HSS Nursing
Annual Report
2018
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Dear Colleague:

The purpose of HSS is to help people get back to what they need and love to do better than any other place in the world. By continuously advancing the highest quality care with a focus on patient safety, outcomes and satisfaction, we renew the trust that attracts patients from all 50 states and more than 80 countries.

Our outstanding nurses are fundamental to the strength and success of HSS. Your skill and compassion help our patients improve their quality of movement and quality of life most reliably and easily.

As the healthcare landscape changes, nurses remain at the forefront of patient care. In 2018 we were especially proud to help cultivate practices supporting the highest standard of nursing care, including implementation of new technology that allows our nurses to spend even more time with our patients.

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

With great appreciation,

Louis A. Shapiro  
President and Chief Executive Officer

Todd J. Albert, MD  
Surgeon-in-Chief and Medical Director Officer
Dear Nursing Colleague:

Each day at Hospital for Special Surgery (HSS), nurses provide exemplary musculoskeletal care to our patients. We are proud to present the 2018 Nursing Annual Report, which details our accomplishments over the last year. This work reflects application of the HSS mission, vision, and values and aligns with the American Nurses Credentialing Center’s Magnet® principles.

We remain committed to patient-centered care as our foundation for current and future success. In 2018, we collaborated with our colleagues throughout the Hospital to implement new technology that allows nurses to more easily communicate with their patients and the care team.

To enhance our research program, we entered into an academic partnership with Columbia University School of Nursing, creating a joint scientist position to further research goals across institutions and to develop skills that translate evidence into practice.

We would like to congratulate the HSS nursing team for continued achievement of excellent patient outcomes and sustained Magnet® status. Thank you for your contributions to the institution and professional practice of nursing.

Sincerely,

Jennifer A. O’Neill, DNP, APN, NEA-BC
Senior VP, Patient Care Services & CNO

Stephanie J. Goldberg, MSN, RN, NEA-BC
Senior VP, Patient Care Services & CNO
Magnet hospitals serve as leaders in healthcare at the local and international levels. As described by the American Nurses Credentialing Center, Magnet designation is the highest and most prestigious credential a health care organization can achieve for nursing excellence (ANCC, 2019). Hospital for Special Surgery (HSS) has sustained our Magnet® designation since 2002. To maintain this important distinction, we continue to improve structures and processes strongly associated with positive patient outcomes. Constant and consistent application of Magnet® principles takes dedicated vigilance and a commitment to quality improvement. This report documents that dedication and recognizes our nurses for their steadfast performance.

In late October, 29 members of the Nursing Department attended the 2018 ANCC National Magnet Conference in Denver, Colorado. HSS nurses joined more than 10,000 nurses from all over the world to share best practice. Nurses often describe attending a Magnet Conference as a transformational experience. HSS nurses had the fortunate experience to learn, grow and spend time with the best and brightest nurses from across the globe. Two HSS nurses who attended the conference shared their experiences:

**Adero Gaudin, MSN, FNP-BC, RN, ONC**

“HSS nurses display an unremmitting passion for excellence. The opportunity to attend the Magnet conference provided me exposure to amazing nurses and transformational leaders. Participation filled me with pride to be a nurse and to work at a Magnet organization. Celebrating designation of other hospitals who share common goals and values was so fulfilling.”

“Autonomy and accountability help define the high-quality patient care at HSS. It is really about how HSS nurses interact with patients, families and the interdisciplinary team to influence positive patient outcomes. I felt honored to celebrate the HSS commitment to this gold standard of nursing achievement.”
Arnulfo Dela Torre, MS, BSN, RN, ONC

“Attending this year’s Magnet conference in Denver, Colorado, on behalf of HSS was a tremendous honor. I was very excited to represent our nursing team and our organization during my first time taking part in this prestigious event.”

“There were more than 10,000 attendees at this year’s conference. Their energy and enthusiasm was palpable and it was such an amazing experience to take part in. From the opening ceremony to the designation celebration of hospitals, the overwhelming sense of support between practitioners and pride in providing exceptional patient care that embodies Magnet’s ideals was evident.”

“Being present for the educational sessions, brilliant speakers and morale boosting presentations was invaluable to my personal and professional growth. I cannot adequately express my gratitude about being able to participate in a unique and professionally gratifying experience.”
Complex Care Clinical Navigators, from left to right: Stacey France, Cristina Botero, Siobhan Cooney, Kimberly Rice, Shawna Townsend

HSS Roadmap Foundation

Patients

Complex Care Navigators

The Complex Care Clinical Navigator (CCCN) role, adapted from best practices, enhances coordination of care among the most medically complex patients scheduled for surgery. Preparation for this role includes specialized training for care navigation at Columbia University School of Nursing. Five advanced practice nurses from clinical staff nurse positions launched the program in February 2018.

CCCNs support the most clinically complex patients and enhance the patient experience. They bridge gaps in patient care across transitions spanning the decision to have surgery until ninety days post hospital discharge. These Navigators augment patient education, pre-operative coordination of services, identification of change in clinical status, and medication concerns. Individualized care plans reduce risk for these patients; through example and teaching, nurses are encouraged to develop similar plans.

Since May 2018, the Complex Care Clinical Navigators have received 330 physician referrals to support patients with comorbid risks. These include diabetes, chronic heart failure, chronic pain, and psychosocial issues. As of this report, CCCN interventions prevented approximately 31 surgical cancellations. At HSS, we continuously look for ways to make patient care better – not only for our patients, but for all members of the care team.
Rover Phones for Clinical Communication

At HSS, we continuously look for ways to make patient care better – not only for our patients, but for all members of the care team. In early 2018, when new iPhone technology was introduced to the patient units to foster more agile nurse communication and improve our already world class patient care.

“Nurses were looking for a device that would allow increased mobility by providing alarm notifications in their pockets and the ability to securely message with prescribers without being at a fixed workstation,” said Ann LoBasso, RN, BSN, MBA, NE-BC. Successful implementation of the ‘Rover’ device required strong teamwork and leadership across multiple departments, including Nursing and Information Technology, as well as the departments of Finance and Legal Affairs.

Through iPhone technology care team members are now more easily accessible to colleagues. Patients and nurses spend less time searching for other clinicians. Benefits of the new device are evident to everyone involved.

HSS Roadmap Foundation

Research

HSS continues to meticulously develop nursing research and transfer scientific evidence to clinical operations. HSS nurses share research experiences with other nurses at academic and specialty professional organizations. Internal structures are developed and refined to support scientific inquiry and best practice.

Research Presentations

Ana Forman, RN, MSN, ONC, FNP-BC, presented a podium session NYU Langone Health’s 22nd Annual Nursing Research Conference on Tuesday, June 19, 2018. Ana was principle investigator for descriptive study entitled: “What Nursing Care is Regularly Missed on Units in an Orthopedic Specialty Acute Care Hospital.”

Ron Vales, MSN, RN, ONC, conducted a study on the effect of cultural competency training for nurses caring for Arab and Muslim patients. Using the adapted Cultural Competency Questionnaire (CCCQ) and a knowledge quiz, Ron’s study findings demonstrated improved competency and knowledge post intervention. In November 2018, Ron presented his research at the NewYork-Presbyterian Nursing Research, Evidence-Based Practice & Innovation Symposium.

Columbia Research Partnership

In September 2018, HSS and Columbia University School of Nursing (CSON) entered a collaboration aimed to enhance nursing research efforts and evidence-based practice. Through this agreement, HSS has access to Columbia’s research acumen. An onsite HSS/CSON researcher provides mentorship and training of direct care nurses specific to the conduct of research. The Nurse Researcher also assists with application for funding and dissemination of new knowledge through posters, presentations or publications.
HSS Roadmap Foundation

Education

Allied Health Hip/Knee Course
For the first time, the HSS Annual Holiday Hip & Knee Course included a full day dedicated to allied health learning. Planning team representatives from Nursing, Physician Assistant and Rehabilitation departments identified topics relevant for an interdisciplinary audience. Over 60 attendees learned from HSS nurses about patient education, dressings and wounds, complex care navigation and the challenges of clinically managing an infected joint.

Simulated Learning
Nursing at HSS is increasingly incorporating simulation into nurse education. Clinical Education Specialists weave simulation into nursing orientation and competency trainings. Selected practices for simulation include head-to-toe assessment, management of malignant hypothermia and heart failure. Task trainer devices are used to help develop discreet skills, such as intravenous insertion, push medications or urinary catheterization. In collaboration with Anesthesiology, Clinical Education Specialists perform emergency mock codes that include all disciplines. High fidelity mannequins allow for independent, self-guided CPR re-certification.

Leadership Fellowship
Each year, the Executive Patient Care Council sponsors a Nurse Leader Fellowship to prepare nurses for future positions as Patient Care Directors. The program aligns with the nursing strategic plan and the HSS Roadmap to 2025. Online coursework is delivered through paced learning. Mentors coach fellows throughout their experience, which continues for one year. Overall, the program provides opportunities to develop and gain knowledge and skill to advance nurse leaders within the organization. Since 2015, the program has graduated six fellows, two of whom are now Patient Care Directors.

HSS Medical Staff Alumni Scholarship
HSS Medical Staff Alumni sponsor an annual Orthopedic Nursing Education Scholarship in memory of Georgette "Gigi" Viellion, RN, ONC, a revered former Nurse Manager at HSS. The 2018 scholarship recipient was pediatric nurse Elizabeth Conlon, RN. Nomination accolades included noting that, “Elizabeth is constantly seeking ways to utilize her clinical skills and experience to improve her work environment.” Elizabeth is currently pursuing a Master’s in Nursing with a focus on education. Upon receiving the award, she expressed her appreciation of the financial scholarship and eagerness to attend the 2018 American Academy of Orthopaedic Surgeons Annual Meeting. Elizabeth was excited to learn from other organizations that provide exceptional care for pediatric patients, in other parts of the world.

Community

HSS is committed to consistent community presence and is a formidable contributor to public health at the local and international level. Nurses participate in public education initiatives as well as humanitarian outreach. The Organization also invests in global partnerships to maintain cultural competence and share best practice.

Global Partnerships
Berit Tran, RN, BSN, is a Post Anesthesia Care Unit (PACU) nurse that participated in the 2018
Berit Tran in Haiti on a medical mission trip to Haiti in December. As she describes it, “the medical mission trip was a profound experience that gave me a first look at health care from a more global perspective. Since this experience, my own nursing practice is more compassionate and more connected. I came back with an overwhelming sense of humility and gratitude. Nursing is the perfect match for me. I hope to continue to work for such an amazing hospital where I feel so supported as a nurse. Thank you HSS for supporting my growth in my profession and as a person.”

In October 2018, the Perioperative Nurse Manager and the Quality Improvement Team Leader from Bumin Hospital Group (BHG) in Korea were welcomed to HSS. BHG became the inaugural member of the HSS Global Orthopedic Alliance in 2015, seeking to achieve operating efficiencies through transfer of best practices. By collaborating with HSS, BHG adopted an interdisciplinary care model and refined clinical pathways. HSS nurses fluent in Korean served as translators throughout the program. They guided the Bumin observers through daily schedules, committee meetings, patient education classes, and nursing grand rounds. HSS nurses were interviewed and provided information about nursing quality improvement and infection control to BHG.

Laura Keegan, RN, from Dublin, Ireland, began an HSS nurse internship last spring. She joined Infection Prevention and quickly became an integral part of our surveillance process. Her duties included observing employees for compliance with hand hygiene practice and conducting audits on isolation precautions. Laura also accompanied Infection Prevention RNs on environmental rounds. Laura has already shared experience with the National Health Services system and looks forward to describing her HSS experience with her Irish peers. Laura was a bright addition to the department and we are grateful for the opportunity to work with another international counterpart.
Community Education
In 2018, the Nursing Community Education Outreach Program provided 61 health education sessions on topics such as falls prevention, osteoarthritis, osteoporosis, vaccines, eye health, nutrition, and aging to more than 800 adults in New York City. The recipients ranged from older adults at senior centers or low-income housing, to adults living with mental illness in supportive housing centers.

Students at the Young Women’s Leadership School
Photo retrieved from https://www.tywls-astoria.org/

In addition, as part of our efforts to prevent osteoporosis, HSS nurse outreach extended to the Young Women’s Leadership School in Astoria, Queens. HSS nurses provided education sessions to 451 girls in grades 6-12. The learning sessions included a description of bone growth and instructions on how to decrease risk for future osteoporosis through nutrition and weight-bearing exercise. The National Association of Orthopedic Nurses accepted a poster on this initiative for presentation at their 2019 conference.

In October 2018, additional outreach to inform the community about this important public health issue included a lecture at New York-Presbyterian Hospital, titled “Optimal Bone Health: Preventing Osteoporosis and Bone Loss as you Age” and presented by Joseph Lane, MD, and Patricia Donohue, ACNP-BC, ONP-c.

HSS Roadmap Foundation

Culture

HSS Team Training (HTT) initiated an organization-wide safety initiative designed to further strengthen prevention of medical errors. Consultants from LifeWings Partners LLC worked with HSS champions to train more than 1,100 perioperative and procedural area leaders, physicians, and staff, in the application of teamwork and communication skills.

Front line staff authored safety tools during a 3-day workshop. Updated Surgical Safety Checklist/Time Out and the new Sign Out/Debrief tools went live in our operating rooms and procedural areas during the second half of 2018. The overall interdisciplinary effort represents an unyielding commitment to achieving zero patient harm.

Nursing Newsletter
The Recruitment & Retention Committee published the first newsletter for all HSS nurses in October 2018. The quarterly “Nursing Roundup” provides information about various activities and initiatives taking place in different areas of the Nursing Department. Topics have included results of nursing surveys, dates to remember, charitable efforts in the community, new certifications, new or updated policies, and retention initiatives.

Perioperative Peer Review
HSS collaborated with New York University’s Wagner Graduate School of Public Service to assess and review our current process for providing nursing practice feedback. The project team used information from both current literature and focus groups to formulate a process to enrich the feedback content and delivery provided to peers.

The project team has developed a curriculum that includes a presentation of the information on the benefits of face-to-face feedback and implementation at HSS. They have included real life examples through video and live role-play. The perioperative team plans to begin the pilot in 2019.
HSS Roadmap Foundation

Outcomes and Performance

Academic Preparation
As part of ongoing efforts to hire the best-trained clinical staff, HSS continues to require BSN academic preparation. In 2018, the rate of BSN or higher was 99%. This rate compares favorably to the Magnet hospital mean.

![Percent of Direct Care RNs BSN or Higher Degree](chart1)

Specialty Certification
Nurses at HSS further develop their knowledge and maintain best practices through specialty certifications. Predominate certifications sought out by HSS nurses are in the practice areas of perioperative, orthopedic, medical-surgical, ambulatory care, critical care, and peri-anesthesia. The average certification rate for 2018 was 32%, which outperforms the mean rate of Magnet hospitals. Activities of the Certification Task Force include unit-based plaques listing certified nurses and underwriting of preparatory testing classes which continuously motivate nurses to higher achievement.

![Percent of Direct Care RNs with Specialty Nursing Certification](chart2)
Nursing Satisfaction
The 2018 HSS RN Satisfaction Survey results demonstrate a high level of job enjoyment and positive views about the HSS work environment. Scores for 2018 exceeded the previous 2016 results. Nurses also reported better than average satisfaction compared with Magnet hospital cohorts.

NDNQI Nurse Satisfaction Survey

<table>
<thead>
<tr>
<th>Practice Environment Scale (scoring range 1-4)</th>
<th>RN Satisfaction Scale (scoring range 1-6)</th>
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<tbody>
<tr>
<td>Nurse Participation in Hospital Affairs</td>
<td>Nurse Residency Program</td>
</tr>
<tr>
<td>Nursing Foundations for Quality of Care</td>
<td>Nurse Manager Ability, Leadership &amp; Support of Nurses</td>
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<tr>
<td>Nurse Manager Ability, Leadership &amp; Support of Nurses</td>
<td>Staffing &amp; Resource Adequacy</td>
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<td>Professional Hospital Affairs</td>
<td>Autonomy</td>
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<td>Development Access</td>
<td>RN Turnover</td>
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</table>

RN Turnover
At HSS, there is a consistent correlation between positive RN Satisfaction Survey scores and low RN turnover.

Among HSS initiatives that contribute to low turnover is our Nurse Residency Program. Residency programs are a best practice in healthcare aimed at nursing retention and workforce competency. HSS has three residencies: 1) Inpatient, 2) Post Anesthesia Care, and 3) Perioperative Services. The retention rate of nurse residents has been greater than 90% since 2015.
Service Excellence
Patients consistently report excellent care received at HSS. The 2018 overall nursing satisfaction score was 95.2 which exceeds the Magnet Hospital mean.
**Clinical Indicators**

The 2018 rate of patient falls with injury per 1,000 patient days was below the Magnet hospital mean. Thirteen falls resulted in injuries over the two-year period.

The 2018 prevalence rate of hospital acquired pressure injuries stage two or above was zero.
The 2018 rate of Central Line Associated Infections per 1,000 central line days was zero.

![Central Line Associated Infections per 1,000 Central Line Days](image)

The 2018 rate of Ventilator Associated Events per 1,000 ventilator days was zero.

![Ventilator Associated Events per 1,000 Ventilator Days](image)
The 2018 prevalence rate of intravenous infiltrations on the inpatient pediatric was zero.

The 2018 percent of completed Pediatric Pain Assessment Intervention Reassessment Cycles was 100%.
HSS Roadmap Foundation

Recognition

National Nurses Week
To honor and thank HSS nurses, we joined national Nurses Week from May 6 -12, 2018. Aligned with the ANCC, the theme was “Nurses: Inspire, Innovate, Influence.” The week’s activities included:

• A Nursing Excellence Awards Ceremony, opened with a video from Todd Albert, MD, HSS Surgeon-in-Chief and Medical Director. The keynote speaker was Colonel Corky von Kessel, Senior Vice President of LifeWings Partners LLC. Both presentations focused on the value of teamwork to maintain patient safety and thanked our nurses for their hard work and dedication to our patients.

• Stephanie Goldberg, MSN, RN, NEA-BC, congratulated the 62 nurses who became Board certified or re-certified since January 2017. She then presented the Friend of Nursing Award to Lenny Bonanno, Director of Housekeeping, to thank him for his support of nurses over the years. Eighteen nurses received Nursing Excellence Awards after being nominated by their colleagues.

Other Nurses Week activities included:

• Patient Care Assistant (PCA) Reception - this event celebrated the special contribution PCAs make towards patient care delivery. Five PCAs received the first annual Patient Care Recognition Award.

• Nursing Leadership Panel - HSS nurse leaders shared stories of their professional paths to leadership. Although each had a different journey, all described a career of personal fulfillment and privilege to serve in leadership capacity.

• Nurse Safety Presentation - Doreen Johnson, MSN, RN, ONC, and Jon Cinkay, PT MS, EP MA, CEES, conducted a skills session on methods of safe patient handling and strategies to prevent falls.
Congratulations to the following award winners that were recognized during Nurses Week!

**Patient Care Recognition Award Winners**

- Alex Alvarez, PCA
- Carmen Cabrera, PCA
- Desa Handley, PCA
- Milandro Milano, PCA
- Dave Sousa, PCA
Congratulations to the following award winners that were recognized during Nurses Week!

*Nursing Excellence Award winners*

Danielle Bianchino, RN, ONC  
Joanne Croke, RN  
Zach Dolkart, RN  
Agnes Fajutagana, RN, CNOR  
Priscila Freeman, RN  
Adero Gaudin, RN, ONC  
Claudia Gomez, RN, ONC  
Michelle Gomez, RN  
Heonjung Kim, RN, CNOR  
Stephanie Klingele, RN  
Amanda Marino, RN  
Alexandra McGraw, RN, CCRN  
Kara Naus, RN, ONC  
Ryan Racuya, RN  
Julia Rauch, RN, ONC  
Penelope Sukal, RN  
Rebecca Weinstein, RN  
Renee Wilson, RN, CCM
HSS Roadmap Foundation

Recognition

Preceptor Excellence Awards
HSS Clinical Preceptors serve as teachers and mentors to transition new practitioners to Hospital practice. Preceptors demonstrate professional enthusiasm to teach and share their knowledge with others. Preceptors play an integral role in cultivating the Magnet culture to develop new nurses and surgical technicians.

On November 20, 2018, the Nursing Department recognized several nurses and surgical technicians for their extraordinary service as Clinical Preceptors during the second annual Preceptor Excellence Awards. The Preceptor Committee selected the award winners and is composed of nurses from Inpatient, Holding, Post-anesthesia Care Unit, Orthopedic Special Care Unit, and the Step Down Unit. Congratulations to the nurses and surgical technicians for their work as Preceptors!
Preceptor Excellence Awards

Erin Walsh, RN
Ernest Begonia, RN
Samantha Ruskowski, BSN, RN, ONC
Kaitlin Baker, BSN, RN
Angela Romeo, RN
Yelena Voroshylo, RN
Emma Furlone, RN
Louise Margaret Tomas, RN, BSN
Allyson Ehle, RN
Andrea Aguilar, RN
Jyothi Mammen, MS, RN, FNP-BC
Zaira Mejia, RN
Kristen McNamara, RN

Sulma Moreno, RN
Sabrina Raghunandan, MS, RN, AGCNS-BC, CNOR
Guillermo Mendez, ST
Serena Catnott, RN
Jonathan Vispo, ST
Rebecca Cheng, ST
Heonjung Kim, RN
Melvic Humphreys, RN, BSN, CNOR
Raul Belen, ST
Keyon Patterson, ST
Anthony Bair, ST
Emelita Dela Isla, RN, MA, CNOR
Geoffery Canlas, RN
**HIMSS Recognition**

Last fall, HSS achieved the 2018 HIMSS Davies Enterprise Award for our application of health information and technology to improve outcomes. Competition for the award was rigorous and achieved by only 34 hospitals that demonstrated exceptional technology use, particularly in the context of nursing practice. The award demonstrates HSS’s ongoing efforts to employ information technology to improve patient care.

**Service Excellence**

From left to right: Patrick Ryan, Chao Wu, Keesha Holmes, Ann LoBasso, Vaughn Hansen, Latoya Benwarisingh

HSS takes pride in providing the best patient care experience. Better care is a strategic foundation of our Organization and embodies everything we do. On November 13, 2018, Press Ganey recognized HSS as a 2018 Guardian of Excellence Award® Winner. This award is a nationally recognized achievement for hospitals that sustain top 5% performance for service excellence across the span of a year. HSS has achieved the award for six consecutive years, through outstanding inpatient and HCAHPS performance. Earning this honor represents the collaborative effort by every single member of the HSS family through shared leadership.

**Bright Ideas Program**

From left to right: Stephanie Goldberg, Erin Niklinski, Vaughn Hansen, Ann LoBasso

The Nursing Department encourages team members to share their ideas. The Bright Ideas Program inspires department members to generate creative solutions to improve patient care and generate cost savings. Erin Niklinski, RN, BSN, CPAN, ONC, in the 4th Floor PACU was a Bright Ideas winner in 2018 for her proposal to create an isolation door caddy. She recommended the caddy to better organize supplies for clinical staff and offer a better first impression to patients and their families. According to Erin, the caddy serves as a visual reminder for all staff that the patient is on isolation precautions and ensures all the supplies are readily available prior to entering the room. Anticipating supplies only as needed avoids the necessity to discard unused supplies left in the room upon removal of isolation precautions.

**Professional Organization Leadership**

The Executive Board of the National Association of Orthopedic Nurses (NAON) announced a new president elect for 2018-19: Jack Davis, MSN, RN, ONC. A 39-year member of the HSS nursing team, Jack has served as a Director on the Executive Board to provide strategy and direction to meet the needs of NAON’s members. In his
new role, he will assume a broader range of responsibilities to provide national leadership and guidance for orthopedic nurses and the patients they serve. As described by Jack, “It is an honor and privilege to serve NAON whose mission is to advance excellence in orthopedic nursing research, education and practice.”

From left to right: Deb Valentine, Jack Davis

Knowledge Transfer
HSS nurses presented at the 38th Annual NAON Congress held in Albuquerque, New Mexico, in May 2018:

- Briana Damora, MS, RN, FNP, Jack Davis, MSN, RN, ONC, and Danelle Aliseo, AGNP, AHN, presented a poster entitled, “The Use of Teach-Back to Supplement the Delivery of Medication Instruction in the Orthopaedic Setting.”


- Barbara Wukovits, RN, BSN, BC, participated on a panel, “Experts at the Table: Pain Management Evidence and Strategies for Providing a Better Experience to Orthopedic Patients.”

From left to right: Patricia Quinlan, Stacey France, Shawna Townsend, Siobhan Cooney, Kellie Bryant, Eileen Thomas, Kimberly Rice