



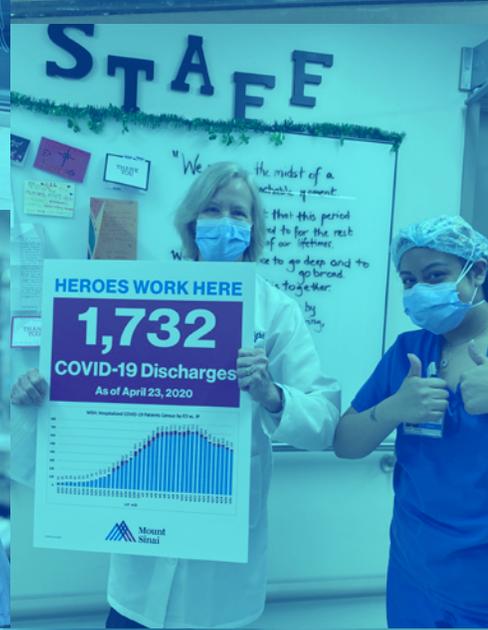
#EssentialWorkers
You're putting
your lives on the line
We see you

The Mount Sinai Hospital
Department of Nursing

Annual Report 2020



Mount
Sinai
Hospital



YEAR OF THE NURSE

Nursing at Mount Sinai

With an intimate knowledge of each patient, Mount Sinai nurses are an integral part of the health care team and relentless in their devotion to the highest level of evidence-based nursing care. Whether our nurses are working with advanced technologies on a cardiac unit, assisting with complex procedures in the operating room, administering life-saving complex therapies; or performing countless other essential tasks, they are striving around the clock to keep our patients and community in the best possible health.

OUR MISSION

To provide exceptional clinical experiences and outcomes for patients and families in the many diverse communities we serve through the advancement of nursing practice guided by unrivaled education, equity, leadership, innovation and scientific nursing research

OUR VISION

To be the place where nurses choose to work and patients want to receive their care.



Beds is t bes sic



A MESSAGE FROM **THE CHIEF NURSING OFFICER AT THE MOUNT SINAI HOSPITAL** **AND THE DEPUTY CNO AT THE MOUNT SINAI QUEENS CAMPUS**

The World Health Organization and The American Nurses Association proclaimed 2020 “Year of the Nurse and Midwife” in honor of the 200th anniversary of Florence Nightingale’s birth. Who could have anticipated the significance of this proclamation and how the world would gain a much fuller appreciation of what nurses do?

As the COVID-19 Pandemic surged in New York City and here at Mount Sinai, our nurses engaged in unforeseen and incredible acts of selflessness and professionalism. But we knew our Mount Sinai Nurses were remarkable well before the surge. Before, during and after the COVID-19 surge, they rise to every challenge with resilience, clinical know-how, and timely, accountable care.

Throughout this Annual Report, you will learn how Mount Sinai Nurses have worked together to keep each other safe so that we could keep our patients safe while providing exemplary nursing care. You will also see examples of our Nursing Mission and Vision and our Nursing Professional Practice Model, Relationship Centered Care, in action. Our Mount Sinai Nurses continue to shape and lead health care, improving patient outcomes and empowering transformational leaders. As you read some of the accomplishments of the past year, we hope the message of nurse professionalism makes you as proud and inspired as we are.

On behalf of everyone at Mount Sinai we thank you for your commitment to outstanding nursing care. Thank you for the difference you make for every patient, every family, every day. We look forward to another successful year together.

With deep gratitude and admiration,

Frances Cartwright, PhD, RN-BC, AOCN, FAAN
Chief Nursing Officer and Senior Vice President

Jill M. Goldstein, MA, MS, RN
Deputy Chief Nursing Officer and Vice President



Frances Cartwright, PhD, RN-BC, AOCN



Jill M. Goldstein, MA, MS, RN

ABOUT MOUNT SINAI

The Mount Sinai Hospital

The Mount Sinai Hospital is a 1,134-bed, tertiary and quaternary-care teaching facility acclaimed internationally for excellence in clinical care. The Mount Sinai Hospital was founded in 1852. It is nationally ranked as one of the top 20 hospitals in 10 specialties in the 2021–2022 “Best Hospitals” issue of U.S. News & World Report. The Icahn School of Medicine at Mount Sinai ranks 17th out of 191 medical schools in the nation according to U.S. News, and second in funding per investigator and 16th among medical schools for total National Institutes of Health funding. The Kravis Children’s Hospital at Mount Sinai is recognized among the nation’s top 50 best children’s hospitals in 4 of the 10 pediatric specialties measured in the 2021–22 edition of the U.S. News & World Report’s annual “Best Children’s Hospitals” guidebook.

Mount Sinai achieved its fourth Magnet® designation for nursing excellence by the American Nurses Credentialing Center. In August 2020, the American Association of Critical Care Nurses conferred a Silver Level Beacon Award for Excellence to the Mount Sinai Hospital Cardiac Intensive Care Unit and the Cardiovascular Intensive Care Unit. Also in 2020, The Mount Sinai Hospital achieved the “Get With the Guidelines Heart Failure Plus and Target: Heart Failure Honor Roll Award”. Mount Sinai Heart also achieved Target Heart Failure SM Honor Roll. These awards are earned by meeting specific quality achievement measures for patients at a set level for a designated period. As a top ranking, major academic healthcare institution, The Mount Sinai Hospital demonstrates ongoing commitment to provide the highest standard of care to the community it serves. The interdisciplinary team of highly qualified medical, nursing and allied health professionals collaborate to address the health disparities of the communities we serve. The organization’s leadership provides the vision of transformation and innovation that has also expanded its mission nationally and globally.

Mount Sinai Queens

Mount Sinai Queens Hospital is a welcoming hospital with 235 beds in the Astoria neighborhood of Queens, offering high-quality outpatient, emergency, and inpatient medical services. Our medical facility has a highly trained team of nearly 500 physicians representing close to 40 medical and surgical specialties and subspecialties. We are evolving to meet the changing needs of the neighborhoods we serve and to extend our geographical reach throughout the borough. Mount Sinai Queens continues to expand its cancer programs with the opening of a new Infusion Center. We also have the distinction of being the only hospital in Queens designated a primary Stroke Center by the New York State Department of Health and the Joint Commission, and the only hospital in Queens to receive the prestigious Magnet® designation for nursing excellence awarded by the American Nurses Credentialing Center. Most recently, Mount Sinai Queens received the “Thrombectomy-Capable Stroke Center” certification, having reached the goal of implementing rigorous standards for performing endovascular thrombectomy for large vessel occlusion ischemic strokes as outlined by The Joint Commission, the American Heart Association, and American Stroke Association.



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TRANSFORMATIONAL LEADERSHIP

A transformational nurse leader listens, solves problems, and motivates with enthusiasm. The nurse leader is a strategic partner in organizational decision-making to meet the needs of staff and patients through collaboration and advocacy.

“Let whoever is in charge keep this simple question in her head (not, how can I always do this right thing myself, but) how can I provide for this right thing to be always done?”

- Florence Nightingale

New MSHS Chief Nurse Executive

In June of 2020, the Mount Sinai Health System welcomed our first Chief Nurse Executive (CNE).

Congratulations to Beth Oliver, DNP, RN, Chief Nursing Executive for the Mount Sinai Health System (MSHS) and Senior Vice President of Cardiac Services.

Dr. Oliver's appointment commenced on June 11, 2020 and her vision for nursing has begun to influence practice and elevate nursing to the highest level of professionalism.

In this newly created role, Dr. Oliver is responsible for the practice of nursing across the Mount Sinai Health System. In this role, she collaborates with the Chief Nursing Officers and the senior executive teams throughout Mount Sinai.

In collaboration with MSHS executive leadership and the site-specific Chief Nursing Officers, she has established the structure to ensure the achievement of strategic goals, optimal clinical outcomes and employee engagement, thus advancing a best-in-class patient experience. Dr. Oliver, in her role as Senior Vice President of Cardiac Services for the Health System, continues to lead cardiovascular service line strategy and operations ensuring the delivery of quality care to all Mount Sinai Heart patients.



Beth Oliver, DNP, RN
Senior Vice President and Chief Nursing Executive
The Mount Sinai Health System

2020 Year of the Nurse and Midwife

In May of 2019, the World Health Organization confirmed that 2020 would be dedicated to nurses and midwives, providing a “once in a generation opportunity” to showcase the professions.

The theme coincided with the 200th anniversary of the birth of Florence Nightingale, and what a year it was! Here are some highlights of our amazing nurses at the Mount Sinai Hospital and Mount Sinai Queens during 2020.



Communication Strategies to Promote Visible and Accessible Nursing Leadership

Transformational Leadership during a Pandemic

A foundational characteristic of transformational leadership is communication. This is essential during any time of crisis and change and certainly required during the COVID-19 pandemic. All staff were feeling the effects of this crisis as all aspects of their lives changed dramatically at home, in the community and at work.

Directives from the governor regarding personal protective equipment (PPE) and hospital visitation as well as novel therapeutic interventions and work flow changes to keep our patients safe often changed by the day.



Previous methods and frequency of communication would not suffice in this new environment; Information in multiple venues and formats became even more important.

To achieve our goal of timely and effective communication, the leadership team instituted the following:

Nursing Leadership Daily Huddles

Although huddles are a cornerstone of just-in-time communication, the frequency, format and topics changed during the pandemic. Leadership huddles were held daily and, at times, twice daily. Huddle information was developed into a “Huddle Message” for posting and distribution. These Huddle Messages became popular as a source of information for all nursing colleagues, including physicians, housekeepers, transporters and others.

The topics included:

- Unit openings/closings/transformations based on the rapidly growing surge of critically ill patients diagnosed with COVID-19
- Nursing practice updates
- PPE updates
- FAQ's
- Staff self-care resources



Nursing and Organizational Town Halls

- Multiple in person and recorded town hall presentations were held for all shifts throughout the year.

Topics included but were not limited to:

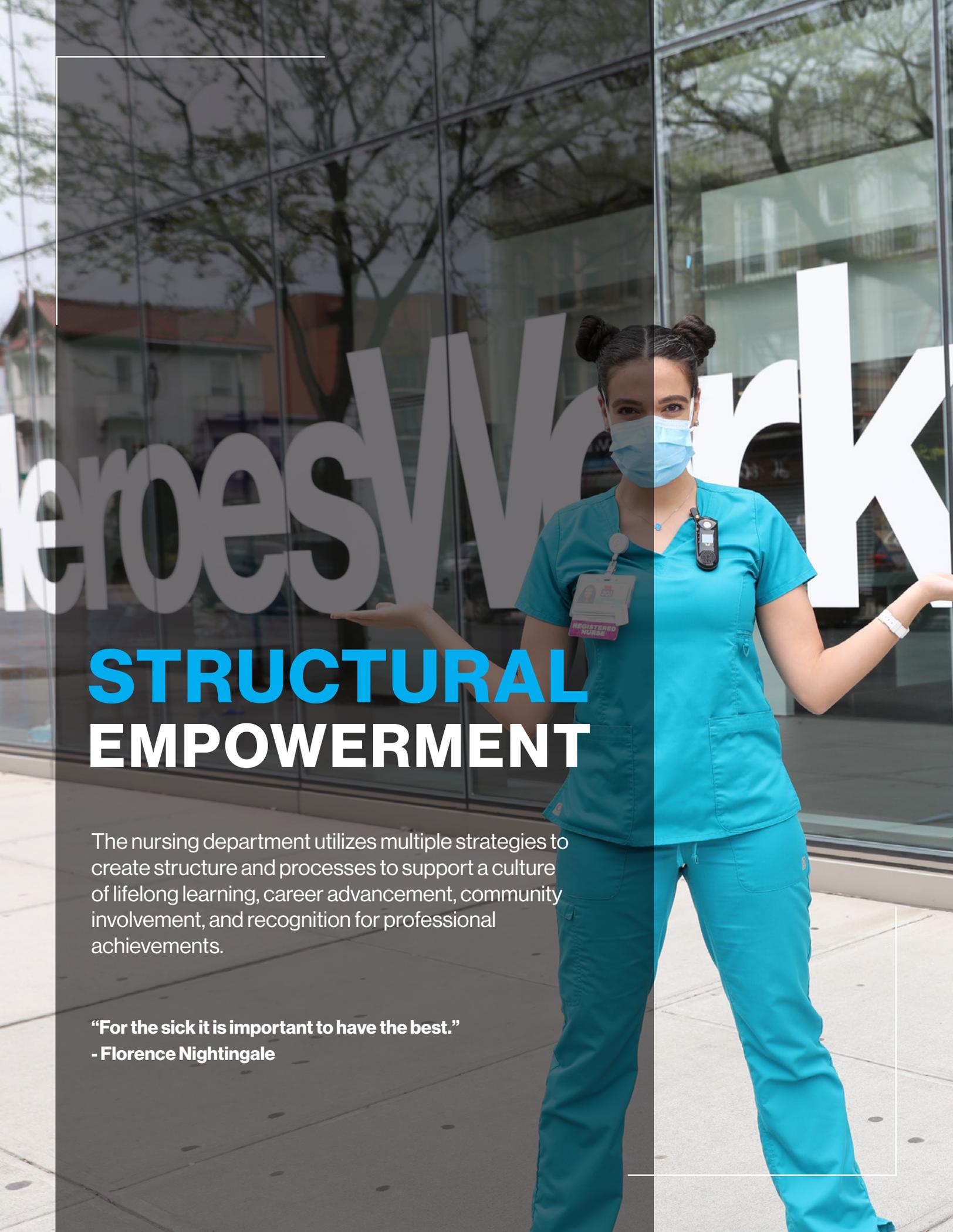
- Patient and Personal Safety
- Self-Care programs and resources
- Infection Control status and updates
- Updates on research and new treatment modalities
- Support, Appreciation, and Recognition with discussion with front line workers
- Interactive Question and Answer Sessions

CNO Messages

- Frequent messages of encouragement and information as listed above from the CNO via e-mail to staff.
- Senior Nursing and Hospital Leadership Rounds
- Senior nursing and hospital leaders rounded on every shift to support staff, provide information, and obtain feedback.

Topics included

- Changes in policies, procedures, workflow, and communication.
- Clinical nurses were encouraged to influence and fast track changes in policies and procedures.
- Feedback provided recommendation for TeamNursing Model
- Twice Daily Nursing and Labor Management Collaboration



Heroes Work

STRUCTURAL EMPOWERMENT

The nursing department utilizes multiple strategies to create structure and processes to support a culture of lifelong learning, career advancement, community involvement, and recognition for professional achievements.

“For the sick it is important to have the best.”
- Florence Nightingale

MSH Introduced the First Clinical Ladder Program!

The Clinical Ladder recognizes and promotes clinical nurses at the bedside. It incorporates a sustainable process that nurtures and invests in our nurses' best ideas as we continue to improve workflows that keep patients and families safe through the delivery of quality care.

In the Fall of 2020, the following clinical nurses successfully advanced to Clinical Ladder II status.

Marites Alavazo BSN, RN	PICU
Carla Alves-Miraldo, MSN, RN, CHPN	KP 6
Sarah Becker, BSN, RN	11 Center
Golda Boahene-Nartey, MSN, RN	NSICU
Vilma Caringal-Limson, BSN, RN, CCRN	6 West
Victoria Caselnova, BSN, RN, CPN	P05
Aleth Costano, BSN, RN	8 Center
Nila Gamer, BSN, RN-BC	9 East
Sandra Giacobello, BSN, RN	PICU
Sarah Gordon, BSN, RN	PICU
Glynda Guia-Johnson, BSN, RN	PICU
Sanya Hall, MSN, RN, CCRN, SCRN	CICU/CSDU
Danielle Landayan, BA, RN	MICU
Rhea LaValley, BSN, RN	PICU
Kristen LeGeyt, BSN, RN	PICU
Tammy Leung, BSN, RN	9 Center
Michelle Li, BSN, RN, CCRN	9 West/MPCU
Terilyn Ma, BSN, RN	KCC 5N
Paul Matthews, BSN, RN	6 West
Agnieszka Mieczkowska, BSN, RN- BC, WCC	8 West
Erin Misericordia, BSN, RN	9 West/MPCU
Michael Mitchell, BSN, RN	PICU
Jacqueline Pervez, BS, RN, CCRN	CSICU 5C
Maria Antonietta Rosales, BSN, RN, RNC-NIC	NICU
Felice Rosen, MSN, RN, CMSRN	TICU



Nurse Leader Orientation and other Investments and Changes

As healthcare continues to be redefined, challenged and expanded, the Mount Sinai Health System recognizes the need for revolutionizing the orientation and sustained competency and commitment of our nurse leaders. Four nurse managers from Mount Sinai Queens graduated from a pilot orientation series, "Leadership Lab: Leadership Intensive for the Novice Nurse Manager" in December 2020. Coordinated by Mount Sinai's Talent and Development and guided by the Nurse Manager Learning Domain framework from the American Organization for Nursing Leadership (AONL), this program was created for leaders who had been promoted to their position from a staff nurse position within the Mount Sinai Health System. This orientation program now supports the leadership role development of all nurse managers across the Mount Sinai Health System.





The Nurse Residency Program (NRP) is a 12 month program that supports new nurse graduates as they transition into their first professional roles. Built on an evidence-based curriculum developed by experts from academic medical centers and nursing schools across the country, the program focuses on three critical areas: leadership, patient outcomes, and professional role.

The curriculum contains a series of virtual learning via Zoom, and work experiences designed to assist new graduate nurses as they transition during the first year of practice to become leaders at the point of care. The program is intended for nurses who are in direct patient care roles.

Mount Sinai System Nurse Residency Program was launched on April 10th, 2019. In 2020 we hired 223 new graduate nurses, with 75 graduating in 2020. The remainder of the nurses will complete the program in 2021.

Evidence-Based Practice (EBP) is an important part of the Residency Program, demonstrating the nurses' ability to formulate questions relating to practice and develop innovative ways to improve. Topics included patient falls, the effectiveness of an enhanced fall assessment tool at decreasing patient falls, reduction in hospital acquired pressure injuries reducing workplace violence using the Broset checklist, purposeful hourly rounding, improving nursing communication for removal of central line and extended dwell venous catheters, and congestive heart failure education.

Community Outreach Initiatives

On Friday, February 7th, Mount Sinai Health System hosted the annual "Go Red" Community Heart Healthy Fairs in recognition of American Heart Month.

Attendees received free heart health screenings and participated in expert led educational demonstrations focused on nutrition and diet, diabetes, stress management, smoking cessation, and relaxation techniques. Health screening included blood pressure screening, cholesterol levels and body mass index assessment.

Nurses, including leadership and clinical nurses, actively participated in the "Go Red" event at Mount Sinai Hospital and Mount Sinai Queens. Each year this event is enthusiastically supported by each hospital.



2020 GO RED FOR WOMEN

Go Red Screening Figures for Mount Sinai Hospital and Mount Sinai Queens

Total participants screened: 352

Participants newly identified with Stage 2 hypertension: 8%

Participants newly identified with Cholesterol >200 mg/dl: 26%



Community Recognition and Support

During the height of the COVID-19 pandemic surge at Mount Sinai our community took time every night at 8 pm to bang pots, shout out praise and applaud our nurses and all healthcare workers to thank them for all of the lives they saved and continue to save.

While our first responders and fire fighters are also on the frontline of this work, they also came to thank the healthcare workers for their selfless sacrifices.

We will always remember this demonstration of love and support.



Commitment to Community:



Partial Visitation During the COVID-19 Pandemic

On May 26th, 2021, The Mount Sinai Hospital and Mount Sinai Queens Campus, in partnership with the New York State Department of Health and Centers for Disease Control and Prevention, successfully participated in a partial visitation pilot. Prior to this pilot, no visitors were permitted.

The pilot included visit time limitations, and visitor symptom checks including temperature screening, and appropriate use of PPE. The pilot paved the way for patients and loved ones to safely interact and established a best practice for others to follow.

Innovative Virtual Connections

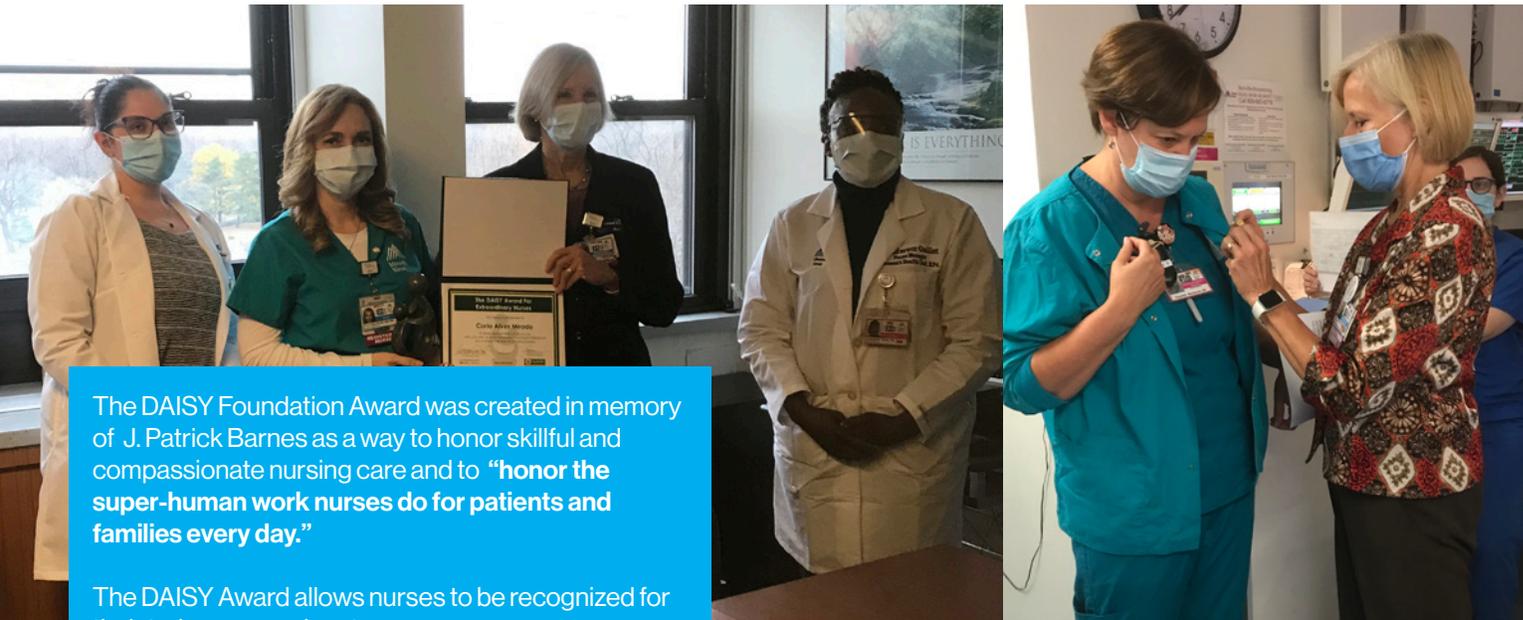
At the beginning of the COVID-19 pandemic, visitation was suspended for three months for the safety of patients, visitors, and staff. During that time, Mount Sinai nurses and staff became the patient's extended family. Nurses facilitated patient connections with family through the use of apps, such as Zoom, on iPads and smartphones.



“Testing” is a constant theme through the pandemic. Mount Sinai created new paths to connect with our community and staff to provide access to timely and accurate testing. The Annenberg West Lobby, usually a venue for health fairs or education fairs became the main COVID -19 employee and community testing center.

Nursing Awards and Recognition

The DAISY Foundation Award



The DAISY Foundation Award was created in memory of J. Patrick Barnes as a way to honor skillful and compassionate nursing care and to **“honor the super-human work nurses do for patients and families every day.”**

The DAISY Award allows nurses to be recognized for their truly compassionate care.

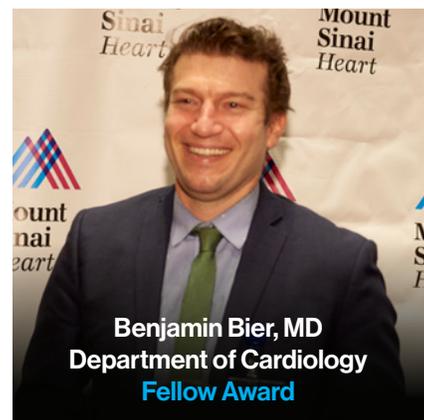
Nurses are nominated by patients, families and colleagues and each month one nurse is chosen who exemplifies the values of a DAISY Nurse.

Congratulations to Carla Alves-Miraldo (left) and Elizabeth MacLennan (right) for being our 2020 DAISY Foundation Award Honorees

The 33rd Annual Physician of the Year Awards

The Physician of the Year Awards were established in 1988 to recognize physicians who provide excellent patient care and foster strong collaborative relationships with nurses. The winners are nominated by their nurse colleagues, and awards are presented annually.

All the Physician of the Year Award Winners are partners in care and have earned the respect and appreciation of the Mount Sinai community of nurses.



Benjamin Bier, MD
Department of Cardiology
Fellow Award



Proning Team
Samuel Acquah, MD, Dorothy Aguila, RN, BSN, CCRN, Lisa Garrett, MSN, RN, CCRN, Stephen Huelskamp, MD, Ellen Hughes, BSN, RN, MA, Roopa Kohli-Seth, MD, Maria Sevillano, BSN, RN, CWCN, Celia Wells, PhD, RN
Special Recognition Award



Gopi Patel, MD
Department of Infectious Disease
Attending Award



The 39th Annual Board of Trustees Excellence in Nursing Awards!



Dr. Fran Cartwright, CNO welcomed James Tisch, Co-Chair of the MSHS Board of Trustees, Edgar Cullman Jr and Susan Cullman members of the MSHS Board of Trustees and Dr. David L. Reich, the President and COO of the MSH to the 39th Annual Board of Trustees Excellence in Nursing Awards Ceremony! Dr. Cartwright's welcoming remarks set the stage for the 2020 Awards Ceremony: "This year's Excellence in Nursing Awards Ceremony looks very different than in the past and it is more important than ever. It was particularly difficult to select this year's winners as all of the nominees were stellar, and the Department of Nursing's response to the pandemic has been extraordinary. The COVID -19 pandemic surge in NYC does have a silver lining; the unification of our nurses and the entire Mount Sinai family in a shared mission. And that mission is to care for every patient, their loved ones, and our fellow nurses and clinicians in new and innovative ways. We are so proud of each and every one of them, and honored to work alongside them."

In order to be nominated for these awards, a nurse must have made a positive impact on nursing practice; have relationships with patients that demonstrates expert clinical judgment and standards of excellence; and has had an impact on nursing satisfaction and patient outcomes. These nurses are transformational leaders, role models, team players, innovators, and mentors.



I am grateful for all of our winners and for all of you, who do such extraordinary work for our patients, their families, the care team, and the community! You are all heroes; and I am so proud to say: Heroes work here at Mount Sinai. Thank you for what you do.

Frances Cartwright, PhD, RN-BC, AOCN
Chief Nursing Officer and Senior Vice President

Awards for Excellence in Nursing Practice

Natalie Kirton, MA, RN, CCRN

Surgical Intensive Care Unit

Barry Kagan, BSN, RN, CEN

Emergency Department

Mark Pajdak, BSN, RN, CCRN

Cardiac Intensive Care Unit

Biji Varughese, BSN, RN, CCRN

Pediatric Cardiac Intensive Care Unit

Nursing Team Award

Palliative Care Nurse Practitioner Team

Award for Magnet Nurse of the Year

Jakia Edey, BSN, RN

Guggenheim Pavilion 11 East

Nursing Leadership Award

Anamari Bulatovic, MSN, RN, CNOR

Operating Room

Pat Liang Nursing Award

Wilhelmina Domondon, RN

Post-Anesthesia Care Unit

Jennifer Moniz Nursing Award

Shirlene Dottin, BSN, RN, CCRN

Neurosciences Intensive Care Unit

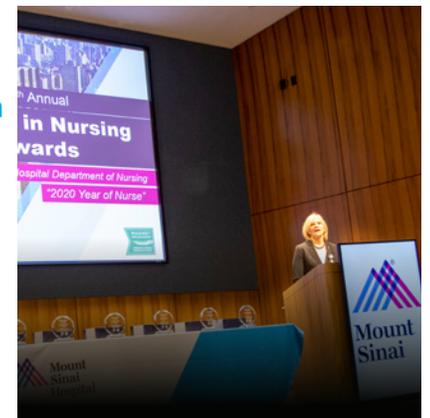
Nursing Rookie of the Year Award

Caitlin Noonan, BSN, RN

Operating Room

Honorary Nursing Award

Korgun Maral, Materials Management





Mount Sinai Queens honored all nurses with celebrations throughout the week.



In August 2020, the American Association of Critical Care Nurses conferred a Silver-level Beacon Award for Excellence to the CICU/ CVICU (5C/ 5E) . The designation is through August 26, 2023. The Silver-level Beacon Award for Excellence represents one of many significant milestones on the path to optimal outcomes and exceptional patient care. The award signifies an effective approach to policies, procedures, and processes that includes engagement of staff and key stakeholders. In addition, the award signifies that the unit has evaluation and improvement strategies in place and good performance measures when compared to relevant benchmarks.

The CICU/CVICU earned its silver award by meeting the following evidence-based Beacon Award for Excellence criteria.



CICU/CVICU Received Silver Level Beacon Award



“The very first requirement in a hospital is that it should do the sick no harm.”

- Florence Nightingale

NEW KNOWLEDGE INNOVATIONS AND IMPROVEMENTS

This integration of evidence-based practice and research is the cornerstone of excellence in nursing care. The Mount Sinai Hospital and Mount Sinai Queens promotes a culture that supports the development of new knowledge and innovation.

“Unless we are making progress in our nursing every year, every month, every week, take my word for it, we are going back.”

-Florence Nightingale

Center for Nursing Research and Innovation

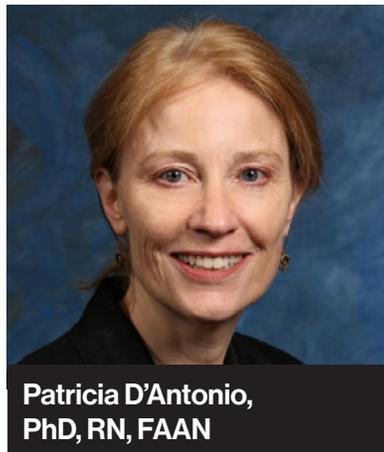
The Mission of the Center for Nursing Research and Innovation (CNRI) is to create and transform scientific discoveries into innovative strategies for exemplary, evidence-based, patient-centered care.

The Vision of the CNRI is to facilitate a collaborative, nurse-led, research-intensive community focused on providing evidence-based care grounded in outcomes of rigorous scientific research.

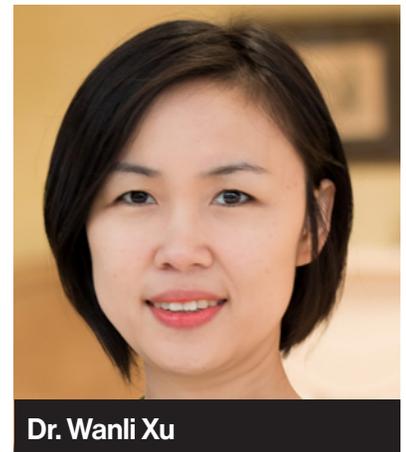
This year, the CNRI expanded its outreach to the Mount Sinai Hospital nursing community and the Mount Sinai Health System. The CNRI established the Nursing Protocol Review Council, a participatory council based structure designed to clarify and streamline the process for reviewing and approving evidence-based practice, quality improvement, and research studies within the Department of Nursing. The CNRI continues to be a productive research environment for nurse researchers and clinical nurses alike. This year alone, the CNRI has been awarded three competitive grants totaling over one million dollars in research funding. In addition to supporting the many EBP, QI, and research projects of clinical nurses, the CNRI initiated ten institutionally supported research studies this year

Annual Nursing Research Day

In October 2020, the MSH CNRI proudly hosted a virtual Nursing Research Day themed “Year of the Nurse: The Power of Nursing Research and Innovation”, with presentations from accomplished nurse researchers from across the nation including 31 nurses from the Mount Sinai Health System and the Phillips School of Nursing at Mount Sinai. One hundred and twenty individuals participated



Patricia D'Antonio,
PhD, RN, FAAN



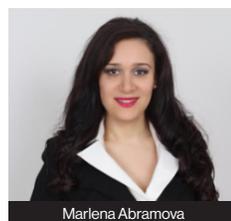
Dr. Wanli Xu

The keynote addresses were delivered by Dr Patricia D'Antonio on the topic of: **“Research in Nursing: A Different History”** and Dr. Wanli Xu on the topic of **“Multi-Omics and Symptom Cluster in Oncology Patients”**

SPOTLIGHT ON THE EBP FELLOWSHIP AT PHILLIPS SCHOOL OF NURSING

The evidence-based practice (EBP) Fellowship provides the knowledge and skills for accelerated baccalaureate and advanced practice nursing students to contribute to the process of translating research to practice and/or initiating and conducting EBP and/or quality improvement (QI) projects. Benefits of this program include enhanced clinical practice, critical thinking, and scholarship skills.

Cohort 4 of students presented their projects at Nursing Research Day 2020



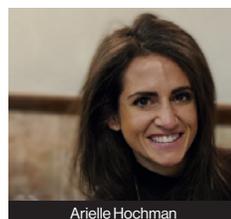
Marlena Abramova



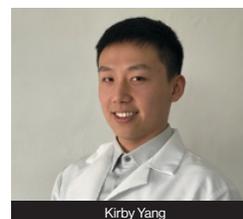
Stacie Dastoor



Je'Leesa Henry



Arielle Hochman



Kirby Yang



Kenyon Wong

2020 Publications by Mount Sinai Nurses

Mount Sinai Nurses are highlighted in blue text

Singh, K., Dhruva, A., Flowers, E. Paul, S., **Hammer, M.**, Wright, F., **Cartwright, F.** et. al. (2020). Alterations in Patterns of Gene Expression and Perturbed Pathways in the Gut-Brain Axis Are Associated With Chemotherapy-Induced Nausea. *Journal of Pain and Symptom Management*, June 2020, 59 (6), 1248-1259.

Carter E, Hessels A, Cato K, Sun C, **Cohen B**, Rivera R, Larson E. (2020). Evaluation of the Joint Nurse Scientist Role across Academia and Practice. *Nursing Outlook*, 68, 261-269

Chong CR, Park VJ, **Cohen B**, Postow MA, Wolchok JD, Kamboj M. (2020). Safety of Inactivated Influenza Vaccine in Patients Receiving Immune Checkpoint Inhibitors (ICI). *Clinical Infectious Diseases*, 70, 193-199

Kleber J, **Cohen B**, (2020). Reduce waste, increase sustainability: a nurse's call to action. *American Journal of Nursing*, 120 (4), 45-48

Song J, **Cohen B**, Zachariah P, Liu J, Larson EL. (2020). Temporal change of risk factors in hospital-acquired *Clostridioides difficile* infection using time-trend analysis. *Infection Control Hospital Epidemiology*, 41, 1048-1057

Song J, **Cohen B**, Liu J, Larson E, Zachariah P. (2020). The association between the frequency of interruptions in antibiotic exposure and the risk of healthcare-associated *Clostridioides difficile* infection. *Current Therapeutic Research*, 93, 100600

Segna A, Baron R, **Cohen B**, (2020). Classification of infusion site reactions in the setting of fosaprepitant administration with chemotherapy. *Clinical Journal of Oncology Nursing*, 24, E79-E84

Miaskowski C, Paul SM, Snowberg K, Abbott M, Borno H, Chang S, Chen LM, **Cohen B**, Cooper BA, Hammer MJ, Kenfield SA, Laffan A, Levine JD, Pozzar R, Tsai KK, Van Blarigan EL, Van Loon K. (2020). Oncology patients' perspectives of and experiences with COVID-19. *Supportive Care in Cancer* 2020, Epub ahead of print, 10.1007/s00520-020-05684-7

Miaskowski C, Paul SM, Snowberg K, Abbott M, Borno H, Chang S, Chen LM, **Cohen B**, Hammer MJ, Kenfield SA, Kober KM, Levine JD, Pozzar R, Rhoads KF, Van Blarigan EL, Van Loon K. (2020). Stress and symptom burden in oncology patients during the COVID-19 pandemic. *Journal of Pain and*

Symptom Management, 60, e25-e34

Zachariah P, Sanabria E, Liu J, **Cohen B**, Yao D, Larson E. (2020). Novel strategies for predicting healthcare-associated infections at admission: implications for nursing care. *Nursing Research*, 69, 399-403

Poor, A. Acqual, S. **Wells, C.**, **Sevillano, M.**, Strother, C., Oldenburg, G., Shies, S. (2020). Implementing Automated Prone Ventilation for Acute Respiratory Distress Syndrome via Simulation-Based Training. *American Association of Critical-Care Nurses*, 29, e52-e59

Linton, E. A., Goodin, D. A., Hankins, J. S., Kanter, J., Preiss, L., **Simon, J.**, **Souffront, K.**, Tanabe, P., Gibson, R., Hsu, L. L., King, A., Richardsons, L. D., Glassberg, J. A., & Sickle Cell Disease Implementation Consortium (2020). A Survey-Based Needs Assessment of Barriers to Optimal Sickle Cell Disease Care in the Emergency Department. *Annals of Emergency Medicine*, 76(3S), S64–S72. <https://doi.org/10.1016/j.annemergmed.2020.08.013>

2020 Externally Funded Research

Cohen, B. (PI) Improving Ethical Care for Patients who are incapacitated with No Evident Advance Directives or Surrogates (funded through National Institutes of Health)

Cohen, B. (PI) Developing a Comprehensive Program of Primary Palliative Care for Vulnerable Adults with Multiple Chronic Conditions (funded through National Institute of Nursing Research, NIH)

Souffront, K. (Site PI) COVID Risk in Emergency Personnel (funded through Centers for Disease Control)

Souffront, K. (Co-I) New York City Sickle Cell Implementation Consortium (funded through National Heart, Lung and Blood Institute, NIH)

Cohen, B and Hammer, M. (Co-PIs) Ovarian Cancer Initiative (funded through a private donor)

Hammer, M. (Site PI) Biomarkers and Phenotype Risk Factors in Breast Cancer Lymphedema (funded through National Cancer Institute, NIH)



EXEMPLARY PROFFESIONAL PRACTICE

A conceptual framework based on theory and phenomenon is an overarching framework for how nurses practice, collaborate, communicate, develop, and provide high-quality patient care.

“The very first requirement in a hospital is that it should do the sick no harm.”

- Florence Nightingale

The Mount Sinai Hospital and Mount Sinai Queens

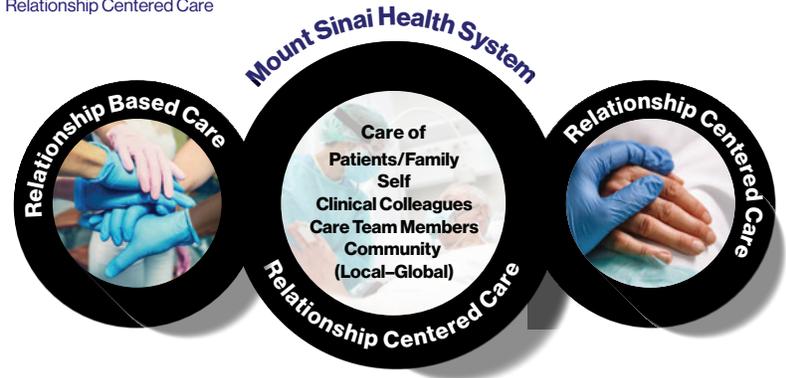
Professional Practice Model:

The Mount Sinai Hospital and Mount Sinai Queens Professional Practice Model, “**Relationship Centered Care**” (MSHRRC) serves as a framework for nurses, across all specialties and service lines.

The professional practice model supports nurses to practice, collaborate, communicate and develop professionally. The model is circular to depict the fluid and continuous evolution of nursing practice.

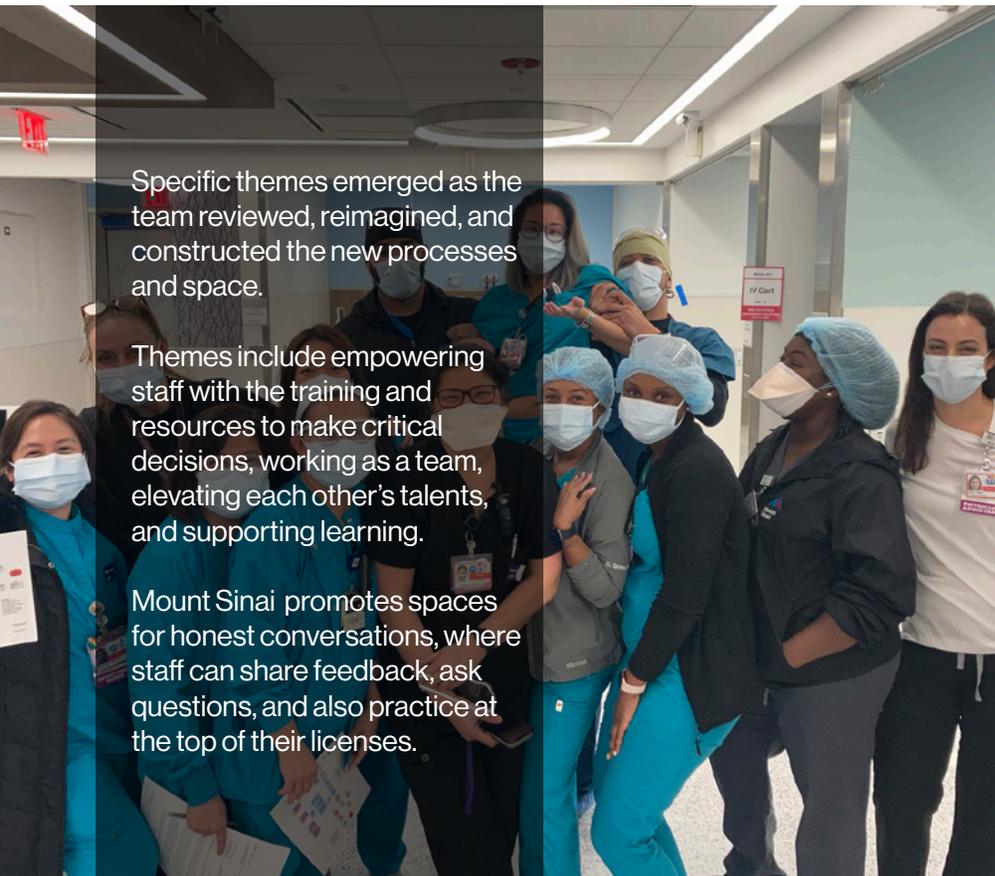
Professional Practice Model

Mount Sinai Health System
Relationship Centered Care



Mount Sinai Hospital Emergency Department Redesign

Starting in early 2020, in the midst of the COVID-19 pandemic, the Mount Sinai Hospital Emergency Department began an extensive construction and redesign project, which spans a period of five years. The Emergency Department Redesign Team, comprised of nursing and interdisciplinary Emergency Department members, analyzed current processes and conceived new ways of providing care to Mount Sinai’s patients.



Nursing Clinical Quality, Patient Safety and Experience

Wound Care Program

The Wound and Ostomy Care Nurses (WOCN) team are leaders in wound, ostomy, and continence care and practices. The team serves as a clinical resource, providing evidence-based education and consultation. In 2020 quarterly Skin Prevalence studies were conducted in conjunction with Hospital Acquired Pressure Injury (HAPI) rounds and data collection.

The Wound Treatment Associate Program (WTA) enrolled seventy Mount Sinai Hospital nurses in the 2020 WTA program. The WTA program enhances nurses' ability to provide optimal care for patients with acute and chronic wounds in collaboration with the WOCN team.



Skin Protection

Proned patients were at greater risk for pressure injuries. The WOCN team developed a padding technique to prevent deep tissue injuries. The team provided education on pressure injury prevention and developed skincare kits available to staff and the prone team.



National Database of Nursing Quality Indicators® (NDNQI®)

Nursing Sensitive Indicators demonstrated outperformance for eight consecutive quarters of benchmarked mean.

MSH/MSQ Q1 2019 - Q4 2020 Percentage of Unit Outperformance

76%

Falls with Injury

34 out of 45 units outperformed

90%

CAUTI

36 out of 40 units outperformed

63%

CLABSI

26 out of 41 units outperformed

53%

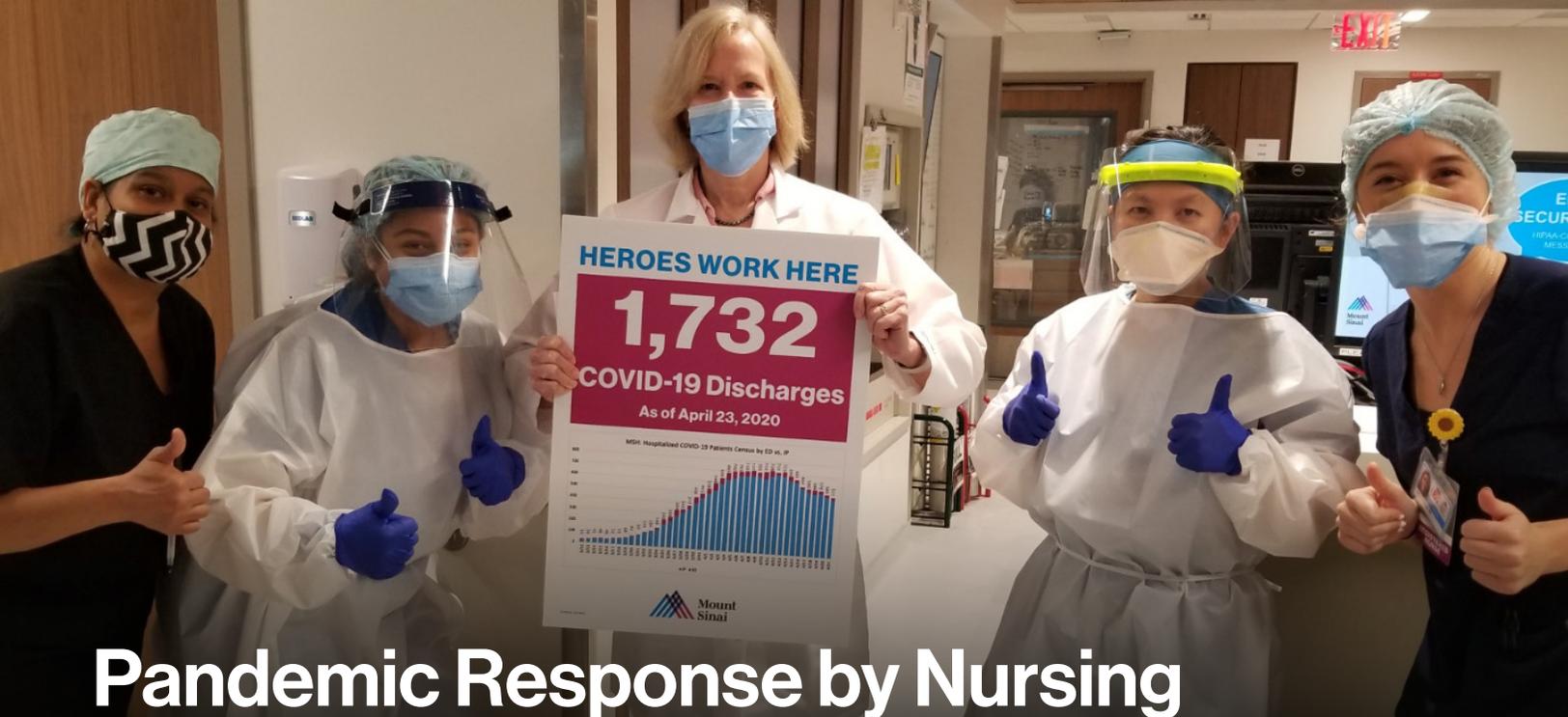
HAPI Stage 2 and Above

18 out of 34 units outperformed

95%

Medical Device Related Pressure Injury

39 out of 41 units outperformed



Pandemic Response by Nursing

Mount Sinai Hospital admitted more than **2500 COVID-19 patients throughout the pandemic**, requiring a 148% expansion in critical care. Approximately 420 patients were intubated in thirty days, and some were suffering from moderate to severe Adult Respiratory Distress Syndrome (ARDS). Nursing needed to rapidly adapt resources and staffing to the influx of acutely ill patients.

Initiatives like The Team-Based Model of Care and Proning Teams are just two examples of how nursing adapted, responded to, and maintained patient care during a pandemic.

Team Based Model of Nurse Staffing for Critical Care and Emergency Departments in the Wake of a Pandemic

The surge in patients during the pandemic necessitated innovative ways to effectively provide quality nursing care. Mount Sinai was faced with a rapid surge of critically ill patients diagnosed with COVID – 19, while simultaneously, surgery was suspended. We were faced with the need to maximize staffing to care for the most critical patients.

The Emergency Room and the ICUs both developed innovative staffing models: the ED increased space for triage, adapted processes and added triage nurses. The ICU instituted a Team Based Model of Care in order to redeploy staff from the operating rooms, procedure rooms and other specialties.

A full description of this work can be found in the following article: Wells, C., Zhang, Z., Spano-Szekely, L. et al. Tiered Model of Nurse Staffing for Critical Care and Emergency Departments in the Wake of a Pandemic. (2021) The Journal of Nursing Administration, 51 (2), E1-E5.

A Large-Scale Prone Position Initiative During COVID-19 Pandemic

Prone Position Ventilation (PPV) is used for patients who are on mechanical ventilation with Adult Respiratory Distress Syndrome (ARDS). Proning patients is both time consuming and labor intensive, requiring 5 to 6 staff to complete the process. Patients remain “proned” for 16 hours per day. In non-pandemic times, critical care units used a specialized bed to assist with the process. However during the COVID pandemic Mount Sinai expanded their ICU capacity by 148% necessitating the creation of new ways to manage the proning process.

A critical care nurse leader identified the need to develop a travel proning team and partnered with the interdisciplinary team to provide patients across all ICU’s access to life saving proning. Among 420 ICU intubated patients during a 30 day period, 131 had moderate to severe ARDS and underwent prone positioning. Patients were placed in prone position or returned to supine position more than 834 times over 38 days. At the highest point, 37 procedures were done in 24 hours. This quality initiative demonstrated that utilization of a traveling proning team provides efficiency in time to prone, supported the ICU clinical teams, and enhanced interdisciplinary collaboration, which is essential during times of crisis.

A full description of this innovative work can be found at Wells, C., Zhang, Z, Huelskamp, S et al. A Large-Scale Prone Position Initiative During COVID 19 Pandemic, The Journal of Nursing Administration, 2021, 51(4), E13-E17.

Basic Needs and Self-Care

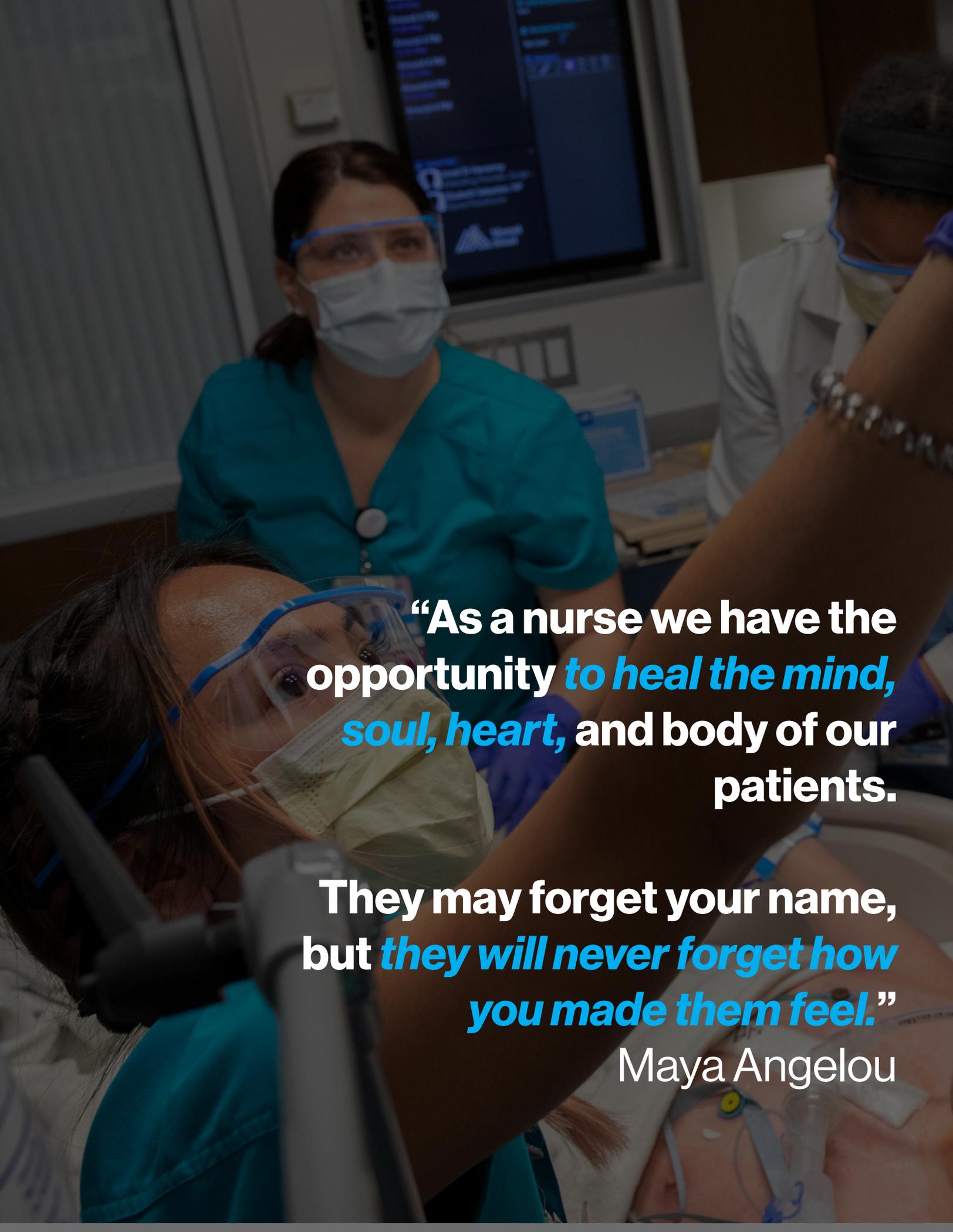
Food Provision, Transportation and parking, Housing, Family Resources, Self-Care and Stress Management, Fitness and Nutrition, Personal and Family Medical Care

Mental Health and Psychosocial Support

Crisis Support, One-on-One Support, Mental Health Liaisons, Covid-19 Virtual Support Groups, Spiritual Care, and Peer Support
Well Being Tips and Coping Strategies
Mental Health Rounding Teams
Snacks and Well-being Stations
Comfort packs, psychosocial support, Mount Sinai Paws
Frontline Relief and Wellbeing Center
Interactive Recharge Rooms
Covid 19 Podcast Series



**COVID-19 Response Team Training
Mental Health Support for Staff**



“As a nurse we have the opportunity *to heal the mind, soul, heart,* and body of our patients.

They may forget your name, but *they will never forget how you made them feel.*”

Maya Angelou



HEROES WORK HERE



