent care our son was given at Mount Sinai West NICU!

Ambulatory Surgery

Mount Sinai Beth Israel

1. I am grateful for the staff (nurses, anesthesiologist, surgeon) I had on my procedure day. They did an exceptional job caring for me, explaining step by step what was to be done, and remaining in contact with my family who were there with me that day! The courtesy my family and I received was the best ever!!!!
2. All were professional, extremely kind, caring, and

Three Caring Staff Members Receive the Wholeness of Life Award

Since 1986, the HealthCare Chaplaincy Network, a nationally recognized spiritual care organization, has partnered with New York-area hospitals to recognize staff members who demonstrate a commitment to the wholeness of body, mind, and spirit. Each year, staff at the Mount Sinai Health System nominate colleagues for exemplary work with patients and staff. This year's winners are:

- **Fernando Rivera**, MSN, RN, Clinical Nurse Manager, MICU, The Mount Sinai Hospital;
- **Mark Collazo**, CO-LAHSO, Technical Director, Respiratory Therapy, Mount Sinai St. Luke's and Mount Sinai West;
- **Denise Knox**, Food and Nutrition Services, Mount Sinai Beth Israel.

Mr. Rivera's colleagues at The Mount Sinai Hospital nominated him for his exceptionally compassionate approach to patient care and his deep commitment to teamwork. He recognizes that each of his patients may require not only critical medical care,



Award winners, from left, Fernando Rivera, MSN, RN; Denise Knox; and Mark Collazo.

but also emotional and spiritual support. He also provides his staff with the educational and assessment tools they need to provide excellent care to patients and families.

Nominated by 33 colleagues from across disciplines, Mr. Collazo has a long history of service, volunteering at Mount Sinai St. Luke's before he went to college. His colleagues recognized not only his competence in managing a team of more than 60 respiratory therapists and students, but also his compassionate ear as he listens and responds to patients.

Ms. Knox delivers meals to patients at Mount Sinai Beth Israel, and does so with kindness, empathy, and respect. Her colleagues nominated her for the way she quickly and effortlessly engages with patients and family members while ensuring that patients' dietary needs are met.

In recognition of their extraordinary daily work, all three Wholeness of Life winners attended the HealthCare Chaplaincy Network's annual gala, held at the Mandarin Oriental Hotel in Manhattan.

Two Achieve Certification in Patient Experience

The Joseph F. Cullman, Jr. Institute for Patient Experience is pleased to recognize Miguel Arenas, MS, CPXP, Director, Patient Representative and Language Services Department at Mount Sinai Beth Israel, and Grace Marin, MSN, MBA, RN, CPXP, System Director, Patient Experience (PX) Improvement Coaches, for achieving the Certified Patient Experience Professional (CPXP) certification from the Patient Experience Institute. The Institute is an independent nonprofit organization committed to improving patient experience through evidence-based research and professional development efforts,

including certification and continuing education. The CPXP certification is an international designation intended for health care professionals with at least three years of experience in a patient experience-related role, a commitment to patient-experience improvement, and a comprehensive understanding of the elements required to support an exceptional patient experience. Certification achievement highlights a commitment to the profession and to maintaining current skills and knowledge in supporting and expanding the field of patient experience.

For more information about the CPXP, please go to www.pxinstitute.org.

Creating a Welcoming Environment for Transgender Patients



The Mount Sinai Health System has long been committed to delivering effective, competent and compassionate care to LGBT patients. In the latest demonstration of that commitment, the Health System's

Office for Diversity and Inclusion LGBT Program has partnered with Mount Sinai's Joseph F. Cullman, Jr. Institute for Patient Experience to expand training in best practices in transgender-affirmative care to reach employees across the system.

Frontline business associates, security personnel, food and transport services, and clinical staff all play a key role in creating and maintaining an environment that responds to the needs of the increasing number of transgender and gender-nonconforming patients. Despite federal and state mandates for equitable treatment and for third-party coverage of their unique health care needs, transgender patients continue to experience discrimination in their everyday lives, particularly when seeking health care. As a result, many fear they will be treated disrespectfully by health care staff, which can lead them to delay seeking necessary care. In addition, the names and pronouns that transgender people use often do not match the names on their health insurance and medical records.

Patient Experience staff and Nurse Educators have undergone a train-the-trainer program to deliver the module in "Enhancing the Transgender Patient Experience" and to connect departments and units with additional resources. The module focuses on establishing a welcoming practice environment, including anti-discrimination policies and procedures; using appropriate names and pronouns; creating visible indicators of inclusion; demonstrating respect and confidentiality; and internal and external subspecialty resources and referrals.

Mount Sinai has been selected to present this model at the 2017 Beryl Institute Patient Experience Conference. Our presentation will describe the current health care challenges that transgender patients face; will review the curriculum Mount Sinai has developed to teach staff how to deliver transgender-affirmative care; and will share resources for implementing transgender-affirmative care in mainstream health care settings. For more information on LGBT education and training resources or to schedule this training module, contact Erica Rubinstein, MS, LCSW, CPXP, Senior Director, Patient Relations, Service Recovery and Interpreter Services at erica.rubinstein@mountsinai.org.

reassuring. The RN in the recovery room, Peggy Hillman, was WONDERFUL. My experience at Mount Sinai Beth Israel was a 10.

3. Dr. Inabnet was an incredible surgeon. As a physician anesthesiologist, I selected him because of his vast surgical experience. Little did I know he also has a fantastic bedside manner. He called me before and after my surgery, communicated with my husband once done operating, and came to visit me in PACU. Highly recommend!

New York Eye and Ear Infirmary of Mount Sinai

1. This was my sixth surgical procedure at NYEE. Both my doctor (David Ritterband, MD) and the facility have been excellent each time. New Yorkers are extremely fortunate to have such expertise in our city.

2. The hospital was amazing. The nurse who explained everything was exceptional and made me feel safe. David Godin, MD, was also exceptional.

Mount Sinai Brooklyn

1. The whole staff, from registration to leaving after the surgical procedure, was GREAT!

2. I dealt with The Mount Sinai Hospital in Manhattan, and this experience was no different. From my doctor's visit to the staff I dealt with, my experience was very good.

Mount Sinai St. Luke's

1. I'm very pleased with my surgery. Everything was excellent from the beginning to the end. The doctors, nurses, and all the staff were very professional. The cleanliness of the hospital was excellent.

2. As a parent of a small child going into surgery, the staff were very friendly, understanding, and compassionate. They were also patient and polite.

Mount Sinai West

1. Truly the nicest nurses, administrators, orderlies, and health care professionals anyone could ask for. They treated me with great respect, no judgment, and excellent

humor, and made me feel safe and cared for!

2. Day of surgery I was nervous, but the staff assured me that everything would be fine because I have a good doctor and she is passionate about her work.

Emergency Department

The Mount Sinai Hospital

1. The nurse was excellent. She gave me privacy and really checked me out. She soothed my fears.

2. I LOVED the attending (Pedro Giron) who took care of me. He was kind, gentle, and truly concerned about my well-being.

Mount Sinai Queens

1. All of the nurses I interacted with were phenomenal. So courteous, patient, caring, considerate, gentle, and kind. Best ER/ED visit.

2. Extremely satisfied with every aspect associated with Dr. Leno.

Mount Sinai Beth Israel

1. Nurse Kelly in pediatrics is outstanding in manner, professionalism, care, and compassion.

2. We are Sabbath observers and were very pleased with the way the staff knew and understood.

3. Please thank the physician's assistant, Kevin Nelson, for intervening on my behalf.

Mount Sinai Brooklyn

1. The veins in my hands are difficult to find, but the nurses worked in a diligent and caring way until they were successful.

2. Thomas Fuchs, MD, was pleasant, professional, and attentive.

3. I have not yet seen an emergency room to compare with the fast and professional service I have received here.

Mount Sinai West

1. Samuel Absalon was warm and friendly, even though it must have been rough working on a holiday. He made sure I was warm and comfortable while asking me all those medical questions. I even met his manager. I forget her name, but she introduced herself by name and job title.

2. The doctor, Juan Orozco, was

diligent, kind, and careful in his treatment despite the fact that he was extremely busy and had other emergency patients to care for.

Mount Sinai St. Luke's

1. The staff was incredibly kind and attentive. The doctor most attentive was Dr. Satnick. I really could not have asked for better care from my own personal physician. One nurse had just the right balance of concern and humor to fit my personality. (2E)
2. Phenomenal all around, and it was equally applied to all patients in our shared area regardless of race, socioeconomic status, or gender. Everyone was treated with equal care, concern, and respect. I felt really listened to and understood by my doctor. I am so grateful to him!

Inpatient

Mount Sinai Brooklyn

1. The nurses were excellent, caring people. I looked forward to the nurses' cheering spirits. (1N)
2. Two nurses in particular were angels: Marie and Elizabeth. If I pressed the call button, I received immediate care. (3E)
3. Timothy, RN, was excellent (kept me well informed). (2E)
4. I especially would like to thank Victoria, RN, and Fabian, PCA. I would also like to thank Ms. Taylor, nurse manager. (2N)
5. Edmund Mandel, MD, is the consummate professional, and I obviously trust him with my life. (3N)

The Mount Sinai Hospital

1. Everyone was very nice and friendly and professional! The gentleman who takes people up to their rooms for procedures is SO nice and reassuring!! (9 East)
2. Dr. Malone was amazing!!! She made me feel from day one I was in the best hands on earth. (11E)
3. Dr. Friedman is amazing. She explained everything to me and made me feel as comfortable as possible during my delivery. (KP8)
4. Sade Williams (food service) was outstanding in her service

and concern for my needs. (8W)

5. Many of the nurses (Richard, Bernadette, and Jackie) went above and beyond to help me and always had a positive attitude. (10E)
6. 8 Center nurses Aldeen and Lori were exceptional and caring. PCAs Vicky and Jamie were amazing. (8C)
7. Mount Sinai, you were the best hospital I have been in. Dr. Neustein called to check on me the next day, and the residents called my primary care and updated him on the surgery. Excellent circle of care! (6W)
8. Nurses Helen and Reza were incredible—so happy to have had them with me during labor. They helped me manage pain naturally and encouraged me in a professional and personal manner. (KP7)
9. Special thanks for special care to Miguel Escalon, MD, Director of Critical Care Rehabilitation, and his staff, and to Clinical Nurse Manager Susan Brindisi and her staff for the extra care and love they all showed me throughout my stay. They should all be commended for a job well done. (8C)
10. Roberta, Vereen, and Darlyn were exceptional. I am a physician here, and they made me proud of MSH. (KP4)

Mount Sinai West

1. Mount Sinai West is the best hospital I have ever stayed in. Everyone on the staff, from house cleaning to doctors, were very respectful, pleasant, and downright nice. Richard Whelan, MD, and his entire surgical team are absolutely amazing. (10A)
2. Nurses took excellent care of me and my newborn. (12B)
3. My labor and delivery nurses were amazing! Mary Ellen was my day nurse, and she was so caring and receptive to my needs. Not being from New York, my mother wasn't able to be here for the birth of my first baby. Even though she probably doesn't realize it, Mary Ellen filled that void of having a motherly figure present. She was so patient and truly made a huge difference in getting me through the early stages

Two Patient Experience Coaches Join Mount Sinai

The Joseph F. Cullman, Jr. Institute for Patient Experience is pleased to introduce two new Patient Experience Improvement (PXI) Coaches. The PXI Coaches work closely with frontline nursing staff to enhance their PHR (purposeful hourly rounding) and communication skills. The two new coaches, introduced below, join PXI Coaches Luann Donnelly and Nicole Bernardo, and Grace Marin, MSN, MBA, RN, Director, PXI Coaches.



Celeste Roberts joins the PXI team from the Bergen County Community Action Partnership, where she was an Education Specialist for Bergen County Early Childhood Programs. In this role, she provided training and development programs for educators. Ms. Roberts earned her bachelor of arts degree in political science and her master of arts degree in teaching from Fairleigh Dickinson University. With almost 20 years of experience in teaching English, English as a Second Language, and Communication, she has developed and delivered training for educators on the use of verbal and nonverbal communication to build rapport and establish trust with students. Ms. Roberts's compassion for the challenges non-native English speakers face led her to develop a network that connects professionals who are non-native English speakers with educational and professional resources. She is excited about the opportunity to bring that same kindness and compassion to her new role as a Patient Experience Improvement Coach.



Sabrina Segui joins the PXI team from the 92nd Street Y, where she served as the Chief Service Officer for its volunteer program, 92Y Serves. In that role, Ms. Segui developed volunteer programs that served New York City communities in various ways, such as rehabilitating a school library and creating a "senior think tank" to explore the use of technology to reduce loneliness and foster connection for seniors. Prior to that, she served as a 92Y Human Resources Specialist, creating and delivering training programs in performance management, goal setting, customer relations, and organizational change. Ms. Segui was a social worker at the New York Foundling Hospital, functioning as a liaison between children, parents, and various supportive agencies, and has direct care experience working as a medical massage therapist and hypnotherapist. She is passionate about communication, and believes that healing happens in connection to one another. Ms. Segui earned her master's degree in social-organizational psychology and conflict resolution from the Columbia University Teachers College Graduate School of Education, Health, and Psychology.

“Kindness, Compassion, and Hard Work” at Mount Sinai West

How can a stay at a hospital be good? Well, under the circumstances of being in pain and discomfort, it was as good as I think it could be.

I have to say that since returning home after my stay of eight days, including two in ICU, I have had time to not only recover from my illness, but also to reflect on it. As I get farther away from it, I realize how ill I was. At the time I knew I was sick, but just focused on getting better. The care I received allowed me to do that. I had never been hospitalized before, and I'm 57, so I didn't know what ICU was like. I didn't know what being woken up every couple of hours for blood work and vitals to be taken was like. Being in the hospital was not a pleasant experience; that probably should come as no surprise. However, the kindness, compassion, and hard work I observed by everyone was very moving to me.

My nurse Jeana, with her humor and expertise, made my stay that much nicer. The first nurse I had in the ER, who was so kind and reassuring and would whisper exactly what he was about to do before doing so—these moments put me at ease and allowed me to trust what was happening.

The orderlies who wheeled me from one place to another, always with great care and always with a “hope you feel better.” That small phrase coming from people who are surrounded by patients all day and all night—it meant so much. I was scared. I was in pain. I had no idea what I was suffering from, but it wasn't until I got some distance that I realized that this could have gone a completely different way without the care I was so generously given.

I often think of all those caregivers at random moments during the day and hope that their day or night is going OK. It cannot be easy dealing with the sick on a daily basis, and I am sure there are all sorts of patients with every level of pain and discomfort that always must be met with professionalism, but that is what I found at Mount Sinai West.

I must also say that I am married in a same-sex relationship. I am of an age to remember when having my partner at my side would have been problematic at best, and to be able to have him there with me, to support me, and to field all my unreasonable and cranky requests was monumental! All without a blink of an eye or moment's hesitation from any of the staff.

I am very lucky and extremely grateful to be writing this with all my strength and health restored. Credit must be given where credit is due. So thank you from the bottom of my heart.

Sincerely,

Michael Brian Dunn

of labor, keeping me calm, and offering advice to manage my pain. Our night nurse, Kaitlin, was just as amazing through the actual delivery, coaching me on pushing and breathing and helping with initial breastfeeding. Both women were phenomenal nurses and played a major role in shaping my positive birth experience at Mount Sinai West. I'll forever remember them! (Labor and Delivery)

4. The physicians took time to explain my condition. They were thorough and explained my plan to me. Dr. Lax, who filled in for my awesome Dr. David Baskin, was terrific!! (9A)

5. Dr. Nabizadeh was amazing! Nurse Joan (12th floor) and Karen (11th floor) were both incredible. Made me feel cared for and equipped to care for my newborn. Dr. Nabizadeh made me feel safe and excited instead of terrified. She has incredible bedside manner and really cared for me and my family. (11B)

6. Faiz Bhora, MD, is the best doctor ever. I never felt rushed. (14B)

7. Miss Pat, food server, is like an old friend I haven't seen in a long time. Kind, cheerful, and engaging! Always served my meal with a smile. (8B)

Mount Sinai Queens

1. The staff person was gentle and kind and gave me a blanket because I was cold. She escorted me to the imaging center to take a test. (2E)

2. I loved every one of my nurses, and they did an excellent job! Ms. Kathleen Wong and Ms. Charmain were amazing and extremely caring. (3E)

3. Nurses on 3W have been exceptional! Olivia, MJ, and Regina on the 2nd floor; Kim, Garcia, Ms. Barnes, Mickey, White, and Deol; aides, Luisa, Janet, and Veena; other 3W nurses and aides; and the transport helper, Eugenia Lacoste. I would give a higher score if listed. (3W)

4. Stephen Johnston, MD, and the ortho team explained my injury and the procedures to be followed. (4E)

5. Cynthia Flores was beyond

helpful and excellent. PACU night and day nurses were excellent. (5E)

6. Always explained to me what they were doing or when I was taken for test. Staff was friendly and very attentive, and always said excuse me and introduced themselves. (4W)

7. Security guards were very respectful and professional.

8. Dr. Kourtesis and Dr. Kostantaras were exceptional. Dr. Sklar was wonderful, taking time to explain what was going on. PAs are wonderful. (3W)

9. Paul Lajos, MD, is an excellent doctor, providing me with care and courtesy. His team and the nurses treated me wonderfully. (5E)

Mount Sinai St. Luke's

1. RNs from 9 West, Nichole, Bola and Nirva, gave their best in taking care of me! Nichole and Bola were so patient when I had blood transfusions. (9W)

2. Regine, the night nurse, was exceptional. (8E)

3. The nursing staffs were incredible: empathic, friendly, and skillful. They made an awful situation bearable. (10E)

4. The best hospital in NYC: Mount Sinai St. Luke's. (7W)

5. Everyone at the hospital was always extremely courteous! (6W)

6. All the nurses were exceptional. (9E)

Mount Sinai Beth Israel

1. Nurse Noemi always had a nice smile and brought me anything I needed promptly. (5 Dazian)

2. You have the smartest and nicest nursing staff. Sense of humor was a plus!! (7 Silver)

3. Nurses were great. I didn't have to use the call button. (9 Dazian)

4. Dr. Napolitano was the most amazing doctor I ever had. I truly hope that you let him know how thankful and grateful I am to him and the other doctors on my team. (8 Linsky)

5. Dr. Sidhu was exceptional in discussing care and diagnosis with me. (8 Silver)

6. Dr. John Fox and his PA always spent time to explain everything. I felt like I was their only patient.

› Healing Power of Music, All Around Mount Sinai *(continued from page 1)*

Since its founding 22 years ago, The Louis Armstrong Center for Music and Medicine has offered music therapy to thousands of patients suffering from a wide range of conditions, from complications due to pregnancy to end-of-life illnesses. The Center provides therapy in all hospitals within the Health System and runs multiple research studies that examine the healing effects of live music on health. They have recently begun a new program for Alzheimer's patients at Lincoln Center and are starting community groups in conjunction with the New York Foundation for Eldercare.

"Music therapy can have observable effects, particularly in chronic stroke patients. Singing can induce functional and structural brain changes, improving expressive language," says Dr. Loewy, who oversees a team of 7 music therapists and 14 interns.

Throughout the Health System, a wealth of live music programs can also be heard, offered by staff, students, nonprofits, and grateful former patients:

- **Singing Together Measure by Measure**, the stroke/caregiver choir at Mount Sinai Downtown-Union Square, meets Monday nights and is free. Contact Marie Grippo at 212 420-2704 for more information or to enroll.
- **Juilliard School** music students play for Mount Sinai West on 9G (Inpatient Addiction) on Friday evenings once per month.
- **The Mount Sinai Music** and Medicine Performance Program recruits medical students, faculty, staff, and professionals who are also talented musicians to perform in the Guggenheim Pavilion at The Mount Sinai Hospital and on patient units. The program also partners with Concerts in Motion to perform for elderly community members and residents at senior centers in East Harlem.
- **Sing for Hope**, a nonprofit that features volunteer musicians, performs monthly at The Mount Sinai Hospital.
- **Musicians On Call**, a nonprofit, sends professional volunteer musicians to perform private concerts in many locations within the Health System. The group also performs live monthly, during an in-house radio show produced by The Child Life Zone at Kravis Children's Hospital.
- Children receive help with the challenges of hospitalization at



Above, former patients Nadir Aslam and Kristin Olson serenade their surgeons, Andrea Wolf, MD, and Andrew Kaufman, MD.

The pianist David Chang, a Music Ambassador, performs with Sing for Hope volunteers at The Mount Sinai Hospital.

Kravis Children's Hospital through interactive music therapy with licensed creative arts therapists and board-certified music therapists.

- **Music for Healing**, run by the Mount Sinai Department of Volunteers, draws volunteer musicians from the outside community to perform live music on the units. Musicians typically sing and play guitar, choosing preferred songs after a discussion with the patient and family.
- At **Mount Sinai Brooklyn**, the Volunteer Musicians Program has for the past five years helped boost patient satisfaction by featuring volunteer musicians from age 16 to retirement age who take song requests from patients.

In many cases, professional musicians who were treated at a hospital in the Health System have asked to return to give a performance. One former patient, Josephine Reiter, is a classically trained pianist who plays for 3G at Mount Sinai West once per month. Two more former patients joined to create Mount Sinai



Music as Medicine: Musicians On Call Brings Bedside Cheer

Music is often overlooked as a therapeutic intervention. Listening to, singing, and creating music can provide immediate benefits, both physical and psychological. Music can be soothing, distracting, or make you feel safe. That is part of the reason people sing in the shower and belt out ballads along with their car radio.

“Mount Sinai Queens realizes that music can have a positive impact on patients,” says Caryn A. Schwab, Executive Director, Mount Sinai Queens. “Ten years ago, we teamed up with a very special organization, Musicians on Call, to entertain and calm patients, and ensure they are not feeling lonely.”

Musicians On Call brings live and recorded music to health care facilities across the country. At Mount Sinai Queens, musicians provide bedside concerts on Wednesdays from 5:30 to 7 pm. The organization also stocks a CD library with a wide range of music and CD players for patient use.

“Musicians On Call believes that music and entertainment improve the patient experience and complement the healing process,” says Matthew Onorato, Coordinator of Northeast Music Programs, Musicians on Call. “Our goal is to make the healing power of music accessible to all patients in health care facilities.”

A trained volunteer visits each patient just before the artist’s arrival to confirm the patient wants an in-room concert. The volunteer assists the artists and takes them from room to room.

“Being ill and being stuck in bed are no fun. When the singer and guitar player sang for me, it made my day,” said a recent patient on the Hospital’s 3 East Unit.

“As a volunteer musician, I witness firsthand the healing power of music when playing and singing to patients and perhaps for that moment, I help them forget their circumstance,” says Ken Voicin, a retired firefighter, who has been playing the keyboard and entertaining our patients for more than six years.

For more information on Musicians On Call at Mount Sinai Queens, contact Ana M. Rodriguez, Director of Community Relations and Volunteer Services, at 718-808-7726.



Above, Todd O’Connor, Creative Arts Therapy Supervisor, with a patient at Kravis Children’s Hospital.



Volunteer musicians at Mount Sinai Brooklyn, from left, Rose Huczko, Bonnie Edner, and Nicky Chan.

Right, Glenn Manion, a volunteer with Musicians On Call at Mount Sinai Queens.

Concerts for Patients, which transforms the soaring Guggenheim Pavilion into a classical music concert hall on a monthly basis. The patients, Kristin Olson, an oboist, and Nadir Aslam, a violinist, each suffered from spontaneous pneumothorax (a collapsed lung) and met each other post-surgery through common friends on Facebook.

“It’s a visceral issue, being in the hospital, hearing clicks of machines,” Ms. Olson says. “Anything that can take you out of that space for a few minutes is so healing.”

“Cooperative and Caring” Team at Mount Sinai Queens

My mother-in-law had her hip replacement surgery by Edward C. Yang, MD, at your hospital on August 30. I would like to take this opportunity to commend your staff for the top-notch medical care she received before, during, and after the surgery. They were informative, cooperative, and caring, and the team worked together seamlessly in meeting the needs and concerns of the patient and family.

My mother-in-law had to return to your hospital a second time on September 12 because of a urinary tract infection she developed during rehab. Again, she received first-rate care from your medical team. Their smiles, kind words, and personal touches made all the difference. Ekaterina Sokolova, MD, took care of her in the ER and followed through with her treatment during her subsequent stay in the West Wing. She addressed her every concern with passion, warmth, and care.

I have had experience with other hospitals and can honestly say that your team at Mount Sinai Queens is a cut above the rest. You have a system that allows team members to work and communicate among yourselves and with patients and their families to deliver the best possible care. For that, my family and I are most grateful.

Sincerely,

Eleanor Wong

A Transporter Receives Praise

Mount Sinai Beth Israel received the following email from the wife of a patient who was hospitalized while visiting from New Zealand.



Heriberto Diaz, 91, has been a member of the Liaison and Transport team at Mount Sinai Beth Israel for 45 years.

Dear Sir,

While my husband and I were holidaying in New York from New Zealand, he unfortunately ended up in the cardio unit of your hospital. He spent three days there. Our first patient transporter was Heriberto. What a breath of fresh air! He was so caring and friendly. He visited my husband to say “Hi,” and we were both so grateful for the experience. He is a gem! There were many positive aspects of experiencing USA medical care, and I’d have to say Heriberto was definitely one of them.

Please pass on our gratitude to him.

The leadership of Mount Sinai Beth Israel recently recognized Heriberto Diaz for his contributions and commitment to the hospital. Mr. Diaz celebrated his 91st birthday on March 25, 2016, and has been a compassionate and caring member of the Liaison and Transport team for the past 45 years. Over the course of his health care career, Mr. Diaz has transported and touched the lives of an estimated 250,000 patients! When asked whether he has any plans to retire, he replied that he continues to work because he cares a great deal for his patients and cannot imagine a life without them. Mount Sinai appreciates Heriberto Diaz and his ability to connect quickly and genuinely with patients and staff alike.

Mount Sinai Health System
The Joseph Cullman, Jr.
Institute for Patient Experience

One Gustave L. Levy Place
Box 1238
New York, NY 10029
thecullmaninstitute@mountsinai.org

Please contact us with comments, questions, or suggestions:
thecullmaninstitute@mountsinai.org



**Mount
Sinai**