Department of Nursing
2010 Annual Report
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Dear Colleague

We live in challenging times where uncertainty has become a constant. Every day the headlines report of natural disasters, civil unrest, unemployment and healthcare reform, just to name a few.

People are looking for a safe haven. At Hospital for Special Surgery we are all fortunate to be working in a place that is secure and growing.

Financially, our hospital has had strong performance and we are investing in our people, equipment and facilities. Our academic and research programs are flourishing. Our quality outcomes remain strong and continue to get even better. And our patients are telling us that they are being well cared for as reflected in the highest patient satisfaction scores we have ever received.

A key factor in our institution’s strength and success can be found in our outstanding nurses. You provide the skill and compassion that helps our patients regain their mobility and our hospital maintain its reputation for being the best in the world in our area of specialty.

Thank you for your skill, passion and commitment, and I am looking forward to working with you as we continue to help those who come to us for care. It is a privilege and honor to be your colleague.

With great appreciation.

Lou Shapiro  
President and Chief Executive Officer
Dear Colleague,

As your Chief Nursing Officer I am proud to present our 2010 Annual Report. The report highlights the key Nursing achievements of this past year.

Our success is due to the collaborative efforts of working towards one common goal; delivering the highest quality of care to our patients in a healthcare world that is ever-changing. We continue to embrace the challenge of delivering improved quality with full transparency. Nursing continues to serve our patients who expect and deserve the highest quality care in an environment of increasing patient-care complexity.

HSS Nursing has taken the lead by re-designing our delivery of care model and our professional practice standards. Decisions made through the Nursing Council structure affect our practice and patient care delivery. In 2011, we will continue to grow and expand upon these council structures to further empower nurses to influence care.

2010 was a productive year as HSS nurses were published in journals, participated in research studies continued work in evidence-based-practice initiatives, attended national conferences and participated in worldwide relief efforts. We also have significantly increased the number of certified nurses and the rate of nurses who have achieved their BSN and advanced degrees. Nurses in our organization have played a significant role in the development and implementation of significant protocols: 1) Pressure Ulcer Prevention 2) Management of the Prevention of Urinary Tract Infections and 3) Surgical Safety Check List. We have accomplished this while managing higher patient volumes with ever-increasing levels of acuity.

Patient and family advocacy, within the framework of nursing excellence is key to nursing’s role at Hospital for Special Surgery. In 2010, Nursing contributed to organizational results by improving patient satisfaction scores and quality outcomes.

We focused on writing our application for our third Magnet Redesignation. The application has since been submitted to the American Nurses Credentialing Center for review.

As we reflect on the past year and look to the future, I want to thank each of you for your dedication to our patients and Hospital. I am proud of our nurses’ expertise and commend each of you for your commitment to the professional practice of nursing.

Sincerely,

Stephanie Goldberg, MSN, RN, NEA-BC
Senior Vice President Patient Care Services and Chief Nursing Officer
The Nursing department in a Magnet organization must continually develop and refine strategic and quality plans for nursing and patient care that are in alignment with the Hospital plan. The transformational leader evolves the organization to meet current and anticipated needs to meet these strategic priorities. The Chief Nursing Officer must secure resources to effectively implement the strategic and quality plans and work in an interdisciplinary forum.

Care Delivery Model
The nursing department’s 2010 strategic aims aspire to create a caring experience that is unsurpassed because of personal interactions and exemplary practice supported by a positive work environment. We place strategic focus on the continued development of the major initiative of the Redesign of the Care Delivery Model, with respect to enculturation of roles and application of nursing knowledge at the bedside. In addition to the second major initiative of the Revision to the Professional Practice Bylaws. The highlights of our accomplishments include the refinement of the Clinical Ladder program with respect to CNI, CNII and CNIII roles, and the Revisions to the Professional Practice by-laws including documentation instruments that describe care delivery and measure application.

Safe & Efficient Environment:
- Clear mission & vision
- Clear role expectations
- Adequate resources
- Evidence based practice
- Competitive performance (outcomes based)
- Assurance of competency
Clinical Ladder Program
In 2010 the Clinical Ladder committee:
• Modified the Clinical Ladder program
• Revised job descriptions to clearly define roles, accountabilities and eligibility
• Developed a streamlined application process
• Reformed the interview panel process with objective performance criteria
• Delineated tenure requirements to maintain ladder status
• Approved all related policies and forms
• Educated all staff to the changes in the new Clinical Ladder program
• Provided role education to new and incumbent CNII and CNIII

The refinement of the Clinical Ladder program resulted in 338 CNI, 56 CNII, and 44 CNIII appointments.

Professional Practice Bylaws
Professional Practice by-laws were updated and revised in response to the complexities of our current practice environment. Highlights in 2010 include:
• Launched the Nursing Intranet Site (http://intranet.hss.edu/departments/nursing)
• Automated nursing standards, protocols procedures and guidelines for ease of accessibility
• Created algorithm to guide development, approval and related education requirements
• Increased Clinical Nurse Specialist and staff RN involvement in research and design of bylaws
• Formalized standard review process
Structural Empowerment

Nursing governance structures are designed to foster self-directed decision making in essential spheres of empowerment that include: professional engagement, professional development, community involvement as well as recognition and rewards.

HSS describes and demonstrates professional engagement and participation in internal and professional governance highlighting improvements in practice related to council, committee or task force membership, formal education, certification, continuing education, community involvement and nurse recognition. The Nursing Council structure is comprised of specialized councils that serve to provide nurse involvement in organized problem-solving that address these areas to enrich the work environment and caliber of nursing practice.

Council Structure

Council Accomplishments 2010
A summary of work from numerous councils is highlighted below:

1. Formed a hospital-wide Falls Prevention Awareness Committee.
2. Collaborated with the Quality Research Council to initiate retrospective and prospective studies on Falls.
3. Implemented a “skin team” to review skin care issues and reinforce pressure ulcer identification, treatment and documentation.
4. Increased research support with the hiring of a partial time academic researcher.
5. Applied the care delivery model to the Ambulatory care setting and developed service specific patient care guidelines.
6. Initiated the procedure of point of care glucose testing.
8. Installed customized white boards at every patient bedside to improve patient, family and healthcare team communication.
10. Formalized a multidisciplinary communication “huddle” on the night shift.
12. Expanded access to patient education by adding materials to the hospital website.
13. Instituted guidelines for equipment readiness and post operative instrument handling.
14. Developed a surgical safety checklist.
HSS Chapter of the National Association of Orthopedic Nurses

The chartering of local chapter of National Association of Orthopedic Nurses (NAON) as the first hospital-based chapter of its kind increased professional membership and participation and provided a streamlined pathway to certification and subsequent demand for continued nursing education programs, The NAON Chapter, NYC #216, grew to 121 members in 2010, Twenty nine members went on to achieve orthopaedic board certification. This has significantly contributed to increased overall HSS nurse certification rate of 53.9% in 2010.

Congratulations to the following NAON Chapter, NYC #216 members who became board certified in Orthopedic Nursing:

- Irene Barrett
- Cathy Biviano
- Regina Cannon-Drake
- Jillian Coleman
- Carol Crescenzo
- Bernadette Dempsey
- Xiu Deng
- Nicole Haynes
- Nicole Hoffman
- Oasia Holback
- Katie Horan
- Elaine Huang
- Mary Kelly
- Sung Ja Kim
- Henry King
- Hermie Macaraig
- Pia Madamba
- Cortney Mahoney
- Janice Minucci
- Ann Marie Moynihan
- Kara Naus
- Amelia Piguerra
- Josephine Pirozzi
- Rogener Reyes
- Colleen Sotiryadis
- Virginia Soria
- Daniella Tinca
- Sharyn Tondel
- Shawna Townsend

Rates of Certification and Levels of Education

In 2010 our professional certification rates and levels of BSN prepared nurses surpassed our targeted goals.
Structural Empowerment

International Nurse Recognition
In 2010 HSS Nursing Staff joined the Foundations of Orthopedics and Complex Spine (FOCOS) founded by the Chief of the Scoliosis Service, Oheneba Boachie-Adjei, MD provides orthopedic care to underserved populations in West Africa.

HSS Nurses were members of the team who traveled to the earthquake torn Haiti and were recognized for external participation in other numerous ways.

Linda Leff, BSN,RN,BC, Eileen Rowland, MA,RN,NEA-BC and Janice Minucci, MS Ed,RN,ONC were inducted into Sigma Theta Tau International Nursing Honor Society.

National Recognition

Jack Davis, MSN,RN,ONC provided a guest editorial entitled “Roots, Change and Growth at ONCB” published in the September/October 2010 issue of Orthopaedic Nursing

Virginia Forbes, MSN,RN,NE-C,BC is a member of the Editorial Board of the AAACN publication “Viewpoint”. She was a poster and podium presenter at the 2010 AAACN national conference where her poster, “An Ambulatory Care Photo Essay: A Reflection on Nursing" received the 1st Place recognition award. In addition, Virginia is the Vice-President of the local chapter of the Sigma Theta Tau International Honor Society.

Sheila Byrne, RN, ONC and Patricia Spergl, BSN, RN were featured as the cover story of Advance for Nurses, November 1, 2010 entitled: Family Connections. The story described the innovative service of the Perioperative Nurse Liaison.
Nurses Week
HSS Celebrated Nurses Week 2010. The week-long celebration at HSS included a keynote address by LeAnn Thieman, a nationally acclaimed motivational speaker, Chicken Soup author and nurse, in the Richard L. Menschel Education Center, May 6.

2010 Winners of the Nursing Excellence awards photographed with Stephanie Goldberg, Senior Vice President, Patient Care Services & CNO include; Kristal Ramjattan, RN, CNI, Cortney Mahoney RN, CNIII, June Belcourt RN, CNI, Hyun Sook Choi, RN, CNI, Renee Nicholson RN, CNI, Ann Marie Moynihan RN, CNI, Lori Fong RN, CNI, Colin Fischer, CNIII, Roy Masilungan, RN, CNI, Ailish Tomkins RN, CNII, Leonor Flores RN, Teresita Ilas RN, CNI. Friend of Nursing award recipient, Robert Wesslock. Camera shy: Cheri Brown, CNII, Lori Bierman, RN, CNII, Jesenia Collazzo, RN, CNIII.
Exemplary professional nursing practice is a hallmark of a Magnet organization. Its achievement is based on a culture of safety; quality monitoring and quality improvement. Exemplary professional practice promotes continuous, consistent, efficient, and safe delivery of nursing care.

As we continue our evolution of the redesign of our care delivery model, in 2010 focus was placed on increasing clinical leadership and RN support at the point of care, improving interdisciplinary practice, creating a caring, unsurpassed experience for patients and a positive work environment for our staff.

Clinical Nurse Specialist Role
The role of the Advanced Practice Registered Nurse was conceptualized and actualized in 2010 in an effort to provide support at the unit level. This point of care learning approach was added to the existing nursing education model, and requires the CNS to support the RN while providing patient care at the bedside. CNS’ also:

• Conduct observational needs assessments to inform continuing education programs and competency training
• Provide clinical consultation and ongoing clinical education
• Participate on the Inpatient, Post Anesthesia Care, Research and Professional Practice Councils and in performance improvement projects
• Support externships and residency programs

Our Clinical Nurse Specialist staff are:
Margaret Durkee, MSN,RN,ACNS-BC
Ingrid Herrera-Capoziello, MSN,RN,ANP, ONC
Kimberly Weiss, MSN,RN,CFNP

Interdisciplinary Practice
In 2010, focus was placed on developing best practices for the risk assessment and identification and treatment of pressure ulcers. Outcomes of the work of an interdisciplinary team included:

• Interdisciplinary protocol development, creation of a process flow algorithm
• Electronic wound care order set, for each stage of pressure ulcer
• Implementation of the Braden Scale
• Selection of Pressure ulcer wound care products
• Point-of-care (POC) education by the Clinical Nurse Specialists

In 2010 the HSS rate of hospital-acquired pressure ulcers per 1000 patient days remains consistently below the NDNQI mean for magnet facilities.
Patient Satisfaction
Nursing is responsible to explore and influence patient satisfaction as measured by the nursing sensitive metrics: a) pain management, b) education, c) courtesy and respect from nurses, d) careful listening by nurses and e) response time. Initiatives such as post discharge phone call program, enhanced hourly rounding, and Inpatient volunteer program had positive impact on our results.
Nurse Satisfaction
Nursing staff at HSS indicates a high level of job enjoyment. While exceeding the NDNQI Magnet benchmarks in 2010, Job Enjoyment scale scores were greater than 60, indicating high satisfaction among nurses who completed the survey. The response rate on the survey was 98%.

The NDNQI practice environment scale survey was also conducted in 2010. HSS outperforms the NDNQI Magnet comparative mean on four of five subscales, including Nursing Participation in Hospital Affairs, Nursing Foundations for Quality of Care, Nurse Manager Ability, Leadership and Support of Nurses, and Staffing & Resource Adequacy. The HSS score of 3.01 on the subscale for Collegial Nurse-Physician Relations is below the NDNQI Magnet mean score of 3.08.
Magnet Hospitals purposely incorporate evidence based practice and research into clinical processes. Nurses are educated about research and EBP, thus allowing them to participate in determining the best practice and expand on nursing knowledge. Innovations in nursing practice environment are requirements of Magnet institutions. The impact of transformational leadership, structural empowerment, and exemplary practice result in improvements and innovations in practice.

Nursing Research Council planned and coordinated several activities in 2010. These include our 1st Annual Nursing Research Day, Evidence based Practice Projects, and Nursing Journal Club Offerings.

The first annual Nurses Research Day was September 30, 2010. Keynote speaker was Miki Patterson, PhD, RN, ONP-C and past president of the National Association of Orthopedic Nurses. Over 100 RNs attended a full day of research and evidence based practice presentations. The Nursing Research topics presented were:

- Keynote – Safe Patient Handling "Are We Doing the Right Thing: Using the Evidence to Improve Patient Care and Save our Careers"
- Evidence-Based Nursing Practice Implementing the Evidence for Temperature-Monitoring Devices
- The Relationship between Health Literacy, Health Knowledge, and Adherence to Treatment in Patients with Rheumatoid Arthritis
- Chlorhexidine Gluconate vs. Povidone-Iodine as a Surgical Site Skin Preparation
- Who Falls? A Decade of Experience in a Musculoskeletal Specialty Hospital
- What are the Risk Factors Associated with Atrial Fibrillation & Pulmonary Emboli After Orthopedic Surgery?
- Implementation of Patient Lifts in an Urban Academic Medical Center, Using an Evidence-Based and Inter-disciplinary Approach

Evidence Based Practice Projects

Throughout 2010, mentors assisted staff Nurses with the following evidence based practice projects which were generated from council activities:

- What is the best way to do pin care for patients with skeletal traction?
- What is the best surgical skin preparation to minimize the incidence of surgical site infections Chlorhexidine or Povidone-Iodine?
- Is the practice of no compression or venipuncture after mastectomy on the effected side still considered best practice?
- What precautions should be taken during urinary catheterization to avoid trauma?
- What is the best method and device for taking body temperature?
- What are the best practices for safe discharge from an Ambulatory Surgery setting?
New Knowledge, Innovations, & Improvements

Nursing Research is systematic search for knowledge about issues of importance to the nursing profession. Several nursing department research studies commenced or were completed in 2010.

<table>
<thead>
<tr>
<th>Study Title</th>
<th>IRB Date (or period of activity?)</th>
<th>Study Status</th>
<th>Nurse Principle Investigator (PI) or Co-PI First Name(s)</th>
<th>Nurse Principle Investigator (PI) or Co-PI Last Name(s)</th>
<th>PI or Co-PI?</th>
<th>Principle Investigator or Co-PI Credentials</th>
<th>Other Principal Researchers (PR)</th>
</tr>
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<tr>
<td>Exploratory Study Using Queuing Theory to Improve Nurse Staffing</td>
<td>7/16/07 to 6/3/10</td>
<td>Completed</td>
<td>Patricia</td>
<td>Quinlan</td>
<td>PI</td>
<td>DNSc, MPA, RN, CPHQ</td>
<td>HSS: Kwanza Price, MPH Columbia University: Patricia Stone, PhD, MPH, RN, Linda Green, PhD, Pam de Cordova, RN, MSN, PhD(s); Robert Lucero, PhD, Haomia Jia, PhD, SooKyung Hyun, RN, DNSc, Natalia Yankovic, PhD</td>
</tr>
<tr>
<td>The Relationship between Health Literacy, Health Knowledge, and Adherence to Treatment in Patients with Rheumatoid Arthritis</td>
<td>8/10/08 to 7/14/10</td>
<td>Completed</td>
<td>Patricia</td>
<td>Quinlan</td>
<td>PI</td>
<td>DNSc, MPA, RN, CPHQ</td>
<td>Steven Magid, MD, Kwanza Price, MPH, Sarah O'hare, RN, Peggy Donahue, RN</td>
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<tr>
<td>Retrospective Study on Inpatient Falls in an Orthopedic Hospital Setting</td>
<td>10/6/10 to 10/5/11</td>
<td>Active</td>
<td>Patricia</td>
<td>Quinlan</td>
<td>Co-PI</td>
<td>DNSc, MPA, RN, CPHQ</td>
<td>Steven Magid, MD, Lisa Mandl, MD, MPH, Tina Bailey, MS, Jacklyn Katz, Nonie Pogoraro, MA, CIP</td>
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<tr>
<td>ClinCIS-Master IRB</td>
<td>3/23/10 to 12/12/10</td>
<td>Active</td>
<td>Patricia</td>
<td>Quinlan</td>
<td>Co-PI</td>
<td>DNSc, MPA, RN, CPHQ</td>
<td>Steven Magid, MD, Lisa Mandl, MD, MPH, Tina Bailey, MS, Jacklyn Katz, Nonie Pogoraro, MA, CIP</td>
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<tr>
<td>Prospective Study on Inpatient Falls in an Orthopedic Hospital Setting</td>
<td>4/7/10 to 4/6/11</td>
<td>Active</td>
<td>Patricia</td>
<td>Quinlan</td>
<td>Co-PI</td>
<td>DNSc, MPA, RN, CPHQ</td>
<td>Lisa Mandl, MD, MPH, Steven Magid, MD, MPH, Tina Bailey, MS, Jacklyn Katz, Nonie Pogoraro</td>
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New Knowledge, Innovations, & Improvements

Journal Club
Nursing Research Council sponsors a journal club. Below is a list of journal clubs activities over the last year:

<table>
<thead>
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<th>Topics Presented</th>
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<tr>
<td>&quot;Evaluation of a Nursing Intervention Project to Promote Patient Medication Education&quot; Clinical Nurse 2009 Sep; 18(17) 2530-6</td>
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<td>&quot;How to Critique a Manuscript&quot;</td>
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<td>Efficacy of Surgical Preparation Solutions in Shoulder Surgery</td>
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<td>&quot;RIFLE Criteria for Acute Kidney Injury are Associated with Hospital Mortality in Critically ill Patients: A Cohort Analysis&quot; Critical Care. 2006:10(3): R73</td>
</tr>
<tr>
<td>&quot;Incidence and Risk of Arm Edema following Treatment for Breast Cancer: A Three-year follow-up Study&quot; QJM 2005 May; 98(5); 343-8</td>
</tr>
<tr>
<td>The Cost Effectiveness of the Acute Care Nurse Practitioner Delivered Care of the Adult Hospitalized Patient Requiring Intensive Care: A Systematic Review American Journal of Critical Care (Accepted as Manuscript)</td>
</tr>
<tr>
<td>Cost and Effectiveness of Postoperative Fever Diagnostic Evaluation in Total Joint Arthroplasty Patients</td>
</tr>
<tr>
<td>Influenza vaccination among Registered Nurses: information receipt, knowledge, and decision-making at an institution with a multifaceted educational program.</td>
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<tr>
<td>Sutures versus Staples for skin closure in Orthopaedic Surgery: Meta-analysis.</td>
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Innovation - NDNQI Nurse Satisfaction survey participation

HSS overall participation rate in the 2010 NDNQI nurse satisfaction survey was 98%, with 12 of 14 units achieving a 100% response rate, and 415 of the total 418 eligible nurses having completed the survey. Far exceeding the NDNQI average response rate of 73% for all participating hospitals. Response rate was a result of the innovative approach created using a unit based contest. Below are the winners for 2010.

Surgical Safety Checklist

In 2010 Perioperative Practice Council implemented a surgical safety checklist. This checklist has improved communication among all surgical team members and contributes to patient safety.
About Hospital for Special Surgery
Founded in 1863, Hospital for Special Surgery (HSS) is a world leader in orthopedics, rheumatology, and rehabilitation. HSS is nationally ranked No. 1 in orthopedics, No. 3 in rheumatology, and No. 16 in neurology by U.S. News & World Report. HSS has also received Magnet Recognition for Excellence in Nursing Service from the American Nurses Credentialing Center and has one of the lowest infection rates in the country. For the last three years HSS has received the HealthGrades Joint Replacement Excellence Award. A member of the NewYork-Presbyterian Healthcare System and an affiliate of Weill Cornell Medical College, HSS provides orthopedic and rheumatologic patient care at NewYork-Presbyterian Hospital/Weill Cornell Medical Center. All Hospital for Special Surgery medical staff are on the faculty of Weill Cornell Medical College. The Hospital’s research division is internationally recognized as a leader in the investigation of musculoskeletal and autoimmune diseases.