



## Ambulatory Surgery at Mount Sinai West

In the late summer of 2015, the Ambulatory Surgery Team at Mount Sinai West launched a multi-faceted campaign called “No Patient Left Behind.” This initiative, led by Inga Melnikova, Associate Director of Perioperative Nursing, has had dramatic results. “Likelihood to Recommend” scores for Ambulatory Surgery climbed from the 15th percentile to the 50th percentile of all ambulatory surgery centers in the country.

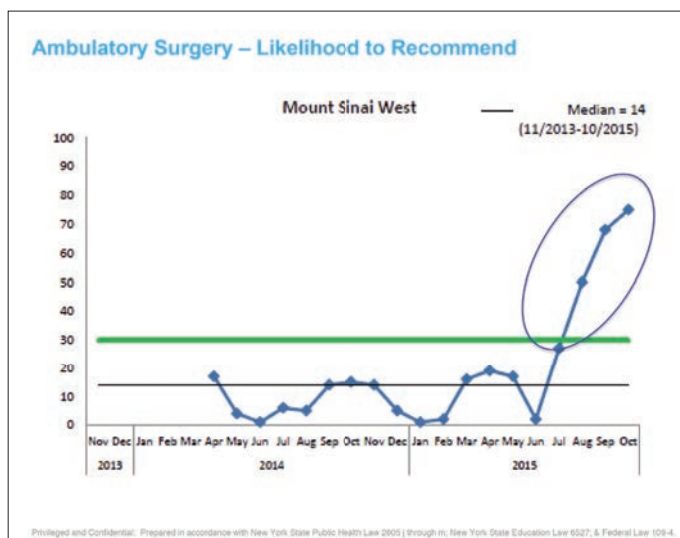


*Mount Sinai West Ambulatory Surgery Team.*

The team’s efforts centered on providing a personal, proactive touch throughout the patient experience, strengthened by improved teamwork. Interventions included the introduction

of structured hourly rounds to understand the exact status of each patient from Admitting, Pre-op, Holding, Operating Room (OR), and Post-anesthesia Care Unit (PACU). A large whiteboard makes this information available to the entire team and is the “heartbeat” of real-time information. An OR desk coordinator keeps the information flowing and supports teamwork around patients throughout the day.

The unit secretaries also play a key role. They have participated in Customer Service Training and are fully involved with the improvements. Most recently, the team has started regular rounding in the waiting room, checking on patients and family members throughout the day to keep people informed, and to intervene in any potential patient concerns. Michael McCarry, Senior Vice President, Perioperative Services, says, “I am proud of the team’s accomplishments and I look forward to their sharing this recipe for success with other teams across the system.”



## *A Note from Sandy Myerson*



**Welcome to the Spring 2016 edition of the Mount Sinai Health System Patient Experience Newsletter!** Each edition has

included amazing, heartwarming stories of team members who have gone above and beyond normal expectations to provide a special patient with their dying wish, and

other extraordinary displays of compassion, empathy, and dignity. I am humbled by these acts of kindness, and proud of our team members who come together to make it all happen.

Let's be sure these outstanding acts of kindness do not overshadow the small, yet powerful interactions team members have every day with our patients, family members, and visitors. Hundreds, even thousands, of people interact with all of us each and every day, and how we communicate and act in each of those moments defines you as a person, and all of us as an organization. Every smile, every warm greeting, every offer to assist creates a safe and comforting environment when patients and their family members are most vulnerable.

As you go through your day, working hard to manage multiple demands and competing priorities, please remember the impact you have on everyone with whom you come in contact. We often do not know what kind of news they just heard, what fears they have about the future, or concerns that may be clouding their mind—and yet, your personal interactions may be just what helps them get through their day. I continue to be inspired by the depth and breadth of compassion that exists across this organization, and appreciate all you do to make this the best place possible for patient care.

Thanks for all you do, every day!  
Sandy Myerson

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## *A Letter to Kenneth L. Davis, MD*

*April 2016*

*Dear Dr. Davis:*

*I recently underwent a shoulder operation at Mount Sinai. As an employee of a competing institution, I want to compliment you for the extraordinary experience. Every step of the way was handled with the ultimate in efficiency, professionalism and genuine caring. This began with the initial scheduling, when the orthopedic department manager found a way to squeeze me in the day before New Year's Eve following a holiday ski accident; continued at intake where hospital staff expertly navigated a mobbed reception area to make everyone feel like an individual; and carried over throughout the pre-op, the surgery, the recovery and overnight stay. Each staff member I interacted with could not have been more patient and considerate, even when some of them were at the end of long shifts. As a former New York City Executive Deputy Commissioner, I recognize how much planning is involved in coordinating such a complex process as well as the continued oversight necessary for all this to happen so seamlessly. And I know it all begins at the top.*

*I must admit I had mixed emotions about going to Mount Sinai now that I'm working for a competing institution. But my husband and I have been long-time patients of Mount Sinai's faculty practice; and I'm a participant in the World Trade Center study, which brings me to the hospital annually. Of course, the clincher was meeting Dr. Bradford Parsons, who's a genuine star and who delivered on all his promises. A terrific asset to the hospital.*

*An interesting note: my mother-in-law met Kristjan Ragnarsson at NYU's Rusk and was one of the first patients to follow him to Mount Sinai after her stroke. Now, thirty years later, I'm in the rehab department he built! Todd Bryson, my therapist, is a marvel—knowledgeable, humane and effective.*

*I didn't mean this note to become so gushing though I guess it has. But too many institutions today fumble their responsibilities and provide a sorely disappointing experience for the consumer. How fortunate that Mount Sinai continues to stand out.*



# New Appointments



**Kara Gelb** has been Appointed Chief Patient Experience Officer at Mount Sinai West. In this key role, Ms. Gelb will use her unique, multinational expertise in the patient experience arena to engage and support clinical and departmental teams to further improve the experience of Mount Sinai West patients, and associate

that with Mount Sinai System's reputation for excellent clinical outcomes. She brings an in-depth understanding of proven enhancement techniques as well as a track record of success in change management and quality improvement efforts.

Ms. Gelb is a passionate and collaborative health care executive with 20 years of leadership experience. She spent 16 years with General Electric (GE), leading GE Healthcare's clinical consulting business in North America, where she supported hospitals across the U.S. in delivering optimal efficiency and improved patient outcomes.

From 2009 through 2012, Kara held leadership positions at University College London Hospitals—one of the top rated hospitals in the United Kingdom—a 1,000-bed, multi-site, academic medical center in central London. She was Manager for the 700-employee Women's Health Division (Maternity, Gynecology, Women's Cancers), and was subsequently appointed by the Board of Directors to lead a significant patient and staff experience improvement effort. In 2013, Kara returned to the U.S. and formed April Strategy USA, Inc., a business aimed at helping hospitals improve patient and staff experience.



**Nicole Bernardo** joins our team from her private coaching practice, where she empowered individual and corporate clients to develop exceptional communication skills and greater confidence in their ability to achieve success in their careers and in their personal lives. Nicole's personal experiences as a patient at The Mount Sinai

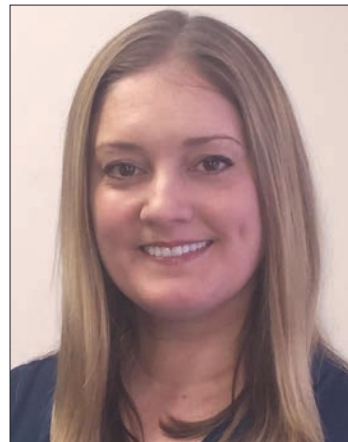
Hospital inspired her to develop an unwavering dedication to

improve the patient experience by equipping frontline staff with tools to communicate with compassion and kindness. Ms. Bernardo earned her BA in broadcast journalism from The University of Maryland and is completing her MA in integrative health and healing from The Graduate Institute.



**Carol Manns** has joined the team, bringing along 16 years of experience at The Mount Sinai Hospital. She has worked in various roles, including Pediatric Critical Care Nurse, Epic Project Implementation Team, and Centralized Education team member and manager. Her warm, energetic, and innovative style enables her to create

a quick rapport and empathy for the challenges front-line staff encounter. Ms. Manns earned her BSN and MSN in nursing education from St. Joseph's College.



**Elizabeth Uhlhorn** recently joined Mount Sinai Beth Israel as Director of Patient Experience. An excellent communicator and facilitator, Ms. Uhlhorn uses best practices, evidence-based research, and Lean Six Sigma concepts to engage stakeholders in new initiatives and experience design processes, effectively

synthesizing and leveraging data from multiple sources to generate insights and drive initiatives.

Ms. Uhlhorn will collaborate with hospital leadership, staff, patients, and families to design and implement patient-centered programs and improvements to improve the patient experience at MSBI and Phillips Ambulatory Care Center (PACC). She received a BA in psychology from the University of Pennsylvania, and a master of social administration and management degree from Columbia University. She joins us from NYU Langone Medical Center, where she had a similar role improving the patient experience.

# Purposeful Hourly Rounding: Coaching for Excellence

The use of coaches to excel in activities such as sports and music is a familiar concept. Similarly, the Cullman Institute's Patient Experience Improvement Coaches (PXI Coaches) are coaching nursing staff across the Mount Sinai Health System to excel in the art of caring communication through Purposeful Hourly Rounding (PHR). Unfortunately, many caregivers tell the PXI Coaches, "I'm in the room all the time," a sign that some nursing staff believe PHR is yet another task they have to add to their already busy day – and forego the opportunity for a coach to provide valuable feedback and tips for success.

In fact, PHR is an evidence-based nursing practice that developed as the result of an experiment to streamline the nurse's typical day by reducing interruptions. When nurses cluster their work so they complete a number of activities during the PHR with each patient, and end each PHR with "Call me if you need me right away, otherwise, I will be back in an hour," patients use their call bells less frequently and nursing staff experience fewer interruptions throughout their day. When done well, PHR is incredibly effective.



*Patient Experience Coaches, left to right: Nicole Bernardo, Carol Manns, Grace Marin, Luann Donnelly, and Catherine Calhoun.*

## Themes

Instead of	Try this...	Why?
<b>Knocking then walking in...</b>	Knock [pause at doorway] ask permission to enter and wait for response.	Shows patients respect, courtesy and privacy
<b>Walking in without explanation...</b>	State name, role and purpose for visit: PHR, along with medications, treatment, or discharge teaching	<ul style="list-style-type: none"> <li>• Keep patients informed</li> <li>• Complete activities per plan of care</li> </ul>
<b>Waiting for patient to call for help toileting...</b>	During your PHR, offer to assist the patient to the bathroom	<ul style="list-style-type: none"> <li>• Prevents patient falls</li> <li>• Improves patient's comfort</li> </ul>
<b>Overlooking members of the patient's care team...</b>	State who you're working with by name and something you appreciate about co-worker	<ul style="list-style-type: none"> <li>• Managing up your co-workers increases patient's confidence in care</li> <li>• Encourages co-workers and improves morale</li> </ul>
<b>"Press the call bell if you need anything."</b>	<i>"What else can I do for you right now before I leave?"</i> Press the call bell for urgent needs such as pain or difficulty breathing, otherwise, you will see either me or Karen in about an HOUR.	<ul style="list-style-type: none"> <li>• Decrease patient anxiety</li> <li>• Decrease call light use</li> <li>• Reduce caregiver interruptions</li> </ul>
<b>"Someone will be back in a bit to check on you."</b>	<i>"You can expect to see me or Karen in about an HOUR to check on you, to make sure you're safe and comfortable."</i>	<ul style="list-style-type: none"> <li>• Decrease patient anxiety</li> <li>• Decrease call light use</li> <li>• Reduce caregiver interruptions</li> </ul>
<b>"No problem..."</b>	<i>"You're welcome!" or "My pleasure!"</i>	<ul style="list-style-type: none"> <li>• End interaction on a positive note, instead of double negative – "no" and "problem"</li> <li>• Respond graciously to sincere patient gratitude</li> </ul>

# Beryl Institute Open to Mount Sinai Staff

Courtesy of The Joseph F. Cullman, Jr. Institute for Patient Experience, all Mount Sinai staff now have access to The Beryl Institute—the premier global community dedicated to improving the patient experience in health care. Their 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, their 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/mountsinaireregistration> Choose the option to sign up as a new user; select a username and password; and select the option to register as an institutional member. After registration, you can view the Mount Sinai personalized membership overview.

Questions? Contact Michelle Garrison at [michelle.garrison@theberylinsititute.org](mailto:michelle.garrison@theberylinsititute.org).

# Food Services Exceeds Expectations

Gail Wilson, Patient Care Services Manager on Telemetry 10B, reached out to Food Services at the request of a vegetarian patient who wanted her favorite dish for lunch. Kenneth Massie, Associate Director of Food and Nutrition, visited the patient—who just had surgery—and her friend described the coveted salad. Mr. Massie promised the patient that she would have her special salad for lunch the next day. Food Services not only delivered the salad to the patient as promised; they liked it so much that they added it to the hospital restaurant salad bar.

Ms. Wilson said, “I contacted Food Services because they understand the importance of nutrition for our patients. They do a great job providing high quality and tasty meals as part of the patient recovery process.”

## Mount Sinai West Special Salad



- |                 |              |
|-----------------|--------------|
| Tomatoes, cubed | Olive oil    |
| Cucumber, cubed | Fresh lemon  |
| Avocado, cubed  | Dash of salt |
| Red onion       | Cumin        |
| Chickpeas       | Pepper       |

# New Music Therapy Program at Mount Sinai West

Mount Sinai West’s Radiation Oncology Unit recently implemented a new comprehensive music therapy service funded by the Garry Dial Music Therapy Radiation Oncology Fund of the Mount Sinai Health System. This research-based, innovative program provides dedicated music therapy interventions for patients undergoing radiation treatment.



From left: *Evan Flatow, MD*; renowned jazz pianist *Garry Dial*, for whom the fund is named; *Ronald Ennis, MD*; *Joanne Loewy, DA, LCAT, MT-BC*, Director of The Louis Armstrong Center for Music and Medicine; Music Therapist *Shanay Johnson*; and Program Coordinator *Andrew Rossetti*.

“We have already begun to see music therapy’s impact in transforming the treatment experience for cancer patients and how it enhances the mind/body connection,” said Ronald Ennis, MD, Director of Radiation Oncology at Mount Sinai West. “This leads to the optimal physiological state for patients to receive radiation treatment.” The service follows the success of the well-established Mount Sinai Beth Israel Louis Armstrong Center for Music and Medicine program.

“These research-based applications have shown to significantly support the culture and emotional state of even our most vulnerable patients,” said Program Coordinator Andrew Rossetti, MMT, LCAT, MT-BC. Mount Sinai West President Evan Flatow, MD, led a ribbon-cutting ceremony to officially open the service on February 19.

# Wedding takes place in Coronary Care Unit!



The daughter of a patient in the Coronary Care Unit was married at her father’s bedside at Mount Sinai Hospital. Although it was not the venue the bride had planned, it was most important to her that her father be present for the wedding. The staff of 11 West hosted a reception for the bride and groom following the ceremony.



# Comments from Patient Satisfaction Surveys

## Mount Sinai St. Luke's/9W

*Nurses were caring not just to me but my family, especially Ester.*

## Mount Sinai St. Luke's/9E

*From the moment I put on a hospital gown until I was discharged, the nursing staff went above and beyond to make this a more pleasant experience.*

## Mount Sinai St. Luke's/10E

*I was in St. Luke's two years ago; Mount Sinai St. Luke's is 100 percent better than it was—and much better than Lenox Hill. I found Dr. Mehta to be exceptionally kind and patient with the questions I asked. I felt comfortable and secure.*

## Mount Sinai West/10A

*The best attention was the nurse's attention. Friendly, very courteous, which helped make me feel less nervous.*

## Mount Sinai West/11B

*Linen and Karen were spectacular nurses. They were very helpful and have a supportive comforting demeanor. They both explained things wonderfully and answered all my questions. I'm grateful for their wonderful care during our first day with our baby boy.*

## Mount Sinai West/12B

*My stay and the care that I received at Mount Sinai was the best ever. I delivered my ninth baby there and I couldn't believe it took me so long to learn about this great hospital. I'm definitely thankful for my stay and the care I received at Mount Sinai. Great hospital! I have no complaints. Would recommend to everyone I know.*

## Mount Sinai West/11A Birthing Center

*I couldn't believe how quiet it was—especially compared to my first birth experience at Downtown Hospital in 2012.*

## Mount Sinai West/14B

*You have the best nursing staff I have ever encountered. Every time I go to Mount Sinai St. Luke's or Mount Sinai West (two babies, a back surgery and now a hysterectomy), I am amazed at the nursing staff. It has been 17 years and the nurses are amazing. It must be in the culture! Even the man that pushed the gurney was outstanding!*

## The Mount Sinai Hospital/7 Center

*The nurses were fantastic. When they found out it was my daughter's third birthday on the day I was to leave, they expedited the whole process.*

## The Mount Sinai Hospital/7 East

*Raymond and Alicia, the two nurses on 7 East, were very professional, compassionate, kind, knowledgeable, and took excellent care of me!*

## The Mount Sinai Hospital/8 Center

*My experience at Mount Sinai was so good. I would highly recommend anyone to come here. I really appreciated your staff follow-up via phone contact at home every week for 28 days post-discharge. Maya from the admissions care team who oversaw my progress was phenomenal and so compassionate. No words to describe what her outreach meant to me.*

## The Mount Sinai Hospital/9 East

*The lady that was assigned to my room was so nice and pleasant. Every morning she would say good morning and bring me a newspaper. She was a pleasure to see and talk to. She kept that room clean and smelling good. Every time a staff member came into my room they always had a smile, not knowing that that was the best medicine that they could give me with all the pain I was having. So again, thank you so much for making me feel like I was home.*

## The Mount Sinai Hospital/KP 4

*The person who cleaned my room was incredibly friendly and she really brightened my day with her words of encouragement.*

## The Mount Sinai Hospital/RETU

*I was impressed at how well the doctors seemed to be coordinated by contacting my other doctors for their input or to give them new information, etc. Overall experience at Mount Sinai has been very pleasant, which helps so very much when recovering from illness/injury/surgery/accident/etc. I highly recommend Mount Sinai. One of the best hospital experiences I have had.*

## Mount Sinai Brooklyn/3 East

*Family comment—very good job done by everyone they came in contact with, doctors, nurses, technicians, etc.*

## Mount Sinai Beth Israel

*Staff was friendly to my family. Your PCA, Debra Shermin McClanahan is one of the BEST PCAs. Extremely helpful, friendly, polite and always with a smile for me and everyone else. She deserves an award. Thank you for having such a great employee.*

## Mount Sinai Beth Israel

*There were doctors on duty who came in and out. However, my doctor—Cynthia L. Harden—came every day and every night to make sure I was okay as well as explaining how the monitoring was going. She's fantastic!*

## Mount Sinai Beth Israel

*Dr. Sam Hanon is the most compassionate, highly skilled, and dedicated physician. He is so very respected by the hospital staff, his colleagues, and most of all—his patients, including me.*

## Mount Sinai Queens/3W

*Chef is the best. Like me, 50 years in the hotel/restaurant business. He gave the day off to his staff and went to every floor/rooms/beds to shake patients' hands and say Merry Xmas, my style in B&B! We especially want to thank Pauline (the nursing attendant on the third floor). She was exceptional! Friendly, helpful and always helpful in answering our questions and going beyond the call of duty. Also the nursing attendant (Patricia?) on the OR (sixth floor). They were both absolutely fantastic!*

## Mount Sinai Queens/4E

*The doctor who saw me on my first visit to emergency on December 24 and also 26 was wonderful. He loves his job and he loves people. I think his name or last name is Angelis or Angelo or the like. Not sure, I was in too much pain. Anyway, he calmed me down and he was sweet. God bless his heart.*

*I felt that the quality of care was very high. The actual facility is undergoing renovation and I am sure the hospital will look better, but what made my stay special were the nurses, and you can't just build that overnight. I felt taken care of and all my needs were met with a smile! I felt very comfortable and safe!*

#### **New York Eye and Ear Institute of Mount Sinai/7th Floor**

*My care far exceeded my expectations! It was extraordinary. Elisabeth Martin #1, Dr. Constance Chen.*

#### **Mount Sinai Beth Israel Ambulatory Surgery, Petrie/OR**

*Dr. Surick was excellent and caring. Diana on the phone was wonderful. She put me at ease.*

*My experience was very good. The surgery area was clean and the staff was very nice and made sure I was comfortable and ready for surgery.*

#### **Mount Sinai Beth Israel Ambulatory Surgery, PACC/OR**

*I was VERY grateful that the hand that was going to have the surgery was marked so that everyone knew what was being done. Each person who saw me confirmed it with me again. Very reassuring! The nurses were lovely and helpful. Several different doctors and the anesthesiologist came in to see me, and they were all very nice and willing to take the time to answer questions, which is very important.*

*The staff was the most impressive thing about my visit. All the nurses and the doctors worked together as a unit—the sense of cooperation and their pleasure working together was clear. They created a calm, happy, positive attitude as I was being prepared, which was tremendously reassuring. They had great sensitivity and an understanding of my need for comforting and care. I felt “seen” as an individual person and cared for. The level of skill and professionalism of each individual was extremely high. I am a “worrier” and I had total confidence in the staff and in my safety from the moment I arrived until the moment I left.*

#### **New York Eye and Ear Infirmary of Mount Sinai Ambulatory Surgery, SDC5**

*Cathy from Dr. Angioletti's office in Fort Lee was exceptional. She made so many calls to make sure she could schedule my surgery as soon as possible as I had lost vision in the center of my right eye.*

*Again, all staff was terrific. If there were any annoyances, these came from other patients, some of who were SO demanding (wanting Irish tea, fresh lemons, organic muffins, etc.) and those helping those in the recovery area were SO patient. Again, I was impressed. The phone call was reassuring.*

#### **New York Eye and Ear Infirmary of Mount Sinai, Ambulatory Surgery, SCD9**

*Dr. Dolitsky's surgical coordinator, Denise Corneto, was extremely helpful and patient when providing the information needed as well as answering any questions or concerns.*

#### **Mount Sinai West, Ambulatory Surgery, OR**

*There should be an “Excellent” column. The staff at Dr. Whelan's office were superb. Raisa was especially efficient and extremely pleasant. In the future I will remember my excellent experience at Mount Sinai West. I never would have tried it but Dr. Whelan came highly recommended and I am very glad I did. I really can't think how my entire experience could be better other than not having to have the experience at all. I would be happy to speak with anyone regarding the visit.*

#### **Mount Sinai St. Luke's, Ambulatory Surgery**

*To the anesthesiologist Mr. Ali and the two nurses Kelly #1 and Kelly #2, could not have had a better team, they were just great.*

#### **Mount Sinai Brooklyn, Ambulatory Surgery**

*Special thanks to Kate Palawandishili, RN, in the recovery room.*

#### **The Mount Sinai Hospital, Emergency Department**

*Jocelyn was awesome! She told me and explained everything that would take place for my daughter's treatment.*

*Doctors were an 11 out of 10, especially the surgical staff. Dr. Brian Jacob arranged everything. He was fantastic. The staff knew exactly what to do when I got there. Surgeons were outstanding in every way. I think Allen was the best part of my ED experience. He introduced himself by his first name, which made it so easy to remember him. Also, he was so empathetic and attentive to me. I was in a lot of pain with my hand and he took his time helping me position my hand for the X-rays. He actually listened to me and he seemed so genuine. He was very positive and I hope he gets recognition for upholding Mount Sinai's great care.*

#### **Mount Sinai Queens, Emergency Department**

*Nurses would come around continually to check on my condition. I had Jimmy K. Lee, PA. Jimmy was wonderful; he made sure that I had my paperwork, prescriptions, and suggestions for a follow-up.*

#### **Mount Sinai Beth Israel, Emergency Department**

*Ms. Heather is what I called her. She was sweet, attentive, kind, helpful, informative, and on my way out she gave me good advice that helped me feel better. Thanks.*

*All of the hospital workers was very nice, especially Kaitlin Farrelly, RN, and Doctor Christopher, gentle, and professional.*

#### **Mount Sinai Brooklyn, Emergency Department**

*I thought nurse Lauren McArdle was excellent. She was comforting, nice, reassuring, and gentle.*

#### **Mount Sinai West, Emergency Department**

*Good communication. Eye-to-eye and last name encounters from staff. Much appreciated the human experience.*

*Before Mount Sinai took over, Roosevelt's E.R. is the only place I would come and even made an ambulance bring me there from my home in Inwood (214th and Seaman Avenue) because I trust the staff there. This was my first visit to the E.R. after Mount Sinai took over an already well-run, highly organized and efficient emergency room setup; however, I note and applaud the much-improved triage desk. There were several nurses. The one who finished the process and gave us the paperwork was outstanding—engaging and funny—loved her.*

#### **Mount Sinai St. Luke's, Emergency Department**

*The nurse made sure I had lots of privacy and blankets because I said I was cold.*

*Dr. Orozco was wonderful. He explained everything to me and treated me with respect.*

## Learning to Deliver Compassionate Care



*Patient Allesandro Poso and medical students Allison Salk and Alison Celedo.*

Twenty medical students from the Icahn School of Medicine at Mount Sinai performed special patient rounds on Tuesday, February 16, as part of The Gold Humanism Honor Society's (GHHS) annual "Solidarity Day for Compassionate Care." This national program encourages hospital staff and medical school students to develop more caring, compassionate relationships with patients. The students visited 12 patients in The Mount Sinai Hospital Palliative Care Unit and Kravis Children's Hospital at Mount Sinai, practicing "Tell Me More" interactions during which medical students converse with patients about topics unrelated to their diagnoses, with the aim to develop those compassionate communication skills and incorporate them into all their future patient interactions. Created by GHHS chapter members at the Icahn School of Medicine in 2014, dozens of GHHS chapters nationwide use the "Tell Me More" program. One medical student stated, "I was humbled by how much my patient cared for the people around her. She reminded us that our job as health care providers was not to direct her future, but to support who she was." The event reminded medical students and house staff alike to continue incorporating and practicing compassionate care in all patient interactions.

## Now Playing at Guggenheim: a Baby Grand

The Mount Sinai Hospital has added a baby grand piano, donated by Sing for Hope, to the Guggenheim Pavilion Fifth Avenue Lobby. Musicians regularly perform in this space, and a family left a card on the piano addressed to pianists and violinists.

## Mount Sinai West Hero Acts Swiftly

On March 10, Phil Heyward, Evening Transporter at Mount Sinai West, assisted a 40 year-old patient in the Resuscitation Room. Phil saw the patient starting to collapse with crushing chest pain, so he grabbed a stretcher, put the patient on it, and rushed him to the Emergency Department (ED). Michelle Hepburn, Director of Nursing for the ED, said that Phil gave her a brief Situation Background Assessment Recommendation (SBAR)—that he was walking by when the patient began to sink to the floor, complaining of crushing chest pain. Michelle said, "The ED Team jumped in. The patient had a heart attack and went to the cardiac cath lab with a 90 percent occlusion. Phil saved this man's life and I am honored to be working with him. He is the true embodiment of our core values—helpful and compassionate."



*Kristin Im, RN, Phil Heyward, and Michelle Hepburn*

The patient is recuperating at Mount Sinai West. Rubiela Guzman, Director of Patient Transport at the hospital, said "we had a celebration for Phil and all the transporters to recognize Phil's heroic transport and the expert and compassionate care all our transporters provide each and every day."

Dear Pianists and Violinists:

Your passion and love you share with us all is comforting and peaceful! During this time of losing our loved one (at a young age) to cancer... your gift of music has given us hope!

Please continue to share your love.

A IOW Family



# Mount Sinai Queens Emergency Department Simulation-Based Training



*The Mount Sinai Queens Emergency Department Team*

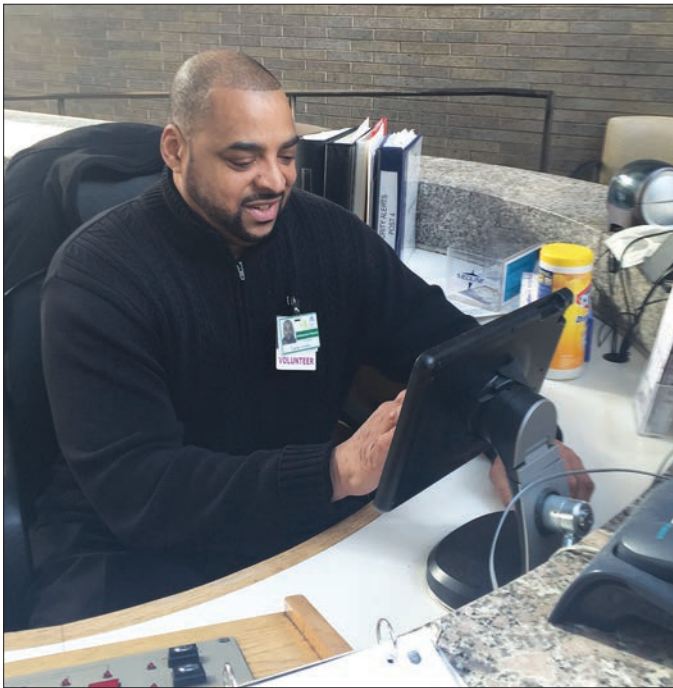
This spring, Mount Sinai Queens will unveil their new \$150-million, 140,000-square-foot building, heralding a new era of health care in Queens. The Emergency Department (ED) will be nearly five times the size of the current ED and will feature a separate pediatric emergency area, all designed to enable the skilled MSQ ED physicians and nurses to promptly treat adults and children in a state-of-the-art, comfortable and welcoming space. Improved patient experience, including reduced wait time, is a top priority.

In anticipation of the grand opening, MSHS ED leadership and MSQ ED leadership partnered to introduce and practice a new process for managing patient flow, called “split flow,” an evidence-based best practice for reducing wait times in the ED. Using simulation-based training in the new space, the entire ED team, including registrars, medication technicians, nursing staff, and medical staff conducted multiple practice sessions to become familiar with their new space and the split flow model. In addition to practicing the new approach to patient flow, team members worked on effective communication techniques so that patients will feel welcome, respected, and informed. Supported by The Cullman Institute’s Patient Experience Improvement Coaches, staff took turns acting out various

patient scenarios and incorporating key verbal and non-verbal communication tactics into each step of the patient’s journey through their ED visit.

Emergency Department team members initiated patient interactions with eye contact, a smile, and a sincere welcome, helping set the stage for an ED experience that is patient-centered and compassionate. Throughout the simulated ED visit, team members practiced describing to the “patient” (a colleague) each step in the process, including what the patient could expect, how long it might take, and addressing any concerns or questions as they arose. Great teamwork, combined with seamless processes and caring communication exhibited by all team members will result in the best experience possible for patients and family members who are often worried, anxious, and feeling poorly when they arrive at the ED. MSQ ED team members are prepared to care for patients in their new ED when it opens, and have already begun using their newly honed communication skills in the current ED. There is no doubt that the new Mount Sinai Queens Emergency Department will be an excellent addition to both the Queens community and the Mount Sinai Health System.

# Patient Lookup App Launched at The Mount Sinai Hospital



*Charles Streeter, Volunteer Ambassador*

A patient location and appointment lookup app for Security Officers and Volunteer Ambassadors has launched at The Mount Sinai Hospital. The Security Officers and Volunteer Ambassadors serve as The Mount Sinai Welcome Team and the app, which they access on an iPad, allows them to look up real-time patient location and appointment information from multiple sources (Cerner, Radiology, IDX). The app is used more than 1,000 times a week and is a big step forward in providing up-to-date information to our patients and family



*Security Officer Marco Rivera*

members at the point of entry, and empowering staff and volunteers with the tools to assist our visitors. There is also an option to leave feedback, and the IT staff investigates the feedback to improve the access of correct location information. Timothy Burgunder, Director of Security for MSHS, noted "Our goal is to provide the Security Officers and Ambassadors at MSH with the tools they need to provide the service our patients and families are expecting at our front doors."

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## Mount Sinai St. Luke's MD Practice

Beth Erisnor, Vice President for Ambulatory Care at MSSL, is working to empower front line managers to review, interpret, and share their patient satisfaction data with team members. When front line managers "own their data" and review it with staff and physicians, they can identify process, workflow and environmental changes that will improve the patients' experience. In February, Keisha Taylor, our Press Ganey Advisor, came to MSSL and trained 20 front line leaders, including the faculty practices, the clinics, the ED, and Food Service on how to navigate the Press Ganey Improvement Portal, where all the patient experience data for MSHS resides. The training sessions received high reviews, and Keisha will

be back to provide additional sessions. One of the goals for Ambulatory Care at MSSL is to have every front-line manager adept at interpreting their patient experience data and collaborating with team members to develop and implement action plans to improve the experience of care our patients receive. Mount Sinai Health System team members who want to learn more can register for Press Ganey Portal Training via the Mount Sinai PEAK Education site.



# The Office for Excellence in Patient Care

The Office for Excellence in Patient Care at The Mount Sinai Hospital has proudly launched a Patient Safety Program designed to engage all staff members in reporting adverse events and near misses, promoting transparency, and highlighting opportunities for

education and growth. The program has two components: Patient Safety Wednesdays and The Great Catch Program.



*Alina Sanocki, Laboratory Tech and Dr. Vicki LoPachin*

Patient Safety Wednesdays refers to weekly leadership rounds. Every Wednesday, leaders meet for lectures on select clinical



**Patient Safety Wednesday**

and environmental patient safety topics. After the lecture they divide into teams and visit clinical units. On the units, teams educate front-line staff on the safety topics.

Teams also actively engage the staff in a discussion of patient safety on their unit. This initiative improves safety awareness and enhances high quality patient care. It also allows for real-time follow-up on safety concerns and fosters collaboration among staff and leaders.

The Great Catch Program is a reward and recognition initiative that highlights proactive patient safety behaviors. A “Great Catch” is the interception or detection of an event or situation that might have had an adverse outcome.

Staff who “catch” such events or situations are formally recognized by Vicki LoPachin, MD, Chief Medical Officer, and David Reich, MD, President and Chief Operating Officer. Each month, a “Best Catch” is selected and the winner receives a trophy. All submissions receive a Certificate of Excellence and Letter of Appreciation.



The Patient Safety Program highlights how communication of patient safety activities and “lessons learned” enhance and sustain a culture of safety that drives positive patient experiences and enables staff members to feel empowered to identify concerns.

## Mount Sinai Brooklyn Safety Trophy

In February, the 2 East Clinical Team received Mount Sinai Brooklyn’s first “Protect Our Patient” (POP) safety trophy. GraceAnn Weick, COO/CNO, and Scott Lorin, MD, Chief Medical Officer, surprised the staff on duty on February 29 and announced the Safety Trophy presentation in recognition of the staff achieving 80 percent compliance for hand hygiene for the month of February. The Trophy now sits on a shelf of honor at the nurses station for all to see. The 2 East unit will hold the “GOLD” trophy until the next month’s data is compiled and compared. The unit that achieves highest hand hygiene compliance will receive the trophy, which will move through the Hospital, only sitting at the unit that achieves the highest score. P-O-P is an acronym you will hear staff whispering around MSB, whereby all staff remind each other of hand hygiene compliance, when “washing in and out of patient’s rooms” is not observed. Ms. Weick and Dr. Lorin believe that this initiative has created a healthy competition at MSB and will translate to a better experience for patients.



*2 East Clinical Team*



# A Message from Maddy

## Hello and Happy March!



As we feel new energy from the signs of oncoming spring, I'd like to challenge everyone to focus on channeling this energy into our vital skill of regular, purposeful and personal patient rounding.

Many years ago, my aunt told me of her experience having major surgery in a local hospital. On the first morning after her surgery, an employee came to her room and told her to get out of bed and sit in a chair. She then stripped her bed of linens and left my aunt in the room alone. Hours later, a friend of my aunt's arrived to find her in the chair, too weak to walk, cold, and exhausted. "Why are you sitting in the chair and not resting in the bed?" he said to her. "I don't know," my aunt replied, "No one ever came back to tell me otherwise, and I didn't know how to call for help." Even though many years had passed since my aunt's surgery, I could still see the pain in her eyes as she retold her experience.

We are busy here. There is not a moment at our patients' bedside that goes by without a task to complete. Our patients' humanity can sometimes get lost behind the many tasks we are asked to perform. As we push toward champion-level team purposeful rounding here in the hospital, let's change our thoughts and conversations away from, "Another thing to do," toward, "Who is this person that I'm caring for?" Let's think of our patients as if they were members of our own families or communities. When we see their call bells blinking, or think of our responsibility to round, let's push aside talk about the list of tasks before us, and instead take a good look at the people who depend upon our arrival to their side every hour, like my aunt.

When we round, let's do it together with our patients first in our minds. Assignments are only as good as the outcome that they achieve on behalf of the person that they touch. If your colleague is due to round but caught up in an emergency, think not of who is assigned to complete the task, but of the patient receiving its benefit. Round for her. If you are overwhelmed but afraid to admit it, think not of your own pride, but of your patient dependent on your care. Ask for help. If you see a colleague consistently missing rounds or inattentive to our committed culture of care, forget about feelings and think about how you'd want your loved ones to be cared for. Keep each other on track.

My aunt recovered from her surgery without complications. But she never returned to the hospital where she was operated on, even though she wanted to continue care with her surgeon. I asked her why, and I was surprised that she never used the word "dissatisfied." Instead, she said that she just did not feel that people cared about her beyond the things they were required to do for her. She was a task, not a person.

I wonder what might have happened had the staff checked on her regularly and with purpose, or if they had tried to connect with her as a person with a life story and a family. My guess is she may have felt safe and satisfied. And my guess is that the staff may have felt that way, too. Our tasks are framed by the human lives that they touch. Rounding is not just a task to check off on a to do list – it is a way to impact a life. We must never forget that our work as frontline clinicians matters—it is life-changing.

– Maddy

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