

HOSPITAL
FOR
**SPECIAL
SURGERY**



Nursing Outcomes Report

EXCELLENCE HAS NO FINISH LINE



2017





HOSPITAL FOR SPECIAL SURGERY

The background image shows a city skyline at night, with numerous skyscrapers and buildings illuminated from within. The lights reflect off a body of water in the foreground. A bridge or walkway is visible in the middle ground. The overall atmosphere is urban and professional.

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Dear Nursing Colleague:

Hospital for Special Surgery nurses are the best in the world in our specialty areas of orthopedics and rheumatology. Each and every day, our nurses distinguish themselves by delivering world-class patient care.

This year's Magnet recognition highlights the extraordinary skill and compassion of our nurses, who help provide all who seek our care with an unsurpassed hospital experience. The nursing team's constant efforts to further improve patient care—at the bedside, in collaboration with HSS staff across hospital departments, and through research and ongoing education—are always evident, inspiring all of us at HSS.

While this prestigious third consecutive Magnet designation singles out your excellence, it also reflects our HSS mission—to reach new heights in musculoskeletal health through patient care, research, and education. We admire and value your commitment to the nursing profession, to the HSS multidisciplinary team, and to our patients.

Thank you for your skill, passion, and commitment. It is a privilege and honor to be your colleague.

With great appreciation,

The signature of Lou Shapiro, written in cursive script.

Lou Shapiro
President and Chief Executive Officer

The signature of Thomas P. Sculco, MD, written in cursive script.

Thomas P. Sculco, MD
Surgeon-in-Chief

The signature of Mary K. Crow, MD, written in cursive script.

Mary K. Crow, MD
Physician-in-Chief

Dear Colleague,

As your Chief Nursing Officer, I am proud to present the 2011 Nursing Outcomes Report, which highlights the key Nursing achievements of this past year. Hospital for Special Surgery has become the first hospital in New York State to receive its third Magnet designation, a status shared by only a select group of hospitals across the country. The Magnet Program recognizes healthcare institutions that epitomize outstanding quality and professionalism and exceed national nursing standards. The award is a tribute to the extraordinary competence, commitment, and caring of each and every nurse and member of the HSS Nursing staff.

Nurses at HSS have taken a leadership role in the redesign of patient care delivery. Decisions made through nursing councils affect our clinical practice and patient services. HSS nurses have played a significant role in the development and implementation of quality-driven interdisciplinary initiatives:

- Preventing urinary tract infections;
- Implementing the surgical safety checklist;
- Implementing nursing-specific interventions during the 2010-2011 influenza season;
- Streamlining the discharge process by completing the first phase of an Operational Excellence Program, and
- Developing an interdisciplinary protocol to reduce patient falls.



All of this was accomplished during a period of rapid growth. In 2012, we will continue to grow and develop our council structures to further empower nurses to improve their provision of care.

The year 2011 was a productive one in many areas. The number of certified nurses and rates of those who achieved their BSN and advanced degrees continued to increase. HSS nurses participated in research studies, continued to work on evidence-based practice initiatives, were published in journals, and attended national conferences.

Patient and family advocacy, within the framework of nursing excellence, is key to Nursing's role at Hospital for Special Surgery. In 2011, Nursing contributed to organizational goals by improving patient satisfaction scores and quality outcomes.

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 the Hospital, and for helping to create the collaborative environment in which patients continually receive the highest quality care, delivered by the best and brightest nurses in the country.

The evidence-based approach found in the Magnet environment encourages us to continually raise the bar for what we expect of ourselves as we look for new ways to improve care and create best practices. As we move through 2012, we will continue to strive, and seek ways to constantly improve, because "excellence has no finish line." I am proud of our nurses' expertise and commend each of you on your commitment to the professional practice of nursing and the HSS community.

Sincerely,

Stephanie Goldberg, MSN, RN, NEA-BC
Senior Vice President, Patient Care Services and Chief Nursing Officer



Leadership

HSS Nursing is Awarded Magnet Designation for the Third Consecutive Time

In November 2011, Hospital for Special Surgery was recognized for Nursing Excellence a third consecutive time by the American Nurses Credentialing Center (ANCC). This status is shared by only a select group nationwide. Magnet designation is a recognition considered the healthcare industry gold standard for nursing and the ultimate credential for nursing excellence. HSS is the first hospital in New York State to achieve this third consecutive title, with previous designations in 2002 and 2007. The Magnet Program recognizes healthcare institutions that epitomize exceptional quality and professionalism and exceed national nursing standards. This distinguished

four-year award, *Magnet Recognition for Excellence in Nursing*, recognizes nurses for outstanding patient care, professional education, governance, and innovations in professional nursing practice.

In recent years, the ANCC implemented even stricter designation criteria, making this year's Magnet designation especially significant. This most recent application occurred during a time when HSS saw a surge in patient volume (up some 36 percent), presenting the challenge of balancing growth while meeting the goal of continually elevating the quality of service provided to patients.

HSS nurses received accolades from the Magnet appraisers for their commitment to professional education. HSS nurses participate in specialty training in the care

and treatment of musculoskeletal disorders and operating room nursing. Over 97 percent of HSS nurses are educated at the baccalaureate level, a significant percentage compared to hospitals in its peer group. Other areas of exemplary practices were caring relationships between hospital staff and patients, an effective and open self-governance model, and the practice of evidence-based nursing in which care decisions are supported by research.

The Magnet Model, which serves as an infrastructure for excellence in nursing, provides a framework to achieve superior performance as evidenced by quantitative and qualitative outcomes. This model has worked to guide the mission of Nursing at HSS, which focuses on delivering the highest level of clinical care and safety to patients with musculoskeletal conditions,

while providing extraordinary service and comfort to all patients and their families.



Within the Magnet environment, there is a commitment to improving clinical practice and care to patients and acknowledging that nursing excellence has no finish line. This perspective encourages constant awareness of increased complexities, demands, and changes taking place in the ever-evolving healthcare environment. The Magnet Model supports best practices in all areas of nursing to make sure that the profession remains progressive and nimble to meet healthcare delivery challenges that lie ahead. Whether setting the tone to strive for improvement or advocating for resources that nurses need to do their jobs well, the application of Magnet principles makes it possible for nurses to thrive at HSS and feel good about the care they provide to patients.



HOSPITAL FOR SPECIAL SURGERY EARNS TOP NURSING AWARD FOR A THIRD TIME. THAT'S MORE THAN A CHARM, IT'S A NEW YORK RECORD.

It isn't just our doctors that are considered the world's best orthopedic specialists. Our award-winning HSS nursing staff were the first in Manhattan to be awarded Magnet status, and we're ranked the highest for the nation for nursing excellence. And they are now the first nursing staff in New York State to earn Magnet status.

We couldn't be prouder of our nurses. More importantly, our patients couldn't be happier with the care and attention they receive.

THE #1 NURSES IN NEW YORK. THE #1 ORTHOPEDIC HOSPITAL IN THE NATION.

Hospital for Special Surgery was ranked #1 for Orthopaedics and #2 for Rheumatology in the nation in the most recent U.S. News & World Report "America's Best Hospitals" issue.

So no wonder that we attract some of the best qualified nurses in the country. And because we're located at the baccalaureate level, a significant percentage as compared to other hospitals in our peer group.

And when they join us, we teach them to be even better.

HSS nurses receive specialty training in musculoskeletal medicine and surgery, operating room, and critical care, among many others. Our nurses participate in clinical decision making, contributing to better patient care and higher patient satisfaction.

As part of our team, you'll be part of a multidisciplinary team that works together to provide the best care for your patients.

Our nurses collaborate with physician assistants, physical therapists, case managers, nutritionists, and physician



WE HAVE ONE OF THE BEST RECOVERY PROGRAMS IN THE WORLD.

Educational programs for patients initiated and run by our nurses have helped speed up recovery and reduce the length of stay for HSS patients dramatically.

At Hospital for Special Surgery, the average hospital stay has been reduced to just three days. And for knee and hip replacement surgeries, a hospital stay can be as short as two days.

By educating our patients and family members, and involving our nurses along with the interdisciplinary team, make them active participants in their own recovery.

We recognize that each patient is different. We also have a multidisciplinary team.

Nurses work collaboratively with physician assistants, physical therapists, case managers, nutritionists, and physician

assistants to develop an individual assessment of functional status, psychosocial needs, and medical history. The interdisciplinary team develops a personal discharge plan for each patient that takes into account rehabilitation at home.

And, even after patients leave the Hospital, our nurses are still checking in to ensure that the patient's post-discharge phone call from their nurse to make sure recovery is going smoothly.

LOW INFECTION RATES. HIGH PATIENT SATISFACTION.

Hospital for Special Surgery nurses have partnerships with doctors and administrative staff to create leading infection prevention programs.

And, our nurses are a major contribution to our ranking in the 2011 patient satisfaction survey.

Patients consistently tell us how good it is to recommend the Hospital to others when comparing it to other hospitals in our peer group.

Hospital for Special Surgery has consistently been ranked one of the best hospitals in the nation.

Or if you'd like to learn more, please visit [HSS4ads](#).

Hospital for Special Surgery is an affiliate of NewYork-Presbyterian Healthcare System. Its facilities include the Main Campus and its three satellite locations, which are located at 630 E. 70th St., NYC, with affiliated physician offices in Connecticut, Long Island, and New Jersey.

HOSPITAL FOR SPECIAL SURGERY



Specialists in Mobility

Nursing Council Accomplishments

The Nursing self-governance structure is comprised of specialized committees called "councils" that facilitate organized problem-solving. This framework serves to channel the voice of nurses across all settings and levels of specialty. Shared governance allows for common accountability and empowers nurses to modify their work environment, which improves patient care and outcomes.

The Nursing Council structure includes unit-based direct care nurses who focus on clinical care and the work environment. Councils report activity to the Executive Nurse Council level, which serves to authorize policies that make up Department by-laws and practice standards. Though predominantly nursing-focused, the council network serves to make decisions that affect organizational performance as measured by quality and fiscal metrics, e.g., patient falls and length of stay. The work of these councils also addresses each of the four service environments: Ambulatory Care, Perioperative, Inpatient Post Anesthesia Care Units (IP/PACU), and Central Sterile Processing. The following highlights the numerous 2011 accomplishments of the Nursing Councils:

- Enhanced Web-based information: "For My Patients" Tab on MD Profiles. *Patient Education Council*
- Disseminated results from evidence-based practice projects at Second Annual Research Day. *Research Council*
- In addition to the Annual Nursing Awards, launched Night Nurse Wellness Program, a monthly 2:00 am event for night nurses to combat the health challenges associated with night shift work. *Recruitment Council*
- Enhanced the Nursing Intranet to allow access to published policies at the unit level. *Professional Practice Oversight Council*
- Developed and implemented a surgical safety checklist and audit tool for use in all operating rooms. *Perioperative Practice Council*
- 10,000 attendees of educational activities, including orientation, continuing education, competency reviews, and in-services. Additionally, HSS hosted eight academic affiliations for undergraduate, graduate, and nurse practitioner students. *Education & Quality Council*
- Initiated an Ambulatory Care Services nursing newsletter. *Ambulatory Care Services Nursing Council*
- Inpatient Council was featured in a November 2011 "Partners" magazine article: "Raising the Bar Even Higher," which focused on how HSS maintains its leadership role as a provider of world-class care, and the role of nurses in this effort. *Inpatient Council*
- Developed policies for local anesthetic monitoring for use in the Special Procedure Unit. *PACU Council*
- The Nursing Informatics Council was launched to find electronic solutions to improve nursing processes and patient care. *Nursing Informatics Council*

Leadership



HSS Chapter of National Association of Orthopaedic Nurses (NAON)

The HSS Department of Nursing's effort to build a strong alliance with the National Association of Orthopaedic Nurses (NAON) by opening the first hospital-based local chapter in 2010, NAON Chapter NYC #216, continues to flourish. In 2011, its members deepened their commitment to this organization and its work.

2011 Activity Summary

As president of NYC NAON Chapter #216, Carolyn Burgess, MSN, RN, CNOR, ONC, led the ongoing chapter activities. With 96 members, this HSS-based chapter is the second largest chapter in the organization. Five educational programs were presented in 2011, offering 12 CNE contact hours. Fifty-two nurses (35 HSS nurses and 17 nurses from CT, NJ, NYC

and Boston medical centers) attended the NAON Comprehensive Orthopaedic Review Course hosted at HSS in October. Many participants used this learning opportunity as part of their preparation for the orthopaedic certification examination. In 2011, 14 members obtained their Orthopaedic Nurse Certification.

The professional collaborative relationship between HSS nurses and NAON continues to thrive. HSS nurses made multiple and significant contributions. In total, 16 chapter members attended the 31st Annual NAON Congress in Baltimore, MD, where they presented four posters and two podium sessions.

Podium Presentations

Barbara Wukovits, RN, BSN, BC, and Michael Urban, MD, presented a Pre-Congress Workshop on the topic, "Managing Pain: A Look at Our Progress and Our Challenges."

Jack Davis, MSN, RN, ONC, presented a breakout session entitled: "A Hospital-based Chapter to Increase Professional Participation and Rates of Certification."

Poster Presentations

Anna Liza Anton, BSN, RN, June Belcourt, BS, RN, ONC, and Virginia Soria, BSN, RN, ONC: "Process Improvements to Increase Anticoagulation Safety."

Mary Kelly, BSN, RN, ONC, and Barbara Wukovits, RN, BSN, BC, presented a poster co-authored by Michael Urban, MD, and Spencer Liu, MD: "The 20 Year Experience of Pain Management in an Orthopaedic Specialty Hospital."

Nicole Haynes, BSN, RN, ONC, Katie Horan, MSN, RN, ONC, and Jack Davis, MSN, RN, ONC: "EBP: Thermometry for an Orthopaedic Surgical Hospital."

Sandra Johnston, RN, BSN, ONC, presented a poster co-authored by Catherine Biviano, RN-BC, MA, ONC, and Bayyina Guerrant,

RN, BSN: "Plasma Rich Platelets: Elbow Injections in the Ambulatory Care Setting."

Other NYC #216 Chapter Member Contributions

Patricia Quinlan DNSc, MPA, RN, CPHQ, was named National Facilitator for the Research Special Interest Group (SIG) and also was a reviewer of the 2011 NAON Congress poster sessions.

Virginia Forbes, MSN, RN, NE-BC, BC, was a reviewer of the 2011 NAON Congress poster sessions.

Christine McMorrow, BSN, RN, ONC, authored a NAON Practice Point entitled "Nosocomial Surgical Site Infection."

Carolyn Burgess, MSN, RN, CNOR, ONC, was a reviewer for a NAON Practice Point and Served as an Ambassador to the ONCB.

Barbara Kahn, BS, RN, ONC, authored a chapter entitled "The Hip" for the *NAON Core Curriculum*, 7th Edition.

Jack Davis, MSN, RN, ONC, and Penny Saulog-Wendell, BSN, RN, ONC, co-authored a chapter entitled "The Knee" for the *NAON Core Curriculum*, 7th Edition.

Elaine Walsh, ANP, RN, ONC, was a reviewer for two chapters in the latest revision of the NAON Core Competencies.

Nicole Haynes, BSN, RN, ONC, was a reviewer of the soon-to-be-released version of the NAON Comprehensive Orthopaedic Review Course.

Leading Through Education

Increasing Numbers of HSS Nurses with Baccalaureate and Graduate Degrees

Quality patient care depends on having well-educated nurses. Research indicates that increased BSN rates and graduate degrees among nurses are associated with improved clinical outcomes. Developing and supporting highly educated nurses is an ongoing goal of HSS Nursing, and will allow us to meet the demands of an evolving

healthcare system and patient population.

In 2011, 97.66 percent of the HSS Nursing staff held Bachelor of Science in Nursing degrees. In addition, there was a 50 percent increase in the number of HSS nurses who have earned master's degrees.

Education Programs

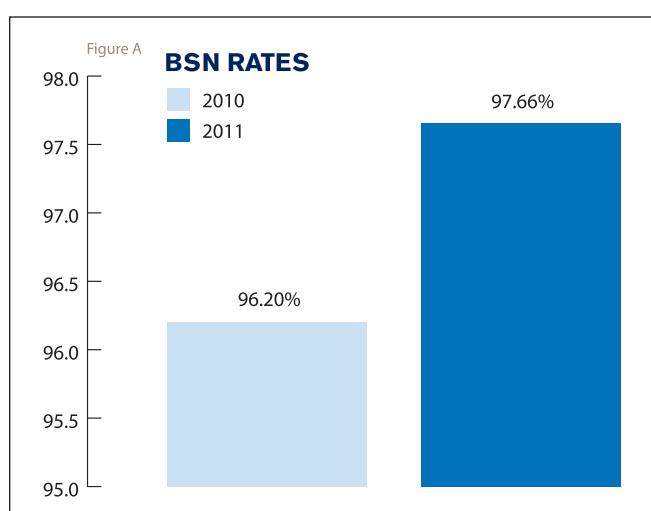
Ongoing education is critical to empowering HSS nurses to deliver top-quality care. In addition to a comprehensive competency training program, HSS Nursing is dedicated to providing additional information and training through a mix of live programs, online program offerings, hands-on skills-based sessions, and lectures.

Twenty-one continuing education programs were presented during 2011. Among the topics covered were:

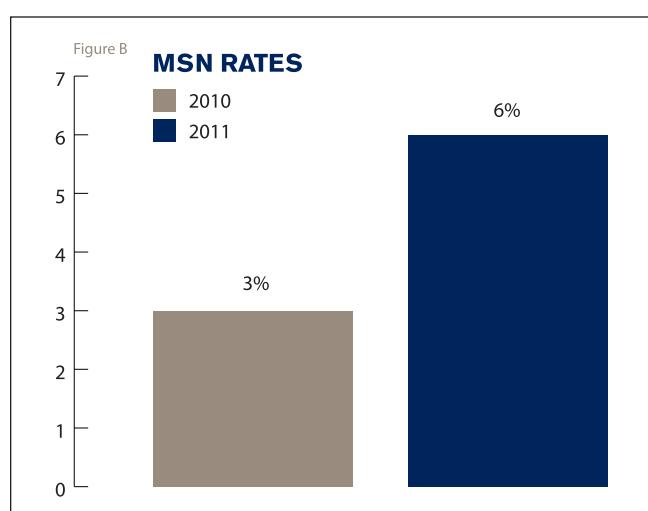
- Pain Conference, Pharmacy Update, Anesthesia Techniques, Poly-pharmacy
- NAON & AORN Review, Bio-Skills Lab
- Evidence-Based Practice (EBP) Poster Presentation
- Second Annual Research Day
- Qualitative Study: Residency Program
- Retroperitoneal Bleed, Skin Care, Diabetes
- Legal Documentation
- Rheumatoid Arthritis Clinical Roundtable, GIFT Research.

In addition to participating in onsite programming, 163 nurses took advantage of the Continuing Education (CE) Direct online courses available.

- 968 courses were accessed
- 1,698 contact hours were fulfilled
- Eleven nurses accessed online education for 15 courses offerings
- Two nurses utilized CE courses for a total of 30 contact hours
- CE courses were also used for Nursing Department orientations.



Figures A and B show the increase in the level of education among members of the Nursing staff. Figure A shows that in 2011, 97.66% of the HSS Nursing staff held bachelor's degrees. Figure B shows the 50% increase in the number of HSS nurses who have earned master's degrees.





Practice

Cultivating a Culture of Safety

Exemplary professional nursing practice is a hallmark of HSS Nursing and a focus of every Magnet organization. It is achieved through a culture of safety, quality monitoring, and Performance Improvement. Nursing metrics such as nursing hours per patient day, turnover, and skill mix are associated with patient outcomes such as falls, pressure ulcer prevalence, and catheter-associated urinary tract infection rates.

HSS Nursing participates in the National Database of Nursing Quality Indicators (NDNQI), a proprietary database of the American Nurses Association that generates comparative reports on nurse-sensitive data collected from hospitals

across the United States. Participating facilities receive unit-level reports to establish comparative performance on key indicators such as patient falls and pressure ulcers. During 2011, mean performance on all HSS nurse indicator data submitted to NDNQI exceeded the Magnet Hospital participant cohort group.

To better understand risk factors associated with patient falls, HSS nurses participated in a 10-year retrospective study in collaboration with the newly created Quality Research Center at HSS, in which they worked with physicians, scientists, and other health professionals to research quality issues. Study findings from a retrospective review, as well as a review of published research findings in the area, and daily observations, clarified risk factors associated with falling in the

orthopedic patient population and helped investigators to formulate protective strategies for patients.

HSS nurses use research findings combined with daily observations to influence nursing sensitive outcomes. They successfully reduced the incidence of patient falls in 2011 by implementing hourly rounding, a research-supported best practice. A similar evidence-based approach to skin care resulted in lower pressure ulcer rates. Improved annual performance in falls reduction and pressure ulcer occurrence is illustrated in *Figures C and D*.

During 2011, HSS nurses worked to reduce catheter-associated urinary tract infections (CAUTI). CAUTI account for 36 percent of all hospital-acquired

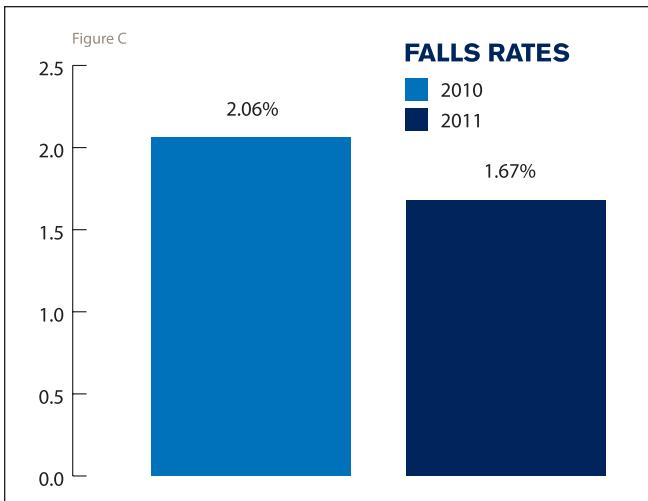


Figure C reflects 2011 success of nursing initiatives toward a reduction in our already low patient falls rates.

infections (HAI) outside of the ICU, according to a 2007 Centers for Disease Control (CDC) report. An interdisciplinary team revised existing protocols associated with the management of indwelling catheters to achieve a performance goal of removing catheters by two days post-operatively. The process for ordering and discontinuing an indwelling catheter was automated and made part of the electronic order set. Preoperative education was expanded to underscore the need for early removal. In addition, bladder scanners were introduced to nursing practice which helped assess indications for catheterization. Since the initiative was implemented, CAUTI have steadily decreased from 7.3 during the second quarter, to 1.16 in the fourth quarter of 2011 (*Figure E*).

Operating Room Safety

At HSS, increasing demand for our outstanding specialty care has resulted in a dramatic annual increase in surgical volume. In response to this growth, the Perioperative Services Nursing Council

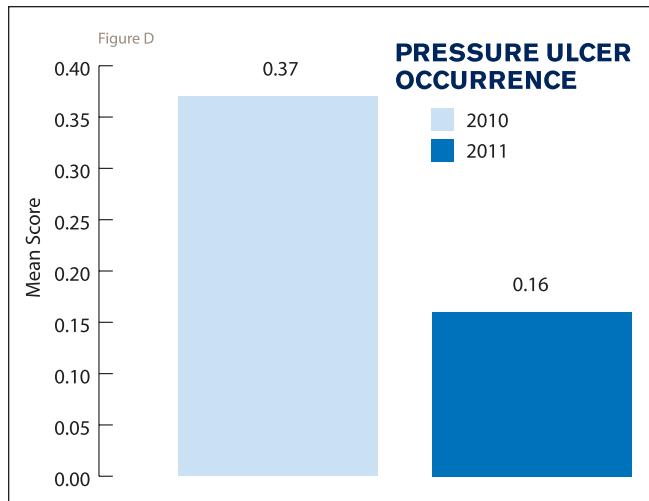


Figure D indicates a 2011 reduction in already low rates of pressure ulcer occurrence.

identified and improved surgical preparation procedures. One of the Council's initiatives was to draft a surgical safety checklist based upon recommendations of the World Health Organization, but uniquely tailored to orthopedic surgery. The HSS surgical checklist is comprised of four key areas: a) operating room preparation; b) anesthesia timeout; c) surgical timeout (before skin incision), and d) sign out (before surgeon leaves the operating room). The checklist was presented to the Perioperative Practice Council and approved after a successful trial in the Ambulatory Surgery Center. Education was provided across operating rooms and publicized during the Annual HSS Education Day in February 2011. In March 2011, HSS Surgeon-in-Chief Thomas P. Sculco, MD, announced a hospital-wide adoption of the checklist. Ongoing efforts are underway to monitor and improve the efficacy of this safety tool.

Protecting Patients from Communicable Disease

During the 2009-2010 influenza season, only six percent of the 1,514 patients treated in the Rheumatology Clinic were vaccinated against influenza despite recommendations by the Centers for Disease Control (CDC), which calls for immunosuppressed individuals, including those with rheumatologic conditions, to receive the vaccine. To increase the number of patient vaccinations during the 2010-2011 influenza season, the registered nurses in the Division of Rheumatology designed an education campaign to promote the influenza vaccine. Posters and flyers highlighting the health benefits of the vaccine were displayed in reception areas and exam rooms. Patients were queried by nurses about whether they were candidates for vaccination, and those who refused the vaccine were educated about the value of vaccination. To keep track of vaccinated patients, stickers were attached to all charts. The vaccination rate increased from six percent to 21.4 percent as a result of these combined interventions. Vaccination initiatives will be continued in the upcoming influenza season. A poster outlining this initiative was accepted at HSS Research Day as well as the annual meeting

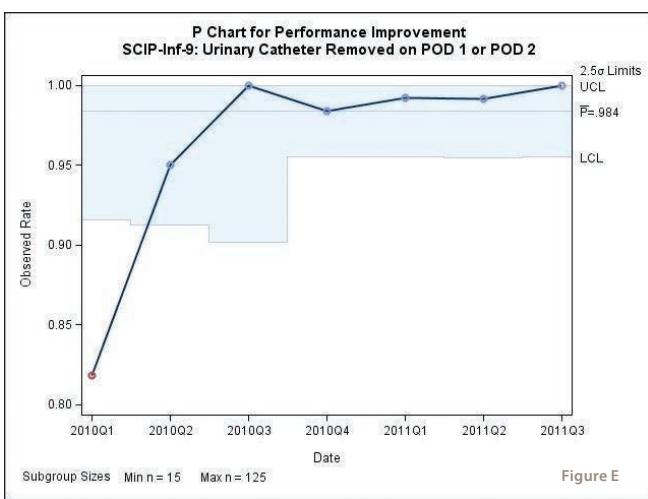
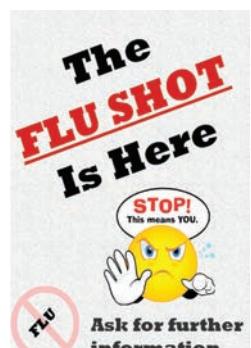


Figure E shows that since implementing this initiative, catheter-associated urinary tract infections (CAUTI) decreased from 7.3 during the second quarter, to 1.16 in the fourth quarter of 2011, as a result of increased compliance with removal of urinary catheter on postoperative day 1 or 2.



Practice

of the American College of Rheumatology, where HSS nurses were interviewed by Catherine McClinton of Rheumatology Congress (UK).

Improving Service Excellence

Patient Satisfaction

Patient satisfaction with nursing care is another important measure of nursing excellence. HSS employs the expertise of Press Ganey Associates, Inc., to process and benchmark patient satisfaction survey data. For the past five consecutive quarters, HSS has attained the 99th percentile status for the survey item, "Overall Rating of Care," measured against other Magnet Hospitals. One of the practices associated with our high rates of satisfaction is interdisciplinary care coordination. Each morning, nurses, case managers, nutritionists, physical therapists, and prescribers round together and discuss individual patient progress. Each member of the team gives an introduction to the patient, provides a status report to the patient, and asks if the patient has any questions. This collective yet personal approach allows the care team and patient to have a dialogue and improves provider/patient communication.

Operational Excellence Initiatives

In 2011, the Hospital launched an organization-wide Operational Excellence program with the goals of improving patient care, enhancing the patient experience, and improving support for employees in their day-to-day tasks while eliminating waste and driving greater efficiency throughout the HSS system. The program is guided by the principles of Lean—a quality and process improvement methodology centered on adding value while minimizing waste. Lean offers a set of strategies and tools for the steady identification and elimination of non-value-added process steps that lead to productivity loss and poor quality. As waste is eliminated, efficiency and overall quality improve. The Nursing Staff spearheaded the following Lean initiatives:

In-Patient Nursing

The 8 East Discharge Team is comprised of an interdisciplinary team of managers and front-line staff from Nursing, Rehabilitation, Case Management, Physician Assistants, Information Technology, and Security, charged with streamlining the discharge process in order to minimize delays and to promote a more efficient, patient-friendly discharge experience. Through observations, data collection, and value stream mapping, the team identified a number of opportunities including the need for greater coordination, enhanced communication to patients, and a more organized work environment. In the second phase, the team worked on targeted initiatives in each of these areas. Accomplishments include the redesign of interdisciplinary rounds to: a) ensure better coordination around the patient's plan of care, b) improve communication to patients regarding discharge using the patient whiteboard and checklists, and c) improve communication between the 8 East Registrar and Security in the lobby. In addition, nursing work stations were redesigned to maximize space and minimize clutter as shown in the Press Ganey Survey graph.

Central Sterile Lean Project

The 9th floor OR Lean Initiative Team is comprised of an interdisciplinary group of administrative vice presidents, perioperative leadership team members, surgical fellows and technicians, unit assistants, and team members from Information Technology and the Post Anesthesia Care Unit (PACU). The team's mission was to determine methods for reducing the OR room turnover time in the Ambulatory Surgery Unit on the 9th floor. The project's first phase began in 2010. The team met weekly to learn and apply Lean concepts and tools that would assist in identifying opportunities for improvement in the 9th floor process.

Through in-depth observations, data collection, and value stream mapping, the team identified a number of opportunities, including the need for better communication and coordination; clarification of roles, responsibilities, and job duties; and establishment of clear expectations for all team members. Another opportunity identified was the need to have all equipment and instrument resources available before a case cart was introduced to the operating room. This required consolidation of instrument trays and updating of preference cards. Lastly, the need for increased support and instrumentation from Central Sterile Processing staff (CSP) was needed to achieve improved turnaround.

In the project's second phase, the team worked on targeted initiatives by creating focused work groups to attack specific tasks within their sphere of control. The unit assistants (UA) worked with the Ambulatory Surgery management staff to clarify roles and examine a UA paring project that would assist the work process for UAs. The group also launched a staff recognition program. Other initiatives have streamlined daily revisions of preference cards, and the initiation of a CSP case cart customer liaison assignment resulted in more case carts delivered complete and on time. The coordination and communication between the holding area and podium has improved as a result of this team. The discovery and work done by the 9th floor Lean Initiative Team has provided a springboard to the 4th floor Lean Group.



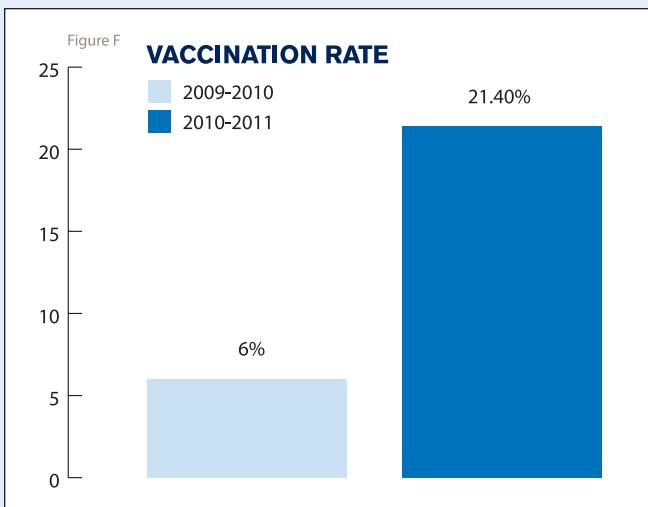


Figure F shows how nurse-specific intervention designed to increase the number of patients who received the influenza vaccine in the Division of Rheumatology was proven effective. The percentage of patients vaccinated during the 2010-2011 influenza season increased from 6 percent in the 2009-2010 influenza season to 21.4 percent. Based on these results, it was determined that a nursing-specific intervention was an important step in promoting influenza immunization in the clinic.

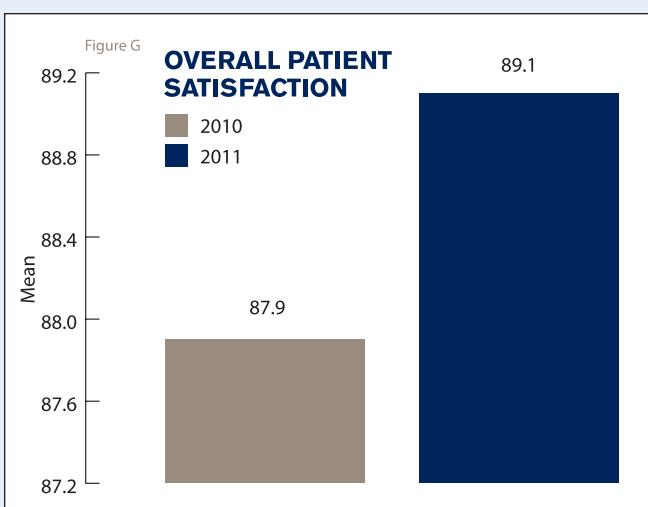


Figure G illustrates improved performance in overall patient satisfaction with Nursing during 2011.

Figure H shows increases in patient satisfaction with nurses' promptness in responding to calls, how well nurses kept patients informed, and their responses to patient concerns and complaints.

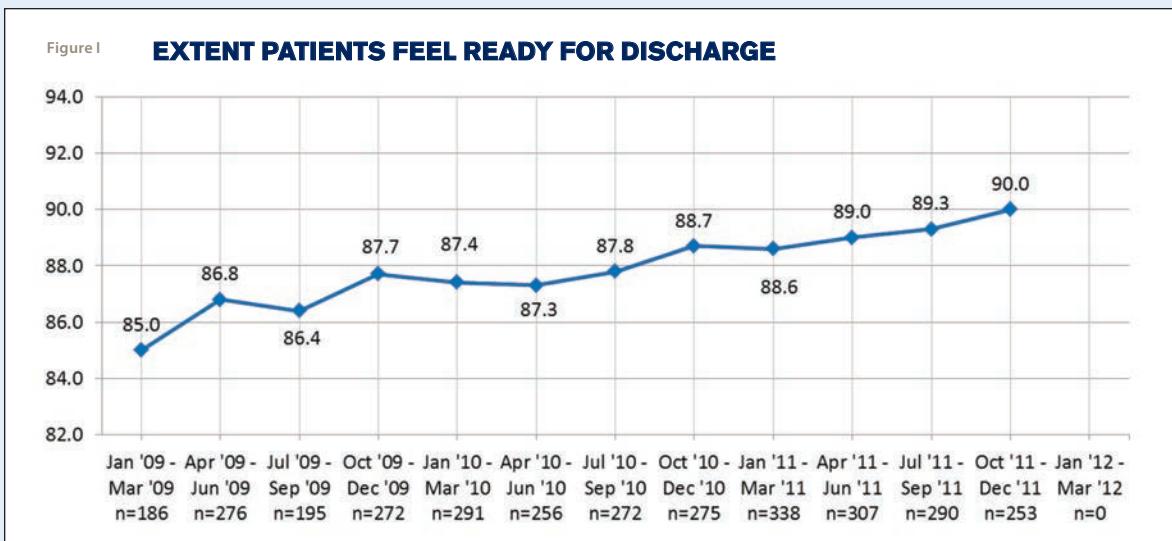
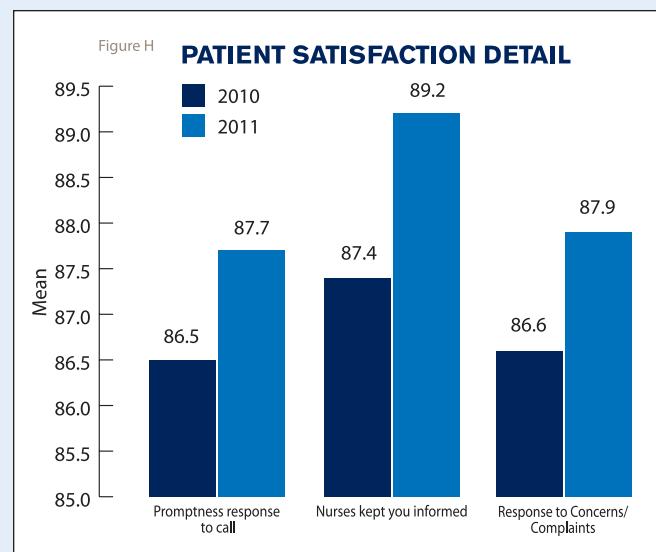


Figure I shows that the combined effect of Lean interventions is a steady increase of patient perception that they are prepared and ready for discharge.



Innovation

Nurse-Generated Research to Improve Patient Care

The Hospital's Nursing Research Council offers guidance and mentorship to nurses who wish to conduct research and evidence-based practice. The Council uses the Iowa Model of Evidence-Based Practice (Titler, 2002) to help frame investigation strategies. This approach provides a way for nurses to collectively introduce research initiatives that enhance quality of care and further professional development.

Nursing teams, including nurses from a range of service and clinical areas, generate research ideas while caring for patients, such as unanswered questions, recurring problems, and quality issues that require systematic resolution. This scientific

problem-solving serves to identify best practices, educate others, and apply new learning to patient care in the Hospital.

Clinical nurse mentors and Council members with doctorate degrees provide teams with study direction as they identify clinical problems, formulate research questions, conduct literature reviews, determine their study approach, obtain Institutional Research Board approval, conduct or apply research, and disseminate findings.



Nursing Research Day 2011

In October 2011, Hospital for Special Surgery hosted its Second Annual Research Day: "New Knowledge and Innovation in Orthopedics and Rheumatology." Over 100 nurses from hospitals and nursing schools throughout the New York metropolitan area gathered to hear the latest in nursing research and the application of best practices. HSS nurses presented study findings on topics such as nurse residency programs, infection control interventions, pain management, health literacy, and pain care. In addition, multiple posters were disseminated that described evidence-based projects related to patient safety, pain control, and library science.

State-of-the-Science Symposium

In an effort to raise awareness and increase knowledge of osteoarthritis (OA) among the nursing community, the HSS Education Department and Nursing collaborated with the *American Journal of Nursing* and the National Association of Orthopaedic Nurses to present a two-day symposium: "State-of-the-Science in the Prevention and Management of Osteoarthritis in 2011." The goals of the symposium were to synthesize the existing research on best practices in osteoarthritis care and develop strategies for improving nurses' knowledge and competencies in the areas of OA prevention, early detection, treatment, and promotion of optimal function. An additional objective was to identify the challenges and gaps in research that must be addressed to improve the nurse's role in the delivery of evidence-based care.

The conference featured a culturally diverse group of thought leaders from the areas of nursing practice, education, and research, as well as speakers from consumer advocacy groups and a representative from the Centers for Disease Control Arthritis Program. Expert speakers presented highlights on current knowledge of OA; national initiatives; the nurse's role in assessment of risk and progression; interventions to relieve symptoms and minimize disease progression and disability; and alternative strategies to promote self-management. Presentations were followed by Q&A and discussion. Small break-out groups identified strategies for addressing barriers that prevent early assessment and treatment, and made recommendations for improved practice, education, and future research priorities.

Impacting the Environment of Care

The Nursing Department's collaborative approach to care extends to the Hospital's ongoing renovation and facility expansion. Nurses contribute toward facility expansion by providing input to modernize infrastructures that support nursing care delivery. HSS nurses participated in the development and design of several new areas with the goal of ensuring optimum workflow and safe, effective nursing care. Nurses shared their views with respect to the plan, design, and logistics to develop ergonomic and efficient space for their work. In addition, an educational plan was developed to prepare graduate nurses to work on the new patient care unit.

In planning the new 10th and 11th floors of the Hospital, Nursing took lessons from a previous renovation project, when large units of 42 beds were reduced into two smaller units of 20-22 beds, each with its own medication and supply rooms. Based on nurse feedback from the earlier renovation, nurse leaders met with their counterparts from the Pharmacy, Engineering, Housekeeping, and Biomedical Departments to make proactive recommendations for the new redesign. Like the previous redesign, the recently opened Hospital floors are two self-sustaining sub-units that allow nurses close proximity to patients, resulting in efficient use of nurses' time.



Nursing provided key recommendations for the creation of new operating rooms in the fourth floor main operating room suites. They participated in the design, planning, equipment selection, and staffing plans for these new clinical spaces. Nursing was also involved in the space design of the new Ambulatory Care Center. They analyzed workflow and made recommendations for all logistics required to move to the new space on 72nd Street, including patient notification, staff training, and transportation services. HSS nurses also provided support during the relocation of the Special Procedure Unit and Psychiatry Practices to their new home on 75th Street. Finally, nurses shared their input about the newly renovated Central Sterile area, where workflow redesign allows for a more collaborative approach to the management of this critical support area.

Satisfaction with the Work Environment

Measuring Nurse Satisfaction and Job Enjoyment

HSS nurses who completed an annual nurse satisfaction survey (90 percent response rate) sponsored by the National Database of Nursing Quality Indicators (NDNQI) reported improved satisfaction and job enjoyment in 2011. Satisfaction is measured using the Practice Environment Scale (PES) which includes subscale items that assess nurse perceptions about:
a) participation in hospital affairs, b) foundations for quality of care, c) manager ability and leadership, d) staffing and resource adequacy, and e) collegial nurse-physician relations. HSS satisfaction and job enjoyment scores were improved during 2011. These scores are illustrated in *Figures J and K*. All 2011 survey scores exceeded the Magnet cohort satisfaction and job enjoyment performance averages.

Innovation

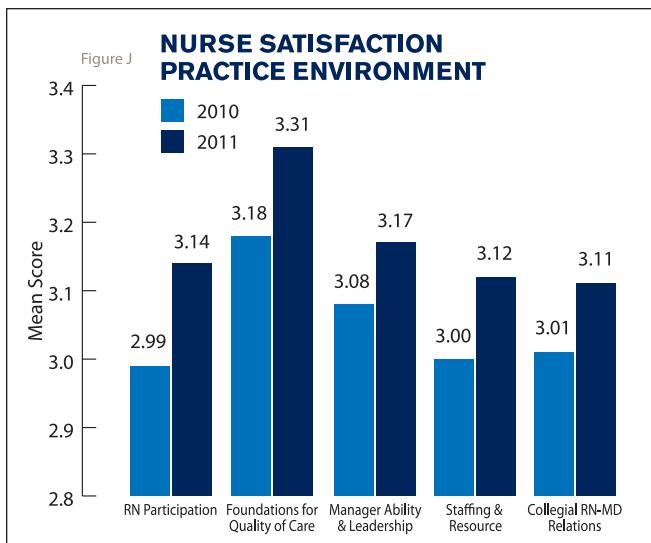


Figure J shows HSS Practice Environment Scores 2010-2011.

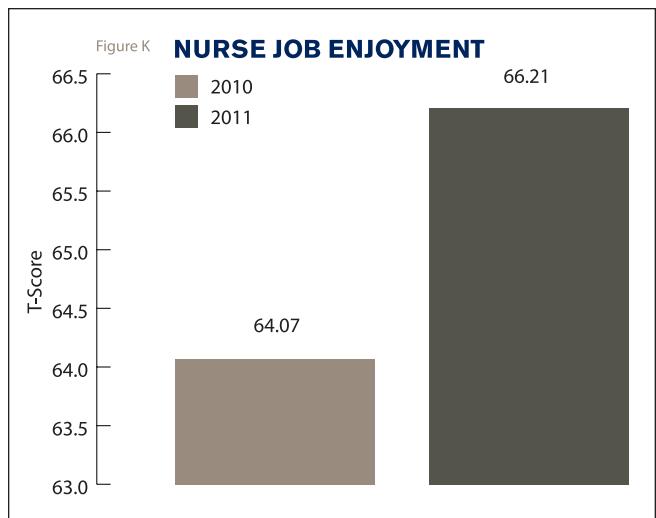


Figure K shows HSS Nurses Job Enjoyment Scale 2010-2011. Scores above 60 reflect high job enjoyment.

Nurse Vacancy

A positive view of the work environment and HSS nurses' overall job enjoyment is further evidenced by low vacancy rates. Despite a 47 percent increase in new hires to meet the needs of facility expansion, HSS experiences a very low vacancy rate. Low vacancy was further reduced from 2.33 percent in 2010 to 1.65 percent in 2011 as illustrated in Figure L.

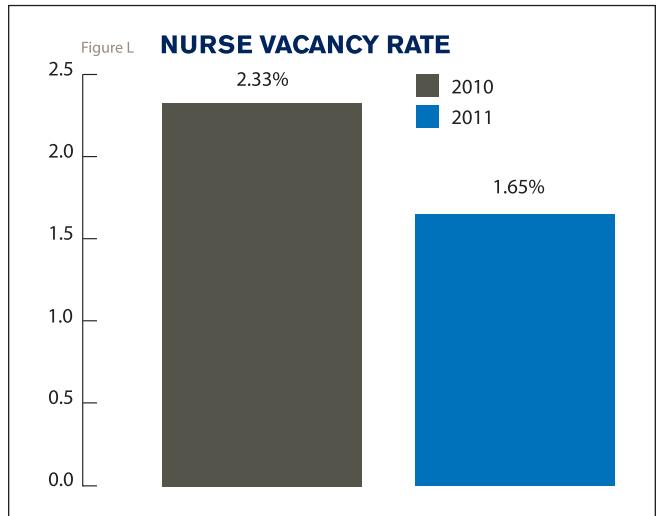


Figure L shows HSS Nurse Vacancy 2010-2011.



Nurse Recognition

Exemplary professional nursing practice across all the areas that our nurses serve is a hallmark of the care delivered at Hospital for Special Surgery. During the year, a variety of events and honors recognized nurses whose work evidenced a passion for the profession and a strong commitment to patient care and safety.

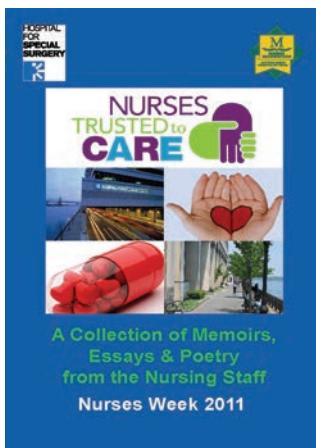
Nurses Week 2011

“Nurses Trusted to Care” was the theme of the 2011 Nurses Week recognizing the contribution and service of nurses. At HSS, a range of events were held:

- Night Staff Breakfast.
- Nurse Leadership keynote speech presented by Rosanne Raso, CNO, of Lutheran Medical Center and president of GNYONE, on the topic, “Doing it Just Right.”
- Nursing Management Luncheon featured a dialogue with Eloise Balasco Cathcart, MSN, RN, FAAN, on the “The Making

of a Nurse Manager.” Ms. Cathcart is a clinical associate professor at New York University College of Nursing and coordinator of the graduate program in Nursing Administration.

- Nurse testimonials by an inpatient nurse resident and operating room nurse resident were presented before an audience of over 100 invited guests at the Nursing Excellence Awards Ceremony.
- Other activities included the sharing of HSS-published nursing memoirs, a volume of over 60 personal stories by HSS nurses.
- Nurses were treated to massage therapy and meditation sessions as well as a blessing of hands.



Nurse Recognition



Nurses Week 2011, Nursing Excellence Awards

Seventeen nurses, nominated by their peers for their demonstrated excellence at work, received all-expenses paid trips to the ANCC National Magnet Conference 2011 in Baltimore, MD. Stephanie Goldberg, senior vice president of Patient Care Services and CNO presented the awards. Lou Shapiro, president and CEO, and Thomas P. Sculco, MD, surgeon-in-chief attended this important event.

Nursing Excellence Award Winners

Rowena Almendral, Main OR
Victoria Cardoza, 5 East
Jesenia Collazo, Main PACU
Kristine Corpus-Monteron, 9th FL OR
Aileen Escobinas, 9th FL PACU
Jessica Gonzalez, 8 East
Colleen Kirkpatrick, ACC & Peds Practices
Mindy Kroll, Pre-Surgical Screening
Jordan Ocana, 10 East
Reni Papananias, 1st FL PACU
Grace Parreno, 6 East
Geraldine Pimental, Private Ambulatory Practices
Ann Marie Rakowicz, Rheumatology
Socorro Swanson, 1st FL OR
Jie Tian, Same Day Surgery
Elena Ting, Case Management
Elizabeth Wray, Main PACU

First Annual Certified Nurses Day Activities

During 2011, board certified nurses were formally recognized with a range of events honoring their efforts. Among them:

First Annual Nurses Tea Ceremony

To mark the Annual National Nurses' Certification Day, the Recruitment Council launched and implemented the First Annual Certified Nurses Tea Ceremony for Board Certified Nurses. During the tea, participants were invited to attend an educational session entitled "The Value of Certification," presented by Jack Davis, MSN, RN, ONC, and president of the Orthopaedic Nurses Certification Board. Attendees were also honored with Certification Pins and a personalized note from Stephanie Goldberg, CNO.

New Surgeon-in-Chief Certified Nurse Scholarships

To recognize the ongoing education and training of the nursing community, Surgeon-in-Chief Thomas P. Sculco, MD, announced the formation of two annual Surgeon-in-Chief Certified Nurse Scholarships to distinguish two nurses whose certification demonstrated a commitment to practice beyond the scope of professional licensure. Elizabeth Colman, BSN, RN, ONC, CNIII, and Astrid Torchon, BSN, RN, ONC, CNOR CNIII, were honored with stipends to attend a national education

conference. Dr. Sculco also announced a \$2,000 grant to underwrite the Orthopaedic Nursing Comprehensive Review Course that was hosted in Fall 2011 at HSS. In addition, Stephanie Goldberg, CNO, honored two additional nurses, June Belcourt, BSN, RN ONC, and Reni Papananias, BSN, RN, BFA, ONC, with stipends for trips to national conferences.

Certified Nurses Honor Roll

HSS recognizes the value of certification as an objective measure of a nurse's specialty knowledge and its demonstration of a commitment to practice beyond the scope of professional licensure. On the following page is a listing of the HSS Certified Nurses.

The Orthopaedic Nursing Education Endowed Scholarship Award

The Orthopaedic Nursing Education Endowed Scholarship Award, also known as the "Gigi Award," was established to honor Gigi Viellion, RN, ONC, a former nurse manager of the Orthopedic and Rheumatology units at HSS. Gigi was a respected certified orthopedic nurse who dedicated her life to the education and advancement of orthopedic nursing practice. This scholarship award is presented yearly to a qualified registered nurse in the HSS Nursing Department at the HSS Alumni Association Annual Meeting. The recipient receives a stipend

HSS Certified Nurses Honor Roll

Stephanie Goldberg, SR. VP/CNO, MSN, RN, NEA-BC	Susan Gitlin, RN, C, ONC	Reni Papananias, BSN, RN, ONC
Elizabeth Amarille, BSN, RN, C	Elizabeth Goetz, BSN, RN, CNOR	Imsoo Park, BSN, RN, CNOR
Luzviminda Angoluan, BSN, RN, C	Joanna S. Halpert, BSN, RN, ONC	Ronald Perez, JD, RN, CNOR
Cynthia Argento-Bruder, BSN, RN, ONC	Ellen Hartley, BSN, RN, CNOR	Christine Pickel, BSN, RN, ONC
Irene Barrett, BSN, RN, ONC	Nicole Haynes, BSN, RN, ONC	Amelia Piguerra, BSN, RN, ONC
Corazon Bautista, BSN, RN, CNOR, ONC	Marivic Hernandez, MSN, BSN, RN, C	Gerald Pimental, RN, ONC
June Belcourt, BSN, RN, ONC	Nicole Hoffman, MBA, RN, ONC	Elizabeth Piracha, BSN, RN, ONC
Catherine C. Biviano, MA, BSN, RN-BC, ONC	Oasia Holback, ADN, RN, ONC	Josephine Pirozzi, BSN, RN, ONC
Barbara Bosco, BSN, RN, CCRC	Kathleen A. Horan, BSN, RN, ONC	Rosanna Poblador, BSN, RN, ONC
Lisa M. Briskie, BSN, RN, ONC	Elaine Huang, BSN, RN, ONC	David Pollack, BSN, RN, CNOR
Lula C. Bunting, RN, ONC	Jennifer Huang, BSN, RN, ANP-BC	Patricia Quinlan, DNS, MPA, RN, CPHQ
Carolyn E. Burgess, MSN, RN, CNOR, ONC	Enna Javellana, RN, C, ONC	Ann Marie Rakowicz, RN, CDE
Sheila Byrne, AAS, RN, ONC	Doreen L. Johnson, MSN, RN, ONC	Maria C. Remata, BSN, RN, ONC
Regina Cannon, MA, RN, ONC	Barbara Kahn, BS, RN, ONC	Evelyn Ressler, BSN, RN, CNOR
Karen Carey, BSN, RN, CAPN, ONC	Mary J. Kelly, BSN, RN, ONC	Rogener Reyes, MSN, RN, ONC
Merlinda S. Casco, BSN, RN, ONC	Sung-Ja Kim, BSN, RN, ONC	Josiebeth L. Robles, BSN, RN, ONC
Geraldine Cassidy, BSN, RN, ONC	Henry R. King, BSN, RN, ONC	Eileen Rowland-Scheets, MA, RN, NEA-BC
Wing-Yee M. Chin-Ng, BSN, CNOR, RN	Mikhail Kolomoytsev, BSN, RN, C	Noreen Ryan, ADN, RN, ONC
Jaesuk Choi, MPH, MSN, APRN, BC	Melinda B. Kroll, RN, ONC	Marilou Salud, MBA, BSN, RN, ONC
Maryann Cipolla, RN, ONC	Myungsook Kwon, BSN, RN, ONC	Joanne H. Sanders, BSN, RN, ONC
Jillian Coleman, ADN, RN, ONC	Euna Lee, BSN, RN, CNOR	Gabrielle Siscoe, BSN, RN, ONC
Elizabeth Colman, RN, ONC	Linda Leff, MPA, RN-BC	Richard Slote, MS, RN, C, ONC
Theresa Concannon, BSN, RN, CNOR	Serafin Lizardo, BSN, RN, ONC	Selbourne P. Smart, BSN, RN, ONC
Carol Crescenzo, ADN, RN, ONC	Hermie Macaraig, RN, ONC	Joanna Solis, BSN, RN, CNOR
Jack Davis, MSN, RN, ONC	Pia Dolores F. Madamba, BSN, RN, ONC	Virginia Soria, BSN, RN, ONC
Emelita Dela Isla, MSN, RN, CNOR	Cortney Colleen Mahony, BSN, RN, ONC	Colleen Sotiryadis, BSN, RN, ONC
Grace Deleon, BSN, RN, C	Mary McDermott, MSN, RN, APRN, NE-BC	Barbara Sprague, MSN, RN, APRN, BC
Bernadette M. Dempsey, BSN, RN, ONC	Hope M. McLeod, MSN, RN, BC, NE-BC, ONC	Louise H. Strickland, MS, BSN, RN, CNOR
Xiu Deng, BSN, RN, ONC	Teresa Meehan, MSN, RN, C	Roseanne Sullivan, RN, ONC
Anna Dominger, BSN, RN, ONC	Marilou Mendoza, BSN, RN, CNOR	Jennifer A. Sutherland, MS, BSN, RN, CNOR
Patricia A. Donohue, MSN, ACNP-BC	Scott Meyers, BSN, RN, CNOR	Daniela Tinca, BSN, RN, ONC
Maryann Eisele, BSN, RN, ONC	Piyaporn J. Miller, MS, RN, CNOR	Stella Tolentino, BSN, RN, CNOR
Lucia Fabrizio, MSN, RN, CPNP	Janice M. Minucci, MS, BS, RN, ONC	Sharyn Smith Tondel, MSN, ANP, AHN, BC, ONC
Emma Fernandez, MSN, RN, C	Maria Montinola, BSN, RN, C	Astrid Torchon, BSN, RN, CNOR, ONC
Eileen Finerty, MSN, RN, FNP, CIC	Shanaz Mooddeen, BSN, RN, ONC	Patrick Untalan, BSN, RN, ONC
Colin Fischer, RN, CNOR	Ann Marie Moynihan, BSN, RN, ONC	Maria Cristina Uy, MSN, RN, CNOR
Alicia Fisher, MSN, RN, APRN	Kara A. Naus, BA, RN, ONC	Renee Llido Villareal, BSN, RN, ONC
Josephine Fitzgerald, RN, BS, ONC	Shawna Nesbitt, BSN, RN, ONC	Elaine Walsh, MSN, RN, ONC, ANP-BC
Virginia A. Forbes, MSN, RN-BC, NE-BC	Kim O'Brien, RN, ONC	Angela Weber, MSN, RN, APRN-BC
Stacey France, BSN, RN, ONC	Rie O'Brien, RN, CNOR	Freda S. Weintraub, BSN, RN, CNOR
Rosita Fretton, BSN, RN, C, ONC	Margaret O'Donohue, MSN, RN, CCRC, BSN	Kimberly Weiss, MSN, RN, CNS
Jocelyn Garma, BSN, RN, CNOR	Sarah O'Hare, RN-BC	Tracy Willett, MSN, MBA, RN, CNOR
Cassandra Gathers, RN, ONC	Chioma Ononaji, BSN, RN, ONC	Barbara Wukovits, BSN, RN, BC

Nurse Recognition



to attend the Annual American Academy of Orthopaedic Surgeons (AAOS) Meeting, National Association of Orthopaedic Nurses (NAON) Congress, or similar professional education forum.

Barbara Wukovits, BSN, RN, BC, was the 2011 recipient of the Gigi Award. During her long and distinguished career at HSS, she has provided expert patient care, led many initiatives to support and improve pain management practices, and made significant contributions to research. In addition, she has generously provided mentorship and professional development guidance to the staff as a leader in the Department of Anesthesiology. Barbara has been active in local and national NAON events presenting posters and podium sessions, and serving as a reviewer of NAON publications. As a board certified nurse, Barbara has routinely attended professional meetings and conferences to obtain education credits required for certification.

2nd Annual Patient Safety Award

In December 2011, HSS celebrated the 5th Annual Culture of Safety Day, devoted to hospital-wide safety awareness. As part of the celebration, four HSS employees were recognized as winners of the 2nd Annual Patient Safety Champion Award, honoring individuals nominated from across the Hospital who have championed the cause of patient safety through visionary leadership, collaboration and knowledge, and quality improvement.

Julie-Pollino-Tanner, RN, MA, Nurse Manager, Rheumatology, was recognized for her safety leadership as well as her commitment to staff education, training, collaborative teamwork, and systematic improvement initiatives. **Joanne Baesl, RN, CNI**, Pre-surgical Screening, was honored for her keen sense of awareness, attentiveness, and commitment to improving the safety of the HSS work

environment for patients and co-workers. Both Julie and Joanne were presented with crystal plaques and honorariums.

Sigma Theta Tau International

In 2011, **Patricia Shea MSN, RN, and Louise Strickland MS, RN, CNOR**, were inducted into the Alpha Upsilon Chapter of the Sigma Theta Tau International (STTI) Nursing Honor Society. The mission of the STTI Honor Society of Nursing is to support the learning, knowledge, and professional development of nurses committed to making a difference in health worldwide and to create a global community of nurses who lead in using knowledge, scholarship, service, and learning to improve the health of the world's people. Membership in this leadership chapter is by invitation to nurses exhibiting exceptional achievements in nursing leadership.

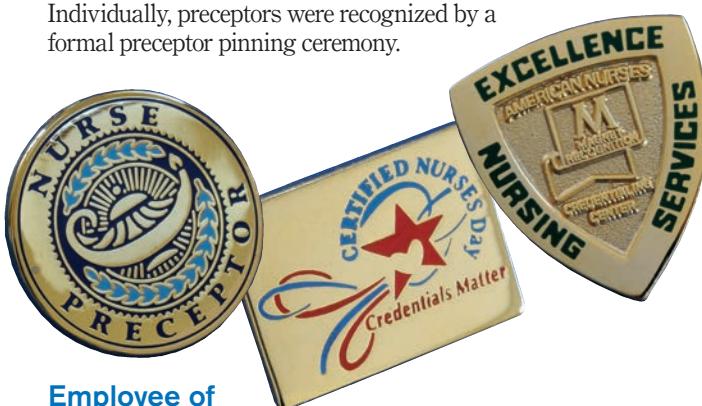
Preceptor Recognition Activity

New graduate registered nurses are vital to the success of HSS as it expands to support its highly specialized patient care population with increasing clinical complexities. Supporting new RNs to become knowledgeable and confident care providers is critical to the Hospital and its Nursing staff. In an effort to mentor new nurses and help them adjust to the HSS culture, HSS Nursing has implemented a Preceptor Program, where more experienced nurses mentor novice nurses.

Preceptors are invaluable role models, coaches, teachers, and mentors who provide the novice with a structured orientation, constructive criticism, and generous doses of support while transitioning them into HSS nursing practice.

HSS preceptors were honored formally for the first time in 2011 at the presentation, "The Mentoring Connection: Developing our Colleagues and Ourselves," where they learned some new strategies and techniques from Connie Vance RN, EdD, FAAN, researcher and former dean of the College of New Rochelle.

Approximately 30 of the best and brightest HSS nurses were publicly acknowledged by Stephanie Goldberg, SR. VP/CNO. Individually, preceptors were recognized by a formal preceptor pinning ceremony.



Employee of the Month

Three remarkable nurses were recognized in 2011 for their service and commitment to the HSS community:

Sheila Byrne, RN, clinical nurse liaison, made this new HSS position into a role that is vital to patients' families and the HSS surgical experience.

Pedro Alvarez, a Central Sterile technician, whose persistence, efficiency, resourcefulness, and teamwork has earned him the trust of the OR staff and has made him a role model to individuals in Central Sterile Processing and Ambulatory Surgery.

Eileen Vance, RN, BSN, CNII, Pediatrics Private Ambulatory Practices, whose caring, focused attention to patients, families, and staff, as well as her teamwork and the many improvements to the pre-operative clearance process she has helped to develop, serves as an inspiration to her peers.

HSS Nurses Involved in Community Service Efforts

Many HSS Nursing staff participated in local and national community service efforts including charity walks, food drives, and other community volunteer programs. Others participated in larger scale humanitarian service. Highlights include the following:

Maria Cajes worked with Answering the Call of the Poor (ANCOP) in the Philippines.

Regina Cannon-Drake and **Stephanie D'Andrea** volunteered at a local animal shelter spay and neuter clinic.

Chelsea Farsetta adopted a soldier through Soldiers Angels.

Mary McDermott served as treasurer, Bronxville Community Board.

Marie Serina delivered healthcare for the Mexican Border Clinical Services.

Eileen Rowland served on the board of directors of the local Red Cross.

Louise Strickland was involved with the Children of China Pediatrics Foundation (CCPF).

Jennifer Sutherland was chair of her Evangelical Committee.

Lucia Fabrizio, **Nicole Hoffman**, and **Ron Perez** joined other HSS staff on medical missions to Ghana with the Foundation of Orthopedics and Complex Spine (FOCOS).

Janet Guzman and **Leisha Bedenbaugh** are active members of the Army National Guard.

NURSING EXCELLENCE AWARD WINNERS



Nurse Recognition

Nurse Professional Contributions

HSS nurses made significant professional contributions in 2011, as more than 25 nurses contributed to scientific posters and 10 others delivered podium sessions presented at HSS and other venues (AAACN, ACR, and NAON).

Many nurses have also taken on leadership positions outside the HSS community. Highlights include the following:

Carolyn Burgess, President, NAON Chapter NYC #216

Regina Cannon-Drake, President-elect, NAON Chapter NYC #216

Jack Davis, Director, Orthopaedic Nurses Certification Board (ONCB)

Veronica Daly, Chairperson, Nominating Committee NY AORN Chapter #3304

Maryann Eisele, Treasurer, NAON Chapter NYC #216

Lucia Fabrizio, appointed to Medical Advisory Board of FOCOS, Reviewer for *American Journal of Nursing*

Virginia Forbes, appointed to ANCC Content Expert Registry; Member, editorial board of AAACN publication *ViewPoint*; STTI Board member and Chapter Vice President, Chair of the AAACN Patient Education Special Interest Group (SIG)

Doreen Johnson-Hunter, President ONNY of NAON Chapter, Appointed to Director of NAON Executive Board, Panel member for National Osteoarthritis Symposium on Arthritis

Linda Leff, Co-Facilitator Patient Support Groups; Member, National Task Force for Arthritis

Mary McDermott, ANCC Content Panel Expert

Janice Minucci, Secretary, NAON Chapter NYC #216

Patricia Quinlan, Planner for Osteoarthritis State of the Science Symposium, Magnet Surveyor

Sharyn Tondel, Director, DNP Program at St. Peters College

Maria Cristina Uy, Member, Board of Directors NY AORN #3304

Nurse Authors

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THE DIVISION OF NURSING

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About Hospital for Special Surgery

Founded in 1863, Hospital for Special Surgery is internationally regarded as the leading center for musculoskeletal health, providing specialty care to individuals of all ages. The Hospital is nationally ranked #1 in orthopedics and #3 in rheumatology by *U.S. News & World Report*, and has been top ranked in the Northeast in both specialties for 20 consecutive years.

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