Welcome
2015
Nursing Annual Report
I am privileged to be the Executive Nurse Leader for Mount Sinai St. Luke’s. I witness a community of nursing staff who are committed to giving excellent care always to the patients and families we serve. My goals as a transformational nurse leader are fourfold:

- **Advance the professional practice of nursing to embrace the 21st century’s strategies for health care delivery that produce safe and quality patient care.**

- **Lead the patient care experience by engaging staff to initiate Relationship Centered Care as a Professional Practice Model that focuses on the patient and family as our priority at all times in their continuum of care.**

- **Collaborate with all members of the health care team, executive leaders, clinical champions and union members to develop strong partnerships to set common goals for support of our staff and their environment of care and to assist their professional growth and development as clinical leaders who are second to none.**

- **Exercise prudent financial practices to enhance the growth and development of Mount Sinai St. Luke’s as a Center of Excellence.**

Celebrating nursing excellence has been an exciting experience in my tenure to date as the Chief Nursing Officer. Not to mention the countless experiences I have had personally with nursing staff who are committed to providing excellent care always! To create and sustain nursing excellence, it is critical to have a commitment to transformational leadership, structural empowerment, exemplary professional practice, new knowledge, innovation, continual performance improvement and empirical outcomes focused on quality and patient safety.

At Mount Sinai St. Luke’s, the team spirit is extraordinary, executive team talent is unparalleled, the commitment to the West Harlem community is palpable, and the journey to develop into a Center of Excellence within the Mount Sinai Health System has begun with a sense of urgency, purpose, and excitement.

**Mount Sinai Nursing Mission:** To advance nursing through unrivaled education, research and clinical care to provide exceptional experiences and outcomes to patients locally and globally.

**Mount Sinai Nursing Vision:** To continue to grow and challenge convention through a pioneering spirit of inquiry, advancements in nursing practice and research, transformational leadership, and collaborative approach to providing exceptional patient and family relationship-centered care.
Transformational Leadership:
Providing a strong mission, vision, and forward thinking to guide a professional nursing practice with a collaborative sense of advocacy and support to provide exceptional care to the patients and families we serve.

The Joint Commission
Survey 2015 - Quote from Hospital Administration

“...As with any survey, there were findings that we will have to correct, and there are always opportunities for us to improve. Nevertheless, your months of hard work and preparation went regularly and repeatedly noticed by the surveyors. Many of our units were described as “spotless” and “sparkling;” some of our physicians and nurses were declared “awesome,” “amazing,” and “rock stars;” our split flow model in the Emergency Department was deemed “a fabulous job;” and our infection control team was proclaimed “awesome,” “amazing,” and “high reliability at its best.”
Structural Empowerment:

Structures and processes are in place to empower nurses to participate in decision making, establish standards of practice, and advocate for lifelong learning and recognition.

The Nurse Executive Committee (NEC) is accountable for ongoing communication with each standing committee on issues related to professional practice and patient care. Nurse empowerment is fostered through committee participation in developing and reviewing evidence-based practice, policies, standards of care, documentation and clinical procedures, recognition, retention and patient education. These issues guide nursing practice and are brought forward to the NEC.

The Mount Sinai St. Luke’s and Mount Sinai Roosevelt: Department of Nursing Shared Decision Making/Nursing Practice and Quality Structure.

2015 Falls Prevention Awareness Week
“Take a Stand to Prevent Falls”
Exemplary Professional Practice:
An overarching conceptual framework for nurses, nursing care, and interdisciplinary patient care delivery guided by our professional practice model: Relationship Centered Care.

Care Delivery Model:
Modified Primary Nursing

Professional Practice Model:
Relationship Centered Care

Tenets of Modified Primary Nursing
- Nurse Patient Relationship
- Accountability
- Autonomy
- Continuity
- Collaboration

Outcome Dimensions
- Quality
- Safety
- Patient Experience

Falls Prevention Champion Program

Interdisciplinary Patient Communication Screen

The Mount Sinai Health System Relationship Centered Care (MSHSRCC)

Tenets of Relationship Centered Care
Relationship Centered Care (RCC) is the Professional Practice Model for the Mount Sinai Health System Nursing Departments. A Professional Practice Model is an overarching conceptual framework for nurses, nursing care, and interdisciplinary patient care. RCC is represented by the schematic description above showing how nurses practice, collaborate, communicate, and develop professionally to provide the highest quality care for those served by the organization.

The tenets of RCC include:
- Admission Welcome
- Bedside Shift Report
- Purposeful Hourly Rounding
- HELP
- AM/PM Care
- 5 Minute Sit Down
- Medication Review
- MD/RN Unit Collaboration (Unit Dyads)
- Discharge Wrap-Up
New Knowledge, Innovation, and Improvements:

Integration of evidence-based practice, continual performance improvement such as Lean and research into clinical and operational processes.

PEOC

The Patient Experience Operations Committee (PEOC) is an interdisciplinary group of health care professionals focused on improving the patient experience through collaboration and engagement of staff, patients, family members, and the community. The priority goal of PEOC is to guarantee “Excellent Care Always” for ALL patients through the delivery of relationship centered care and standardization of work.

LEAN Management

Lean management is an approach to running an organization that supports the concept of continuous improvement, a long-term approach to work that systematically seeks to achieve small, incremental changes in processes in order to improve efficiency and quality. Lean emphasizes value added work and seeks to eliminate non value added work through purposeful design.

2015 True North Metrics

<table>
<thead>
<tr>
<th>Quality and Safety</th>
<th>Staff Vitality</th>
<th>Ambulatory Care and Population Health</th>
<th>Financial Stewardship</th>
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</thead>
<tbody>
<tr>
<td>3. PSI-90 w/ CAUTI and Falls</td>
<td>3. Use of Non-Productive Time</td>
<td>3. New Primary Care Patients</td>
<td>4. Length of Stay</td>
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<td>4. Dollars for Patient Harm</td>
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Patient Experience Operations Committee (PEOC)

Mount Sinai St. Luke’s: Patient Experience Cycle

Evidence-Based Practice

<table>
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<tr>
<th>Clinical Outcome</th>
<th>Financial Outcome</th>
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<tbody>
<tr>
<td><strong>CAUTI Reduction of 53% in First 7 Months of 2015!</strong></td>
<td><strong>7 Month ROI $34,222</strong></td>
</tr>
<tr>
<td>Jan - July 2014</td>
<td>Jan - July 2015</td>
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<tr>
<td>CAUTIs</td>
<td>$47,432</td>
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<tr>
<td>$45,634</td>
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<tr>
<td>$26,621</td>
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<table>
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<tr>
<th>Cost to treat CAUTI</th>
<th>Product Cost</th>
<th>ROI</th>
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Empirical Outcomes:
Demonstration of quality outcomes made by nurses as an essential contribution to patient care, nursing workforce, and organizational and consumer outcomes.

Purposeful Hourly Rounding (PHR):
The goal of Mount Sinai St. Luke’s is to provide excellent care to every patient, every day, every shift. An important part of providing patients with excellent care and service is purposeful hourly rounding. RNs and nursing assistants round on patients every hour. During rounding, the nursing staff checks on patient well-being, monitors comfort and pain, assists the patient to change positions, and assists with trips to the bathroom. Hourly rounding is now a part of the culture at Mount Sinai St. Luke’s.

Nursing Unit Quality Boards

Clark 9 Falls Reduction Initiative

Number of Falls in 2015: Geriatric Psychiatry

CAUTI Bath Basin Elimination:
The Nurses Role

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<th>Bath Basin Elimination:</th>
<th>CAUTI Bath Basin Elimination: The Nurses Role</th>
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<tr>
<td>Purpose</td>
<td>The purpose of this study was to compare the effectiveness of two methods of patient bathing and incontinence care in overall cost and patient outcomes for catheter associated urinary tract infections (CAUTI) is critically ill patients.</td>
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<td>Results</td>
<td>The US mandate of bars in the general care units was once-daily bathing with soap, water, per-spray and reusable bath basins.</td>
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