



Patient Experience



THE JOSEPH F. CULLMAN, JR. INSTITUTE FOR PATIENT EXPERIENCE

SUMMER 2016 VOLUME TWO ISSUE 3

Cullman Institute Hosts Patient Experience Summit

On May 3 and June 14, the Joseph F. Cullman, Jr. Institute for Patient Experience hosted two summits for employees who supervise staff in the medical practices.

The summits were designed to provide the tools, techniques, and resources necessary to excel as medical practice leaders. More than 150 staff members attended. Sandra Myerson, MBA, MS, BSN, RN, CPXP, Senior Vice President and Chief Patient Experience Officer, Mount Sinai Health System, said, "Perhaps one of the most challenging aspects of a leader's role is to be an effective coach—inspiring staff to be their best, provide feedback in a meaningful and productive way, and engage all members of the team to work together toward a common goal." Ms. Myerson noted that the summit's objective was to introduce participants to coaching approaches that will inspire high performance, mindfulness, and compassion in the workplace, and to build strong teams.

Summit participants provided many comments:

"I really enjoyed the interactive sessions. It made the members of the table and audience in the room communicate and interact better with others."

"I enjoyed the mindfulness and stress sessions for self-preservation."

"I will use the Dream Team exercise to strengthen teamwork in my medical practice."

"As a leader it is often difficult to give up control. I learned I can listen without always having to respond."

"All the material was relevant and useful."

"I learned different ways to motivate my team."

"I now have a better appreciation of the patient's perspective."

Patient Experience Summit Participants



A Note From Sandy Myerson



*I appreciate all you do,
every day, to make Mount
Sinai the best place for
patient care.*

This edition of the Patient Experience Newsletter is once again filled with outstanding and heartwarming examples of how employees across the Mount Sinai Health System are caring for patients with compassion, empathy, and creativity. I am grateful to all of you who make it your mission to provide the best experience possible for our patients.

As we continue to strive for excellence (as determined by our patients), staff and physicians throughout the organization are working to enhance, improve, and refine their verbal and non-verbal communication skills – practicing with each other so key phrases that convey compassion and active listening become routine, and displaying “on stage” behaviors that produce a warm and welcoming environment. And, just as developing clinical or technical competency requires education, practice, coaching, and feedback, so does the art of effective and compassionate communication.

This edition of the Newsletter includes a photomontage of Ambulatory Care supervisors and managers who attended our Patient Experience Summit, which was dedicated to enhancing their ability to provide meaningful feedback and coaching so that employees become proficient in verbal and non-verbal communication best practices. I encourage all employees to seek feedback from your manager so you know what you are doing well, and where you have opportunities to improve your communication skills so that patients feel your empathy and compassion for them. No need to wait for your annual evaluation! Ask for feedback regularly!

Your interactions with patients, and with each other, determine whether patients feel we care about them as human beings, or if we think of them as just another diagnosis. How well we connect with patients—really listen to them, hear their concerns, and understand their motivations—has a direct impact on their clinical outcomes and long-term health. And the bonus? When we make that connection with our patients, we feel better! It’s a win-win! So, as you move through your day, remember to smile, make eye contact, and say “hello!” to everyone you see, and take a moment to connect with your patients and their family members. Our patients will appreciate that, and so will you!

I continue to be inspired by the level of commitment and passion across the organization to provide our patients with the best experience possible. I appreciate all you do, every day, to make Mount Sinai the best place for patient care.

Thank you!

Sandy Myerson

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New Appointments



Tara Villon is the new Patient Survey Analyst responsible for analyzing, reporting, and distributing system-wide patient experience metrics in a meaningful and actionable format. She has a BA from NYU in Psychology with a double minor in Business Studies and Adolescent Mental Health.

Tara joins us from the New York City Department of Education, where she managed data and analytics for the annual NYC School Survey, which is distributed to every student, teacher, and parent in the city. It was here that she developed a deep passion for data and its power to drive improvement. Tara also worked at Pfizer, where she designed and rolled out multiple diversity training videos, discussion guides, and tip sheets on topics such as unconscious bias.

In her free time, Tara enjoys reading, painting, and playing video games. She is also an accomplished flutist and an active member and alum of INROADs, an organization dedicated to placing ethnically diverse youth in internships at America's top corporations and firms.

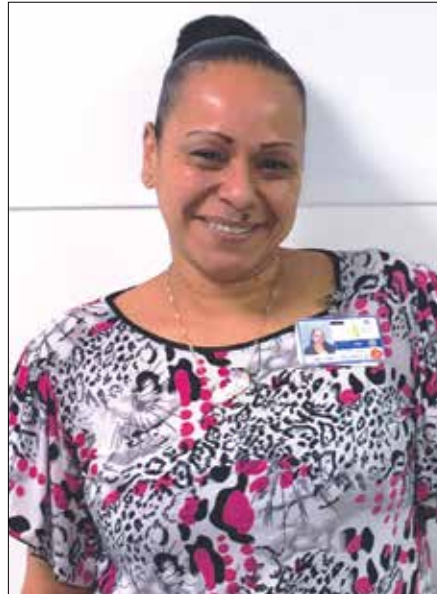


Misty Castellano, MPA, joined the Mount Sinai Health System (MSHS) in March 2016 as our System Patient Experience Survey Administrator, responsible for managing all aspects of the survey process across MSHS. Misty Castellano has an MPA in Health Administration from Pace

University, and has worked with the city Health and Hospitals Corporation and New York Methodist Hospital managing volunteer, auxiliary, and patient engagement programs. She has more than 10 years of experience in service engagement and community volunteerism. She also has experience caring for mature adults through various aging stages, including Alzheimer's, having served as a Resident Services Director.

Misty Castellano holds a graduate certificate in Health Information Technology from the University of Colorado at Denver and is an avid SEC football fan and alumnus of Auburn University. She enjoys tennis, the outdoors, and resides in Brooklyn with her husband and spunky, smiley one-year old daughter.

Spotlight on Mildred Rodriguez



Mildred Rodriguez, who works in the Mount Sinai St. Luke's Outpatient Department as an Ambulatory Care Service Representative (front desk), is a long-standing employee described as a "true asset to the team" and a "strong patient advocate." Ms. Rodriguez was

honored as Employee of the Quarter due to her exemplary performance and for being so conscientious and helpful to patients. Mildred's Practice Manager notes that patients love Mildred – as the Practice Manager was recently walking through the clinic, a patient gave her a written note praising Mildred for her empathy, courtesy, and efficiency.

Beryl Institute Open to Mount Sinai Staff

Courtesy of The Cullman Institute, all Mount Sinai Health System staff have access to The Beryl Institute, the premier global community dedicated to improving the patient experience. Its offerings support the continuous development of patient experience professionals through education, programs, and professional development opportunities. If you are looking for a way to broaden your knowledge of the patient experience, The Beryl Institute's library of webinars is extensive and inspiring, and you can listen at your convenience.



Please register as a Mount Sinai user at <http://bit.ly/mountsinairregistration>; choose the option to sign up as a new user; select a username and password; and pick the option to register as an institutional member. After registration, you can view the Mount Sinai personalized membership overview.

For questions, contact Michelle Garrison at michelle.garrison@theberylinstitute.org.

Catching Staff in the Act... Of Doing Something Right



David Reich, MD, and the Breakfast with the President/Catch A Star May 11th recipients.

Rewarding excellence is important and Mount Sinai Queens (MSQ) has plenty of programs that do just that. However, there is nothing quite as powerful and transformative as rewarding staff on the spot, or “catching someone in the act” of providing excellent care and service. In that moment, all involved are eyewitnesses to powerfully positive behavior. That is the essence of “Catch a Star,” a program developed by the MSQ Patient Experience Committee in 2014.



Caryn A. Schwab meeting with a group of MSQ Catch A Star Recipients.

“The feedback from many managers was that it took too long, and required too much paperwork, to identify staff excellence,” said “Catch a Star” co-chair Chet Ostrowski, Director of Food Service, MSQ. With this program, all of the managers have “Catch a Star” cards. A manager simply puts the employee’s name on the card and hands it back with a lapel pin proudly identifying the employee as a Mount Sinai Queens Star, and why the employee is a “star.”

The manager then calls or sends an email to Human

Resources, which sends the staff member a personalized invitation to a luncheon with MSQ Executive Director Caryn A. Schwab to share ideas and suggestions about how to improve services.

“It’s inspiring to hear and share stories about staff who go the extra mile to create great patient experiences,” said Ms. Schwab. “‘Catch a Star’ acknowledges and rewards behaviors that we can all learn from. Outstanding customer service is contagious.”

“There were 82 stars in 2015 and the hospital hosted three celebrations to honor them. Their names and pictures were posted on our new electronic information screens all over the hospital,” said “Catch a Star” co-chair Norma Calame, Director of Human Resources, MSQ. “Rewarding moments of helpfulness and compassion shine a light on how all staff can have a positive impact.”

The Mount Sinai Hospital followed MSQ’s lead and instituted a “Catch a Star” Breakfast with the President in 2015. David Reich, MD, President and Chief Operating Officer, The Mount Sinai Hospital, and senior operational leaders present a “Catch a Star” pin and an invitation to a monthly breakfast to 20-25 staff members a month. Dr. Reich said, “The ‘Catch a Star’ Breakfast is by far my favorite meeting of the month. It gives me an opportunity to thank staff for their service and learn from our star employees what we can do to make Mount Sinai even better.”

Caregivers Who Save Lives – The Patient Transport Team at Mount Sinai West

On June 14, the Mount Sinai West Patient Transport team gathered to celebrate recent groundbreaking success in their patient experience outcomes. After months of stagnant patient experience scores, the team set their sights on a significant goal—to reach a mean score of 89.5 percent for the inpatient survey question, “Rate the person who transported you around the hospital.”



The Mount Sinai West Transport Team

The changes they put in place and the culture of teamwork they developed not only helped them attain this goal; they also made significant improvements on key measures such as Time from Transport Called to Patient Picked Up. Sophia Troiano, Regional Manager, Patient Experience for Compass One Healthcare, which manages transport services for MSW, said, “The employees I interacted with felt a greater sense of

purpose and described themselves as ‘caregivers who save lives.’ They truly have a shared vision of excellence.”

The team also was inspired by patient experience heroes in their midst, including Phil Heyward, a patient transporter whose recent quick action and communication skills played a pivotal role in saving the life of a patient in cardiac arrest. “The entire team at Mount Sinai West feels deep gratitude for, and pride in, our patient transport colleagues,” says Rubiela Guzman, Mount Sinai West Director of Transport Services.

Patient Experience Professional - A New Certification (CPXP)

The Patient Experience Institute (PXI) is an independent, non-profit organization committed to improving patient experience through evidence-based research and professional development efforts including certification and continuing education. The PXI focuses on providing a framework to support development of the patient experience field in conjunction with its sister organizations, The Beryl Institute and Patient Experience Journal.

The PXI now provides full and formal certification of patient experience professionals through a rigorous examination. This recently instituted certification exam incorporates the extensive and comprehensive knowledge developed via The Beryl Institute’s patient experience community and the Patient Experience Body of Knowledge. Certified Patient Experience Professional (CPXP) certification is an international designation intended for health care professionals with a commitment to and interest in patient experience improvement.

The examination development process adheres to the Standards for Education and Psychological Testing (AERA, APA, & NCME, 2014) and Standards for the Accreditation of Certification Programs (NCCA, 2014). Achievement of certification highlights a commitment to the profession and to maintaining current skills and knowledge to support and expand the field of patient experience.

Four Mount Sinai Health System members sat for the new CPXP exam in April, and all four are now CPXPs: Yosuke Chikamoto, PhD, Director, Center of Excellence in Physician Communication; Luann Donnelly, Patient Experience Improvement Coach, The Cullman Institute; Sandra Myerson, MSHS Chief Patient Experience Officer; and Erica Rubinstein, Senior Director Patient Relations and Service Recovery, MSHS.

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

Comments from Patient Experience Surveys

Ambulatory Surgery

New York Eye and Ear Infirmary of Mount Sinai

1. Dr. Moskowitz always takes time to explain in detail what I should expect, how the surgery is done. He is always so courteous & caring & takes pride in what he does. All the nurses should be commended - they go above and beyond to make me feel comfortable & so friendly & cheerful. IV staff very good (I can barely feel the needle go in whenever they put the IV in). Admissions person very efficient & pleasant.
2. The entire experience is really well managed - you never feel like staff/nurses/doctor are hurrying off to the next patient. Brilliant system.
3. Dr Margolis is one of the only doctors I have had in my 75 years who actually called me (in person!) at home the evening after the surgery to make sure all was well, AND she gave out her private mobile number in case of need!!!!
4. We loved our experience at NY Eye and Ear and would absolutely come again and recommend. I forgot to mention the maintenance manager who came by personally to check the cleanliness of our room -- excellent! Overall we felt like VIPs! Thank you so much!!

Mount Sinai Beth Israel/PACC

1. Angelica was amazing in Dr. Inabnet's office and he is incredible
2. Everything has been so smooth - never experienced such ease with medical appointments till I met Dr. Harwin & Dr. Ziets.
3. I must admit the staff was very friendly and accommodating. Bravo, made me feel I mattered.
4. My overall experience at your facility was the best I've seen. I would refer any of my family or friends.

Mount Sinai West

1. The nurses in the Ambulatory Surgery Center and in the Recovery Room were wonderful - They were very skilled and professional but also very nice.
2. My surgeon was Adam Cohen and he was beyond amazing — he was very helpful. I really appreciate him.
3. The day exceeded my expectations. It moved almost effortlessly. I was in the car on my way home by 2:30. Beautiful patient care model.
4. I have lived in the US for 50 yrs. This is the first time I received such perfect service. Even in Japan was not this good.
5. Dr. Samson made a stressful experience absolutely wonderful. It was by far the best operative experience I ever had.
6. I had the same surgeon Dr. George Todd operated on me 13 years ago and he is great! I came again because of him.

Mount Sinai Brooklyn

1. Everyone constantly checked and marked area of surgery site so no mistakes could be made.
2. It was nice that someone called to check on my condition.

Mount Sinai St. Luke's

1. Everyone there was very helpful always asking was I comfortable and did I need anything.
2. Both nurses named Kelly in Recovery were very attentive. They were kind and caring. They were very helpful & extremely knowledgeable.
3. My son is 4 years old and was well taken care of. Everyone made a day of fears turn into a breeze. I was well informed and involved with my son's procedure. Thank you all.

Mount Sinai Doctors Faculty Practice

1. Everything about my experience was positive. The office staff was professional and friendly. The office was beautiful.

2. The music was a great calming measure. The nurses were extremely gentle & kind. I also liked the water feature & the wall poems!! It calmed me down.
3. Gorgeous facility. Felt more like a retreat than a hospital. Helped me feel at ease.
4. I felt very safe and cared for. I know my family felt the same way.

The Mount Sinai Hospital

1. Dr. Chin's entire staff has been very compassionate and attentive to my medical queries.... pre and post surgery. Calli and Alex are true professionals.
2. Dr. Reddy has the best staff. My experience and confidence with his office is perfect!
3. I love Dr. Joel Zinberg. He is the best in every way. Easy to have confidence in him. He is very caring and excellent. His staff is great and stays on top.
4. I pay a lot of attention to politeness, and people were nice and polite as people should be when patients come for a surgery...(I am thinking about patients with major surgery and major health issues)... I obviously care about the surgeon's ability to deliver a positive surgery experience...this being a given. Mount Sinai is one of my top choices and recommendation, as I have not been impressed in other hospitals in NY by the usual attitude of the staff office politeness and correctness in their approach to the patients.
5. Edwin (R.N.) extended great care and compassion to me and my family members. He went above and beyond his duties. The registration staff was very efficient and caring.
6. Dr. Kim, beyond his excellent credentials, which I checked, his explanation of the procedure was excellent and relieved my anxiety. He and the nursing staff showed a high level of courtesy and care which I appreciate and have always gotten, (and now count on), at Mount Sinai.
7. The pre-op nurse Marge Leventhal was wonderful. She explained everything so well and was a very calming presence. She did wonders to ease my fears.

Emergency Department

Mount Sinai Queens

1. The nurse Ms. Reese went well above and my expectations. She was kind, considerate, helpful and did everything in her power to help and comfort me.
2. Dr. Purcell was absolutely wonderful he took time with my elderly mother & myself - he kept coming back over & checking on us. He answered all our questions & concerns & was attentive professional & patient. Dr. Purcell is an excellent physician.
3. On my recent visit I had 4 doctors who cared for me. I was impressed with the way they coordinated with one another and kept me in the loop of what they were considering and how their specific areas of expertise were working to solve my problem.
4. The tech was awesome explained to me what was going to happen and how long.

The Mount Sinai Hospital

1. I was sweating and hot and the technician took the time to get me ice packs for my neck and an extra to take back - her care was excellent.
2. Although I initially came alone, I was joined later by family and friends. They were treated with courtesy and respect. They were also kept up to date about my care, etc.
3. The person who first took my information and the person at the discharge office were the most cordial and comfortable and I felt some personal contact from them.

4. I did not expect to find the clean environment which was present. Once again that amazing team deserves a medal not just how they cared for me but for how I observed them taking care of other patients and how well they teamed up to discuss what plan of actions was needed when treatment was not working. I observed teamwork at its best! Please let them know.

Mount Sinai Beth Israel

1. Jose did a wonderful job!! He was very kind, smiling and gentle. I didn't feel the puncture during the blood draw. He made my experience in the emergency department positive.
2. Grateful for the good experience with cheerful primary nurse Nicole Lordan RN
3. Both doctors were extremely calm and collected. They thoroughly explained what they were going to do each step of the process. It made it me at ease through a graphic injury.

Mount Sinai Brooklyn

1. Friendly Doctor. Friendly staff. Patient, comforting, concerned, poised and compassionate.
2. One of the most efficient ERs in NY.

Mount Sinai West

1. The nurses treated me with respect and care. They were attentive, and explained the importance of wearing a mask when exiting the room for my CT scan. They also explained why they had to wear a mask whenever they entered. Their communication with me and my husband was exceptional.
2. My physician, Dr. Lorraine Giordano, was excellent. I believe she ordered all the correct testing given my medical history (a fib taking coumadin). She even gave me a book reference for a new hobby I've begun before I left her care.
3. The ER doctor, Dr. Amy Caggiula, was so good that I asked if she were a primary care physician because I immediately wanted to make her my "personal" doctor. She really made me feel like she was taking time out to listen to me, and I so needed it and appreciated it.

Mount Sinai St. Luke's:

1. I was treated with respect and compassion. There was eye contact and a warm demeanor when giving instructions.
2. This entire staff was VERY, VERY professional & let's say, 9 out of 10 employees I came across, were ACTUALLY HAPPY, so that also speaks volumes in such an environment.

Inpatient

The Mount Sinai Hospital

1. I was surprised at the level of attention I received at the hospital, whether from cleaning staff to food services and nursing and medical staff. Call button was responded to promptly and there was great staff cooperation. Even when I requested that a meal be changed, I was accommodated within minutes.
2. The woman who cleaned my room was one of the friendliest and most respectful people I've met.
3. I believe that the food was VERY good and was tasty and I enjoyed my food, especially the process of taking my order - and always get what I wanted.
4. I'm a physician, and have worked in a number of hospitals. I thought the Mount Sinai nursing staff was incredible - very caring and kind, very knowledgeable and skilled, and very warm and friendly, both to the patients, their families, and to other staff members. The nurses were truly outstanding!

Mount Sinai Queens:

1. All good. The woman who cleaned my room (418) was outstanding. Noticed me upset one day and went above and beyond to make me feel comfortable. I think her name is Gloria.
2. The night I was admitted the nurse was Benjamin - he was my guardian angel that night - he comforted me & helped me with my severe pain.

Mount Sinai Brooklyn

1. To me, cleanliness, room comfort and the patient's welfare are the main concerns of the staff. All were friendly.
2. Food was almost as good as a home cooked meal, just made healthy. Overall, great food.
3. My experience with the nurses was very good. They were always courteous, pleasant and kept me informed at all times.

Mount Sinai Beth Israel

1. I had housekeepers Sonia and Katherine welcome me to BI, asked how I was and if there was anything they could do for me. At one point the floor had just been mopped - Katherine waited for me to go in and out of bathroom before she left.
2. Mr. Bonilla was concerned that I had not eaten my Jello. I explained it had too much sugar. 5 minutes later he returned with a sugar free Jello.
3. Ms. Cherry Ann King was very courteous and conscientious to accommodate my dietary needs and picky eating. She saw to it that I would enjoy my meals. My own mother wouldn't put up with me.
4. There are many great nurses at Beth Israel, but two stood out during my stay. Maria was wonderful—compassionate, always there when there was a problem. And Vincent was great—attentive, knowledgeable & made me feel like I was in good hands.

Mount Sinai West

1. The food staff were incredibly kind & helpful & went out of their way to make sure that I had the food preferences that I wanted—Kevin, Kelly & Christina were all wonderful & so helpful in getting me to eat again after surgery.
2. Beth RN (nights) was AMAZING. I had a stillborn; Beth was so compassionate—she made an awful and traumatic experience somewhat tolerable. She contacted the priest, prepared a memory box, and was genuinely caring and emotional. Brenda, ANCC was excellent as well—she came to visit after I was moved off unit. ALL RN's & techs on L&D are beyond amazing. Thank you!!!
3. All nurses very good especially Holly. She made hourly rounds, explained everything, really went above and beyond and even said hello next day she came in and wasn't my nurse again but best patient. She said I was needed anything while she was there to let her know. All nurse aides great too.

Mount Sinai St. Luke's

1. I'm over the moon with the care given by Dr. Pondyal & Dr. Christopher Brown, especially Dr. Brown. He's going to be a great asset to the medical field.
2. People who transported me & people who cleaned room were extraordinarily courteous & kind, as were nurses & doctors.

MSBI - Project Sleep: A Multidisciplinary Quality Improvement Project

Acute hospitalization can precipitate transient and short-term insomnia in patients, triggering the prescription of sedative hypnotics. Illness, medications, change in nighttime routine, and the sleep-disruptive nature of the hospital environment can cause insomnia. Both insomnia and the drugs used to treat it can contribute to delirium, a risk factor for falls, restraint use, increased length of stay, and increased incidence of hospital complications. Poor sleep can lead to a poor patient experience.

In a recent study by an interdisciplinary research project team, hospitalized older adults were treated with a non-pharmacologic nurse-driven sleep protocol, which led to a decrease in the use of sedative-hypnotic medications, and an improvement in quality of sleep. The team's objective was to use low-cost, non-pharmacological methods to improve sleep and the patient experience, and reduce zolpidem use and patient falls.

A core team of geriatricians, hospitalists, nurses, pharmacists, music therapists, and house staff were trained with project-specific educational materials. Posters about the project were displayed on the unit. On admission, patients received welcome bags with headphones, eye mask, earplugs, and literature on the project. Quiet hours (10 pm to 6 am) were instituted to minimize disruption.

Patients were offered music therapy and interventions to

improve nighttime comfort, such as warm blankets, warm milk, and tea. As an alternative to sedative-hypnotics, melatonin was introduced to the hospital formulary. A five-question sleep survey was administered to 125 patients pre- and post-intervention, and analyses of the unit's HCAHPS scores, zolpidem prescribing patterns, and fall rates were performed.

These interventions led to significant improvement in the mean quality of sleep (2.8 vs. 3.34 post; scale 1-5, P=0.0003). HCAHPS scores had improving trends in four relevant categories, including quietness of the environment. Zolpidem orders trended down. There was no significant difference in fall rate; however, the unit baseline is low (2-4/month). There was no significant difference in the mean times woken (2.16 vs 2.12 post). Project Sleep demonstrated that, with staff engagement, and at low cost, easily available interventions could improve quality of sleep and patient experience while avoiding zolpidem use.

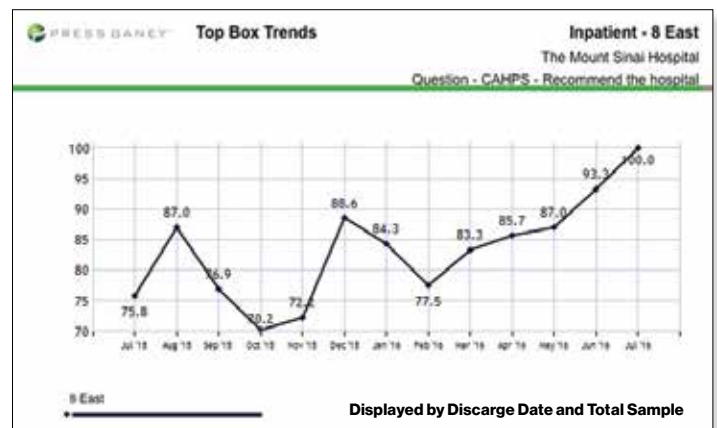
Project Sleep was presented as a poster in the Innovations category at the Society of Hospital Medicine's Annual Meeting in March in San Diego, California, and at the national meeting of the American Geriatrics Society Presidential Poster Session in Long Beach, California, in May. It was awarded best in its category—"Quality of Life." In June it was presented at the resident research fair at the Icahn School of Medicine at Mount Sinai.

MSH 8E Celebration



The GP 8 East Patient Care Team.

An ice cream social was held on MSH 8E to recognize superior collaboration between Nursing and Building Services that resulted in improved patient experience scores. Clinical Nurse Manager Nicole Wells, BSN, RN, CMSRN said, "Our ability to



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provide excellent patient care is the result of the camaraderie and support we share with each other on a daily basis. We take pride in the relationships that develop across departments and positively influence patient outcomes."

President's Recognition Award

The President's Recognition Award was created in the fall of 2015 at Mount Sinai St. Luke's to recognize outstanding performance by employees. Hospital staff who receive these awards have exemplified levels of work performance and/or displayed outstanding achievement beneficial to the hospital "above and beyond" routine job responsibilities.

The Patient Experience Operations Committee designed the application process and also serves as the initial review committee for nominees. This award is quarterly and the application process outlines the following eligibility criteria:

1. Minimum one year of employment
2. Contribution that exceeds expectation and beyond job description
3. Raising the bar in service
4. Positive impact in the patient experience
5. Acts of courage
6. Extraordinary contribution to patient safety
7. Outstanding demonstration of collegiality/teamwork
8. Innovation leading to clinical improvement



Left to Right: Arthur Gianelli, Myles Glenn, Kathryn Poulin, Lavdiye Berisha, Ana Amaro, RN, Ana Amaro's father, Ronald Stultz, and Maria Vezina, DNP, RN, NEA-BC, SVP and Chief Nursing Officer.

Arthur A. Gianelli, President of Mount Sinai St. Luke's, is an avid supporter of employee recognition and is especially connected to this award that bears his title as "The President's Recognition Award." Mr. Gianelli affirms that employees who exhibit a strong commitment to the success of the Mount Sinai St. Luke's mission to serve patients and families must be recognized and celebrated.

Miniature Horse visits Kravis Children's Hospital



Maria Benite with Honor the Therapy Horse

Honor, a 10-month-old colt with Gentle Carousel Miniature Therapy Horses, recently trotted into the hearts of dozens of children and teens being treated at the Kravis Children's Hospital at Mount Sinai. A handful of patients were well enough to secure their doctors' permission to meet Honor in the playroom, while others watched remotely from their beds.

Maria Benite broke into a smile when Honor pranced into the playroom. While Maria said her favorite animal is a horse, this one was quite different from what she expected. "He's smaller," Maria whispered, staring at the chestnut horse. "They are little horses, but they have big jobs," said Jorge Garcia-Bengochea, co-founder of Gentle Carousel.

"Miniature horses are herd animals, so they are very intuitive of what other horses are doing and needing. And they treat people the same way. They sense different emotions, different feelings that children have," Mr. Garcia-Bengochea said. "Some children have been through very traumatic situations and they've shut down. Just being around the animal, they get animated, start talking and sometimes tell the horse things that they haven't told other people."

Welcome Packet for Pediatric Patients at Kravis Children's Hospital



Left to Right: Emily Kropp, BSN, RN, CPN; Lynn Goddard, RN; Shenin Carpenter, BSN, RN; Trang Nguyen, BSN, RN, and Tocha Alberts, BSN, RN

Women's and Children's Services has a robust Professional Practice Committee (PPC) co-chaired by Clinical Nurse Shenin Carpenter, BSN, RN, and Clinical Nurse Managers Carrie Gerber, MSN, RN, and Emily Kropp, BSN, RN, CPN. The division consists of several pediatric units, mother/baby units, Labor and Delivery, and the NICU.

The co-chairs invited Chief Patient Experience Officer Sandra Myerson to be a guest speaker at their January meeting. Ms. Myerson reminded them that the majority of patients admitted to pediatrics were first-time visitors to a hospital. Additionally, she spoke about the anxiety of the first visit to a hospital, especially since the majority of these patients come through the Emergency Department as an unplanned/unscheduled admission.

A discussion ensued regarding welcome packets that have unit, hospital, and amenity information for patients and parents. The Committee agreed that pediatric packets were not as welcoming as the ones given out in the mother/baby units, and they decided to make improvements. They held a brainstorming meeting to discuss the new packet, and nurse managers and PPC members brought it to unit staff meetings to get additional input and feedback. The co-chairs also met with the Family Advisory Council to get their thoughts about what would be helpful to families of hospitalized children.

The PPC established a subcommittee of pediatric clinical nurses, a nurse manager, and a Business Associate to design the new packet. They spent many hours putting it together and it is in the final stages. Emily Kropp noted that this multidisciplinary group was engaged, creative and enthusiastic, and appreciated the input of the Family Advisory Council. They look forward to completing the packet in early fall.

March 2016 Daisy Honoree— Carlene Warner, MSBI, 8 Silver

Nurses come to the profession in many ways, some traditional—like those who follow in the footsteps of family members who inspired them to pursue nursing. Others become nurses for different



and sometimes surprising reasons. **Carlene Warner, BSN, RN**, the Daisy honoree of the month from Mount Sinai Beth Israel, 8 Silver, first decided to become a nurse because of decubitus pressure ulcers.

"I was a Certified Nursing Assistant (CNA) providing home care for a patient with multiple pressure ulcers, and I was interested in her healing process," she said. "I was changing her dressings, and seeing my patient's wounds healed made an impact on me."

Ms. Warner, who is on the hospital's Skin Saver Team, now leads MSBI nurses in their care of complicated skin conditions and patients requiring extra attention to prevent skin breakdown. Her initial fascination with healing and caring for other people led her to become a registered nurse, and she plans to pursue her nursing certification this year, with the eventual goal of becoming a clinical nurse specialist or nurse practitioner specializing in wound care.

Ms. Warner has always gone above and beyond to promote her patients' healing. When she was a Patient Care Associate (PCA) in oncology, she would cook meals for patients to help stimulate their appetite. She took classes in leadership training that helped her to see the implications of being a nurse, and "opened my eyes to what I was embarking on." Ms. Warner says she is never alone in nursing. "Nursing is a team, and I feel like I am a member of a team," she said. This feeling has only grown throughout her career. While working during the height of the AIDS epidemic in the 1990s, Ms. Warner said that she loved being a part of a care and healing team, even when the details about the virus were uncertain.

When asked to reflect on how she feels about being a nurse, her decision to pursue a career in nursing, and being a Daisy honoree, Ms. Warner said, "I have no regrets about my career path. I cannot envision myself doing anything else."

Physicians: Collegial Support for Communication Enhancement

Communication is a key to achieving the Mount Sinai mission of providing compassionate patient care with seamless coordination. Our physicians strive to assure that—with every patient in every clinical encounter—patients not only are heard and cared for, but also feel heard and cared for.

Across the Mount Sinai Health System, physicians now have the opportunity to receive peer-led communication coaching and consultation from Physician Communication Ambassadors, colleagues who have been appointed by their leadership to serve in the role. Besides practicing clinical communication in their own daily practice, Physician Communication Ambassadors have completed extensive training in health communication strategies as well as coaching and consultative skills.

A physician who used the service commented: “At first, I was skeptical of the value of receiving coaching. But the suggestions were very practical and produced immediate results.” Another physician said, “With a couple of tweaks, I now feel much more connected with my patients.”

To request this service or for more information, please contact Yosuke Chikamoto, PhD, Director, Center of Excellence in Physician Communication, at yosuke.chikamoto@mountsinai.org or 212-241-9507.

Wedding at Mount Sinai Brooklyn



Ms. Salman, a terminally ill patient at Mount Sinai Brooklyn (MSB), desperately wanted to see her son married before she passed away. After hearing her request, the cardiac team immediately put plans in place to make this wish come true—the same day. Led by Barry Huppert, MD, Chief of Cardiology at MSB; Rabbi Jacob Hoenig, an MSB

chaplain; and the 3E nursing team, they quickly transformed the 3 East lounge into a wedding chapel. By 3 pm, the lounge and corridor were filled with the patient’s family, bride and groom, and hospital staff from all departments. The patient was able to view the ceremony from her bed, and was thrilled that her wish became a reality. The staff and support service team brought the details together within hours, and the patient and her family could not have been more thankful.

Mount Sinai Youth Advisory Council (YAC)



The Youth Advisory Council with Child Life Staff and Luke Wade

The Mount Sinai Youth Advisory Council (YAC) was established in October 2015 to enhance the delivery of pediatric care at Mount Sinai’s Kravis Children’s Hospital by recognizing and addressing the specific needs of our youth population. At the inaugural meeting, seven youth ranging in ages from 13 to 18 met in the Child Life Zone to begin this important work.

The Council is facilitated by Certified Child Life Specialist Morgan Stojanowski and Pediatric Social Worker Lauren Powledge. YAC members gather monthly to collaborate on a broad range of patient care projects, working with a variety of clinicians and staff to bring actionable recommendations to improve the patient experience.

One YAC project was a collaboration with musician Luke Wade (from NBC’s *The Voice*) and Cook’s Children’s Hospital in Fort Worth, Texas, to write and record “Do What You Love, Love What You Do.” This song highlights Child Life Zone programming at Mount Sinai and in pediatric hospitals across the country. The YAC was involved with every aspect of this creative project, from the development of lyrics to the making of the music video. You can watch the video at <https://www.facebook.com/mountsinai.childlife/posts/10153647930648837>.

A Simple Thank You!

THANK
YOU



On behalf of everyone at
Mount Sinai West, we wish you well.

We hope we provided compassionate,
professional care, and helped
you feel well taken care of.

Thank you for choosing
Mount Sinai West

An idea is spreading across the Mount Sinai Health System. On a recent day at Mount Sinai West, a patient's relative was seen coming into the unit hallway holding a Thank You card signed by staff members and delivered at the bedside to the patient. The relative expressed delight

at this personal, compassionate touch.

Showing appreciation and gratitude for staff and patients is a powerful catalyst for better experiences. In 2015, Mount Sinai Queens launched a Thank You card for patients. Mount Sinai West recently adopted this practice on its postpartum units as well as in the Ambulatory Surgery setting. With strong cross-site collaboration, the team at Mount Sinai West was able to quickly adapt the design and processes first launched at Mount Sinai Queens. These notes, given at the time of discharge or sent to a patient's home, express authentic thanks for allowing us the privilege of providing care. The unit-based clinical teams sign the cards to make the Thank You truly personal. A simple Thank You really does go a long way!

To Whom It May Concern:

I recently had a stay in the Cardiac Care Unit at Mount Sinai St. Lukes (April 7 - 11, 2016). While of course the experience was no fun, the help that I received from the nurses in the unit was wonderful. Not only did they appear to be extremely competent at patient care, but they were also kind, friendly, and personable. I would mention in particular Jemina, Anuj, Keiko, and Kavitha. I hope that my gratitude to these kind and very competent people can be passed on to them.

*Sincerely,
Mary Lou McGarney, PhD*

Beryl Institute Poster Presentation



Natalia Cineas; Jason Wolf, President, The Beryl Institute; and Grace Marin

Natalia Cineas, DNP, RN, NEA-BC, Senior Director of Nursing at MSSL, and Grace Marin, MSN, MBA, RN, System Director, Patient Experience Improvement Coaches, The Cullman Institute, submitted their findings to The Beryl Institute on how using simulation-based training for nursing staff to adopt specific behaviors of purposeful hourly rounding improved

our patients' perception of care specifically around nurse communication and responsiveness of staff at MSSL and MSW. The submission was selected for the poster presentation at the 2016 Beryl Institute Conference in Dallas, Texas in April.



Mount
Sinai

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