



MedStar Health

**Saluting courage and clinical  
excellence **on our front line****



**MedStar Franklin Square Medical Center**

FY20 nursing annual report

**It's how we treat people.**

# Nurse Leadership Directory

## Nurse Leadership



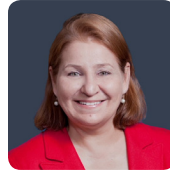
**Debbie Kisner, PhD, RN, CNOR, NEA-BC**  
Vice President, Chief Nursing Officer



**Kaylene Ross, RN**  
Multisite Director, Peri-operative Services



**Lynn Petty, MA, RN, NE-BC**  
Administrative Director, Nursing Administration, Behavioral Health, Women's and Children's



**Kathy Grzeskiewicz, BSN, RN**  
Administrative Director, Critical Care, Emergency Medicine



**Angie Amig, MA, BSN, RN, NE-BC**  
Administrative Director, Med/Surg, Oncology



**Sharon Bonner, MS, RN-BC**  
Director, Clinical Informatics

## Patient Care Managers

### Med/Surg and Critical Care



**Carletta Betz, MS, RN-BC, GRN**  
T6 Med/Surg/3SB Oncology



**Carolina C. Delacruz, DNP, CRNP, FNP-BC, CCRN-K**  
T2 ICU



**Anna Wilsman, BSN, RN**  
T3 IMC/Observation



**Priscilla Appleby, MSN, MHA**  
T4 Acute Cardiac



**Alfredo Sagisi, MS, RN, FACHE**  
T5 Neuro-Tele/Med/Surg



**Rosine Castro, MSN, BSN, RN**  
T1 Med/Surg/Renal

### Emergency



**Kari Mimnaugh, MSN, RN, CCRN**  
Emergency Department



**Natasha Belanger, BSN, RNC-OB**  
Labor and Delivery



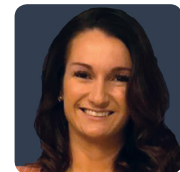
**Alexius Hall, BSN, RNC-NIC**  
NICU



**Rebecca Landreth, MS, BSN, RN**  
2SB, CAPS, CIS



**Grace De Torres, MS, BSN, RN**  
ASC, PACU, CathLab/IR, IRU



**Megan Cullum, MSN, BSN, RN**  
Operating Room, Endoscopy

### Float Pool & Vascular Access



**Courtney Schappell, MSN, RN**  
Float Pool and Vascular Access

## Leaders

### Magnet & Practice



**Gina Shelley, MS, BSN, RN, NPD-BC**  
Director, Magnet & Practice

### Ambulatory



**Erika Akers, MSN, RN**  
Director, Ambulatory Oncology

### Population & Community Health



**Patricia Isenock, MS, BSN, RN, NEA-BC, MCHES**  
Administrative Director, Population and Community Health

## A Message from Our Chief Nursing Officer



As you make your way down Franklin Square Drive these days, you can't miss the large wooden signs positioned at a few major hospital entrances, expressing gratitude for our "healthcare heroes." The signs are a reminder to everyone who passes by just how incredible the work occurring inside the walls of our buildings is, each and every day.

Truth be told, however, I've considered the nursing team at MedStar Franklin Square Medical Center to be a group of brave and courageous heroes for a very long time. 2020 simply accentuated what I already knew. The difference is that now, the rest of the world knows it too. COVID-19 has given people new perspective on not only what nurses do, but also how they do it, in a way that truly impacts others in lifechanging and lifesaving ways.

I believe our nurses are the best clinical care providers that can be found in town. Equally important is that they are kind and sensitive. They are caring and empathetic. They are committed and loyal, as they shift gears throughout their days, taking on the role of clinical provider as well as family member or friend. They truly ARE healthcare heroes!

The pride I feel as I am rounding on our units and witnessing our nursing teams do much more than just their jobs and in turn, making MedStar Franklin Square shine, is indescribable. I am beyond honored to serve as this team's leader.

With much gratitude,

*Debbie Kisner PhD, RN, CNOR, NEA-BC*

Debbie Kisner, PhD, RN, CNOR, NEA-BC  
Vice President and Chief Nursing Officer

*Some photos were selected prior to the COVID-19 pandemic. All patients and providers are expected to follow the current MedStar Health guidelines for safety including proper masking and physical distancing where appropriate. Learn more at [MedStarHealth.org/Safe](https://www.MedStarHealth.org/Safe).*

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## Leadership News and Notes



### Sue Eckert, MSN, RN, Leads MedStar Health Nursing

This year, Susan (Sue) Eckert, MSN, RN, was officially appointed senior vice president and chief nursing

officer for MedStar Health, after serving in the role interimly for six months. In this role, Sue is responsible for overseeing the practice and advancement of nursing at the system level. She focuses on optimizing standards of nursing care, clinical outcomes, nursing education, and nursing research opportunities in collaboration with the nurse leaders at each MedStar hospital.

Previously, Sue served for eight years as senior vice president and chief nursing executive at MedStar Washington Hospital Center. She is a graduate of Georgetown University's School of Nursing and also holds a master's degree in nursing from Catholic University of America.

We are grateful for the opportunity to work with Sue, and to benefit from her expertise and leadership as we build and grow the practice of nursing at MedStar Franklin Square Medical Center!



### Nurse Leadership Development Program Update

MedStar Health is committed providing ongoing opportunities for nurses to advance in their careers.

One program that exemplifies this is the Nurse Leadership Development Program (NLDP), which invites leaders with the potential to grow to participate in an 18-month curriculum with both academic and practical applications. Rosine Castro, RN, from MedStar Franklin Square was part of the latest 18-month cohort.

"It is highly motivating to be part of an organization that invests in its leaders," said Rosine. "This program is valuable because it prepares leaders for the future. It equips them to set their boots on ground and grow both personally and professionally, while also providing an opportunity to connect with other MedStar nurse leaders to share knowledge, expertise, and best practices."

### Nurse Manager Boot Camp Update

MedStar Franklin Square is putting grant dollars from the Health Service Cost Review Commission (HSCRC) to good use with the introduction of "Nurse Manager Boot Camp." The hospital's entire nurse leadership team has participated, elevating their knowledge on topics ranging from employee engagement and managing performance to decision making and facilitating courageous conversations.

"There is a lot of benefit in doing this as a team and having conversations that are unique to MedStar Health," said Debbie Kisner, RN, chief nursing officer. "Each session gives me valuable insights on the strengths of our leaders as well as areas where we have opportunities to make positive changes."

This program is facilitated through a partnership with the Maryland Healthcare Education Institute (MHEI).

# The MedStar Franklin Square Magnet Journey ... Continues!



In August 2018, MedStar Franklin Square Medical Center celebrated its third consecutive Magnet designation from the American Nurses Credentialing Center (ANCC). It was a milestone to be remembered; only about three percent of hospital nursing programs across the country achieve Magnet designation three times in a row.

"Magnet designation reflects excellence across the hospital as a whole, and every year, we are striving to get more people involved," said Gina Shelley, RN, director of the Magnet program at MedStar Franklin Square. "This is important because as we prepare for our next document submission, we need to provide more data related to patient satisfaction and Nurse Sensitive Indicators (NSIs) at our ambulatory sites."

The next Magnet documentation submission will take place in August 2022. Gina and a team of nurse leaders and Magnet ambassadors are already working hard to compile data and stories that will position MedStar Franklin Square to pursue its fourth consecutive designation. The team is documenting new innovations, process improvement projects, community events, and stories that exemplify the good work being done by nurse leaders and front line clinical providers.

"The ANCC Magnet Recognition Program encourages hospitals like ours to push ourselves further in our journey toward nursing excellence," said Gina. "It reminds us that this is an ongoing process that does not come with a 'pause' in the years between designations."

## 2019 Magnet Conference attendees:

Ruby Alimon, RN  
Missy Baumgardner, RN  
Ashley Campitelli, RN  
Heather Cox, RN  
Bridget Edmunds, RN  
Kathy Grzeskiewicz, RN  
Alexius Hall, RN  
Debbie Kisner, RN  
Heather Lyon, RN  
Jordan Manry, RN  
Jean Marquez, RN  
Lauren Masser, RN  
Taeka Murphy, RN  
Nina Prestileo, RN  
Mary Rice, RN  
Mary Ridenour, RN  
Nina Rodriguez, RN  
Susan Rohrbach, RN  
Carlos Romero, RN  
Kristy Sarzynski, RN  
Jackie Scribner, RN  
Leah Seiler, RN  
Gina Shelley, RN  
Lacey Wancowicz, RN  
Sharon Ward, RN



## Thank you!

Special thanks to our Magnet Ambassadors, whose work continues to support our Magnet journey and position MedStar Franklin Square's nursing team for ongoing success:

Rey Alimon, RN  
Ruby Alimon, RN  
Rebecca Callahan, RN  
Kristin Cammarata, RN  
Ashley Campitelli, RN  
Cynthia Card, RN  
Carol Carey, RN  
Stephanie Dawson, RN  
Grace De Torres, RN  
Josie Gorman, RN  
Mercedes Grudinsky, RN  
Mishelle Hendrickson, RN  
Patricia Isenock, RN  
Alvin Mariano, RN  
Mary Marquez, RN  
Nina Rodriguez, RN  
Sheila Ruiz, RN  
Gina Shelley, RN  
Amanda Somji, RN  
Kristy Swiger, RN  
Mordy Tusk, RN  
Ariel Woodward, RN



In October 2019, a select group of nurses from MedStar Franklin Square had an opportunity to gain a new level of understanding of how important Magnet designation is on a national and international scale. Twenty-five leaders and front line nurses representing clinical care units across the hospital attended the ANCC's 2019 Annual Magnet Conference - to commemorate the hospital's achievements and also to learn and bring new ideas back to Baltimore.

"Our group was able to take part in a combination of educational workshops and networking events, and after the conference we compared notes and key takeaways," said Gina. "We discussed what we learned, what we got out of being there, unique ideas, and best practices that we could implement at our hospital."

Bringing those ideas and best practices to life has been a key priority of the MedStar Franklin Square Magnet Ambassador team. Their charter is to keep Magnet "top of mind" along with nursing excellence and ongoing opportunities to bring nursing teams together in ways that benefit the organization as a whole.

"We are putting emphasis on bringing stories of success to the surface," said Gina. "A lot of positive things are happening out there on our nursing units, and the more we talk about them, the more pride people have in their work and all of the good things we are accomplishing."

# Reflections on Nursing Resiliency During COVID-19



Nurses at MedStar Franklin Square Medical Center have long been recognized as a powerful force. They've been positioned at the heart of the organization since its founding more than 50 years ago, carrying out the hospital's mission, with steadfast focus on its vision, and embracing and practicing the SPIRIT values that the community has come to know and value.

In 2020, nurses from every unit and department, who work on the front line as well as who support the front line, faced perhaps the greatest test of their careers. The onset of the COVID-19 global health pandemic changed the world, and the healthcare environment, as we knew it. The unknowns were substantial. The fears and anxieties experienced were real, and warranted. The need to adapt was constant. Teamwork, collaboration, and unity took on a whole new level of meaning. Leadership and open, honest, transparent communication are what guided nurses through, hour-by-hour, shift-by-shift, and day-by-day. Here, we share perspectives from leaders who believe that through it all, MedStar Franklin Square nurses demonstrated courage, perseverance, and resiliency, like never before.



## An Immeasurable Level of Humanity

"There are not enough superlatives to explain the phenomenal work of our nursing team during COVID-19. They are bringing their best, every single day, with a willingness to learn new skills, take on new roles, and demonstrate compassion for not only their patients but also each other. There is a sincere feeling of pride as everyone comes together - you can feel it. What has inspired me the most is the way our nurses have stepped into the role of family member or friend for their patients, when visitors can't come into the hospital. It is a scary time for many. Our nurses demonstrate an immeasurable level of humanity that truly exemplifies their strength, as well as their commitment to caring for our patients as if they are family. I want our nurses to know how incredibly proud I am of them."

*Stuart Levine, MD, FACP, President*



## The Return of Team Nursing

"Things began to change very quickly, and we had to pivot on a dime. The concept of 'team nursing' became critical, but many had never worked in a team nursing model before. Our team provided education on this concept. At the beginning of the pandemic volumes were low, units closed, and procedural areas such as the OR and PACU were performing emergency cases only. We asked our nurses to float to various floors and units and tried to best match the nurse's skill set with the targeted unit. Our nurses not only stepped up, but some also stepped out of their comfort zones. Everyone was so positive and willing to do whatever it would take to support our patients as well as their colleagues. Watching the team in action, with willingness to adapt, sometimes multiple times per day, made me incredibly proud to be a nurse. We did a lot of out-of-the-box thinking, and because of that, despite all of the challenges we faced, we have thrived!"

*Debbie Kisner, RN, Vice President and Chief Nursing Officer*



## A Willingness to Adapt, With Positivity

"In January, we learned about a cluster of pneumonia of unknown ethology in Wuhan, China. Although I kept an eye on updates from CDC and WHO, I didn't think it would reach the United States, let alone Baltimore. By March, COVID-19 was impacting every aspect of our hospital's operations. Policies and procedures were rapidly changing, but nurses continued to provide safe, high-quality care. I saw that they felt personally responsible for their patients and worked hard to keep them alive. Over time, reality set







in that COVID-19 wouldn't be over soon. People began to accept our "new normal" and did so with positivity and resilience. I can't express how thankful I am for our nurses. It has been a joy to watch them rise to the occasion and shine."

*Anya Abashian, MPH, CIC, Team Leader of Infection Prevention*

### **Solving Problems Through Innovation**

"The nursing team came together in many different ways and became very innovative. They developed isolation carts to store and protect our PPE and intubation kits. We started designating a nurse to serve as a "runner" during peak times. This allowed one nurse to safely care for a patient without the worry and added stress of frequent donning and doffing of PPE. What made me most proud was seeing how we all pulled together as a family. This team always had each other's backs and was quick to offer solutions to new, unprecedented problems. We also learned a lot about self-care; we are now very purposeful in ensuring every member of the team is allowed and encouraged to step away for breaks to quiet their brains and regroup."

*Kari Mimnaugh, RN, Nurse Manager, Emergency Department*



### **Committed to Providing the Best Care, Despite the Most Difficult Circumstances**

"We have discussed pandemics in classes and seminars related to emergency preparedness but most of that training was focused on supply chain management and equipment—not the management of emotional tolls and moral and ethical distress that come along with a crisis of this magnitude. Some days, we averaged 20 to 25 COVID-19 patients in the intensive care unit. We have come a long way in a short amount of time. The team has shown how much they care for one another and how they are all here to provide excellent care for the patients who need us, even in the most difficult of circumstances. I am especially thankful for my unit nurse educator, Jennifer Free; I would have never survived without her. I am incredibly proud to be known as the leader of MedStar Franklin Square's ICU."

*Carolina Delacruz, RN, Nurse Manger, ICU/Tower 2*



### **Leadership When It Matters Most**

"The surgical services staff at MedStar Franklin Square is truly remarkable and has redefined what teamwork means. Some packed sleepover bags in anticipation of staying at the hospital for extended periods of time. Others took turns providing daycare for



their colleagues' children. There was no pushback when the time came for cross training, as OR staff was needed in other areas of the hospital. The perioperative staff are heroes, as they did what was needed without question, whether it was deployment to work in other units or performing surgical procedures on COVID-19 positive patients. I want to personally thank Joseph Bunker, Colleen Lindo, Elizabeth Davis, Claudette Benson, and David Winfield for their leadership. They have provided so much support to others and have offered a soft place to land when our teams were scared and confused about how this pandemic would unfold."

*Megan Cullum, RN, Nurse Manager, Operating Room*

### Flexibility at its Finest

"While patient volumes decreased in surgery and some other areas of the hospital, there was a need for increased support in the critical care units. Our nurses were asked to be flexible. They were encouraged to work in different areas and roles, and pick up shifts on units that were unfamiliar. Understandably, that was a bit intimidating for some. But our nurses accepted the challenge, and applied what they already knew to contribute in positive and meaningful ways. They learned new skills and built new relationships along the way. I believe that our nursing team as a whole is more connected now than ever before. People have a new understanding and appreciation for the role of their colleagues. What we have experienced makes us stronger as we move forward."

*Bethen Weed, RN, Nurse Educator*



## Our Nurse of the Year—Rallen Menorca, RN



There are 1,098 nurses on MedStar Franklin Square Medical Center’s team. Each year, one claims the distinguished honor of “Nurse of the Year”—a testament to their commitment to patients, as well as the hospital’s SPIRIT values. Rallen Menorca, RN, who works in the post anesthesia care unit (PACU) was the recipient of the FY20 award.

A native of the Philippines, Rallen first joined MedStar Franklin Square as a PRN in 2007, then transitioned to a full-time position in 2016. Her career path was inspired by her desire to change people’s lives for the better. Rallen has always considered herself to be an empathetic and compassionate nurse, but says being named the hospital’s Nurse of the Year validates the notion.

“What touched me the most was that our PACU educator contacted my mom in the Philippines to let her know I won this award, and arranged for her to watch the presentation virtually,” said Rallen. “I cried when I saw her on the computer. This happened in the middle of the night, her time, but there she was. She is very proud of me and that means everything to me.”

Rallen is married to Atilano Menorca. She enjoys nature, shopping, and watching Korean dramas.

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## 2020 Carole Anne Esche Practice Improvement Award *Reconstructive Surgery Fall-Prevention Initiative*



The number of reconstructive surgery cases performed at MedStar Franklin Square Medical Center has been continuously increasing since 2017. Often, these complex procedures require repositioning of the patient intraoperatively, multiple times during a case. And while these movements are necessary in order to achieve desired surgical outcomes, in tandem, they create an increased risk for patient falls during procedures.

Together, Lauren McCourt, RN, Colleen Lindo, RN, and Angela Jaimes from the OR team worked to devise a solution; one that involves covering surgical beds with a different type of padding to eliminate unwanted patient

movement. The new material - the Pigazzi Pad, manufactured by Xodus Medical, drastically reduces the risk of patients sliding up or down on the surgical table, as repositioning occurs. Lauren, Colleen, and Angela’s efforts were recognized when the initiative was presented the 2020 Carole Anne Esche Practice Improvement Award.

“We have a responsibility to explore and adopt new practices as technology evolves and patient needs change,” said Lauren. “We can consider what has worked in the past, but also need to be open to change, when our experiences tell us that it’s necessary. This is a good example of how we are doing exactly that.”

# Nursing Service Line **Annual Awards**

During Nurses Week each year, MedStar Franklin Square Medical Center presents a series of nursing service line awards, recognizing one nurse from each key clinical area for their outstanding contributions to their work.

This year's presentation looked a bit different, in light of COVID-19. Awards were presented in September 2020 rather than in May 2020, as originally planned. And, the typical awards event that everyone looks forward to in the Kotzen Auditorium took on a new form, with smaller, more intimate presentations taking place on the nursing units. What remained the same however, was the meaning of each award presentation. Nurses selected as annual service line winners believe in MedStar Franklin Square's mission and vision, exemplify its core values in their day-to-day work, and are recognized as superior role models by their managers and colleagues.

## And the winners are ...

### Advanced Practice Katherine Wychgram, RN

*Photo not available*

Katherine (Eileen) Wychgram, RN, was presented the 2020 advanced practice nursing award. She is described by her coworkers as one of the most caring people they have ever met. Eileen strives every day to make the hospital a better place. One way this was exemplified was through her role in development of a PICC team class, designed to help nurses become more proficient in NICU line placements. Eileen is truly passionate about the safety and well-being of her patients. She values education and encourages her colleagues to be the best they can be.

### Behavioral Health Jennifer Marcurri, RN



Jennifer Marcurri, RN, was presented the 2020 behavioral health nursing award. Jen is recognized as an excellent champion for her patients. She is known for her compassionate bedside manner, and high-quality patient care. Jen

advocates for her patients while facilitating efficient and well-organized treatment. Her work ethic is excellent; she sets forth a great example for her coworkers and is always willing to lend a hand to other units when they are short-staffed.

### Critical Care Nina Rodriguez, RN



Nina Rodriguez, RN, was presented the 2020 critical care nursing award. Passionate about continuing education, Nina is described as a "forever student" with the constant drive to learn new things, viewing every situation

as a learning opportunity. Her enthusiasm and love for the emergency department is evident in everything she does. She is an active member of the education and patient experience committees in the ED, and she co-chairs the recruitment and retention committee. Despite being a "new nurse" Nina is known to function at a senior staff level. Her passion, dedication, and level of service is consistently recognized by her colleagues.

# Nursing Service Line **Annual Awards**

## Leadership Role

### Carolina Delacruz, RN



Carolina Delacruz, RN, was presented the 2020 nurse in a leadership role award. Carolina leads her team with grace and confidence, always advocating for her staff with a willingness to take on new roles and tasks.

She uplifts her staff, coordinates care with other clinical departments based on patient needs, and advocates for clinical best practices and evidence-based medicine. Carolina is an innovator who has brought her staff together in new and meaningful ways this year.

## Medicine

### Robin Douglas, RN



Robin Douglas, RN, was presented the 2020 medicine nursing award. Robin is recognized throughout her unit as an efficient, organized, and patient-centric nurse. She provides valuable information at huddles, staff meetings,

and unit practice council meetings. She is highly-respected by all members of the interdisciplinary team and is an exemplary role model to others – in her unit and across the hospital. Robin's ethical standards and her vast experience as a clinical provider position her as a natural leader. She is an excellent mentor, associate, and nurse.

## Oncology

### Mary Margaret Roberts, RN



Mary Margaret Roberts, RN, was presented the 2020 oncology nursing award. As the charge nurse at the Bel Air Oncology Infusion Center, Mary Margaret is described as “the glue that holds the center together.” She is

the nurse that staff seeks out when they have a question, and nine times out of 10, she will have the answer. She took the lead in creating a support group for oncology patients and their families that meets twice a month, and has had the opportunity to continuously connect using Zoom during the pandemic. Mary Margaret is a dedicated nurse and provides a shoulder for others to lean on. She is an outstanding leader and role model.

## Residency

### Stephanie Turner, RN



Stephanie Turner, RN, was presented the 2020 nurse residency award. She has a reputation for making everyone in the room feel welcome and comfortable, with a passion for nursing and medicine that is

unparalleled. Stephanie's colleagues say that she is a nurse who brings the complete package; she is intelligent, hard-working, compassionate, determined, and brings out the best in everyone around her. She has received notes of “kudos” for her quality of care, critical thinking, and contributions as an outstanding team player.

# Nursing Service Line **Annual Awards**

## Supplemental Staff **Jacob Russ, RN**



Jacob Russ, RN, was presented the 2020 supplemental staff nursing award. Some say he is the epitome of professionalism, demonstrating continuous dedication and passion about his career as a nurse

at MedStar Franklin Square. As a panelist for a nursing forum held at Stevenson University this year, Jacob was honest and thorough when answering questions from students. He was successful in capturing his audience's attention and making them feel comfortable and confident about their intended careers in the field of nursing. Jacob's positive attitude and sincerity is greatly appreciated by his managers and peers.

## Support Role **Susan Cottrill, RN**



Susan Cottrill, RN, was presented the 2020 nurse in a support role award. She cares for her patients with compassion, applying evidence-based practices and making good communication a top priority.

Susan is described as the kind of nurse most people aspire to be like. Her peers see her as a stabilizing force; she bolsters her department, supports her team, carries a positive attitude, and demonstrates deep respect for everyone she comes into contact with.

## Surgery **Rallen Menorca, RN**



Rallen Menorca, RN, was presented the 2020 surgery nursing award, and was then named MedStar Franklin Square's 2020 Nurse of the Year. She demonstrates a true commitment to patient care in the way she engages with her

patients prior to discharge from the PACU, going over discharge instructions carefully, answering questions, and assuring patients get their prescriptions before going home. On at least one occasion, she even used her own money for a medication co-pay that a patient could not afford. Chosen to be part of the Surgical Pavilion transition team, she is recognized as a true pillar and leader in the PACU.

## Women's and Children's **Meghan Ferrara, RN**



Meghan Ferrara, RN, was presented the 2020 women's and children's nursing award. Whether she is working at the bedside or running charge on her shift, Meghan is viewed as a supportive and compassionate leader.

She attentively listens to input from her peers and makes decisions to maximize safety for both patients and staff. One of her co-workers claimed that "when Meghan is on duty as the charge nurse, I know that we will have an amazing shift." She is known as an effective team player and one of the most skilled charge nurses in the hospital.

## Congratulating Our FY20 DAISY Award Winners

DAISY Awards are presented each year to MedStar Franklin Square Medical Center nurses who go above and beyond in their day-to-day work, or who deserve kudos for the role they played in a special event or situation, which positively impacted a patient or coworker. Nominations are accepted from patients, family members, physicians, and other colleagues, as a way of recognizing nursing excellence and the lifechanging care delivered by dedicated members of our team. Winners are nurses who demonstrate excellent clinical skills as well as an admirable level of compassion in how they care for others. Congratulations to MedStar Franklin Square's FY20 Daisy Award honorees:



**Amanda Anderson, RN,  
and Lina Lack, RN**  
Tower 1  
July 2019



**Erin Choi, RN, and  
Wanda Schwab, RN**  
Ambulatory Oncology Center  
September 2019



**Alan Baumgardner, RN**  
Float Pool  
October 2019



**William Sullivan, RN**  
Tower 2  
December 2019



This year, **Patty Walker, RN**, who led MedStar Franklin Square's DAISY committee for many years, retired. We are grateful for Patty's long-time commitment to recognizing nursing excellence and wish her much happiness in her golden years!





Left to right: Stuart Levine, MD, president of MedStar Franklin Square, Casey Michaelis, RN, *Baltimore* magazine Top Nurse, and Debbie Kisner, RN, chief nursing officer.

## Baltimore Magazine Top Nurses

For the past six years, editors at *Baltimore* magazine have conducted an “Excellence in Nursing” survey to gain perspective on nurses who are the true “shining stars” in their profession. Based on their research and findings, each May they publish a special “Top Nurses” section in the magazine, honoring those who have risen to the top, and are proving themselves to be among the best of the best.

The honorees are recognized at a special event, hosted by *Baltimore* magazine, each May. This year, the event was postponed due to COVID-19. Six nurses from MedStar Health’s Baltimore hospitals were named, including Casey Michaelis, RN, who works in the emergency department at MedStar Franklin Square Medical Center. We are proud of our nurses, and extend a special note of congratulations and thanks to Casey, for representing our hospital.

## Press Ganey— Capturing Meaningful Patient Experience Data

Patient experience data has always been collected at MedStar Franklin Square Medical Center. But how is it measured? How does the organization hold people accountable for the scores?

Those are questions that will soon come with solid answers. In January 2020, the hospital began utilizing the Press Ganey survey to capture and interpret meaningful patient experience data. Initial data is demonstrating what is going well as well as areas where the hospital can improve.

“Something as simple as asking a patient ‘what matters to you’ rather than ‘what is the matter with you’ goes a long way,” said Debbie Kisner, RN, chief nursing officer. “Press Ganey will be a valuable resource for our hospital as we strive to create the best possible experience for patients who choose MedStar Franklin Square for their care.”





# Honoring Our Longest Standing Nurse As We Mark 50 Years



In 2019, MedStar Franklin Square Medical Center celebrated its 50th anniversary. It was a time to reflect back on the hospital's history and honor those who have helped shape its path, including Marlene Cochran, RN, who is recognized as MedStar Franklin Square's longest standing nurse.

In 1954, Marlene became a student at the Franklin Square Hospital School of Nursing in Baltimore City. She graduated in 1957 and took a permanent position in the nursery for one year, then transitioned to the emergency department, which included three stretchers for patient care and a small room off to the side for a doctor to sleep. Over the years, Marlene worked on various nursing units, caring for patients with a wide range of medical issues. In 1969, the hospital relocated to Baltimore County, and Marlene's role transitioned to the new location. She worked on opening day.

"The nurses were very happy to be moving into the county, to a hospital that was brand new and beautiful," recalls Marlene. "I knew that I would continue working here for a very long time."

For Marlene, a "very long time" ended up translating into a lifetime of service. She worked as a nurse at Franklin Square for 33 additional years, before retiring in 2002. Eager to remain involved with the hospital that gave her so much throughout her career, a short while later she joined the Auxiliary. From 2005 to 2014, she served as President of the Auxiliary, and today, she remains an active member.



"If I had a million dollars, I would give it to MedStar Franklin Square. I don't, so once I retired, I loved the idea of helping raise money to support the hospital instead," said Marlene.

In recognition of Marlene's lifelong commitment, in 2014 the MedStar Franklin Square Medical Center Auxiliary Nursing Scholarship in Honor of Marlene Cochran was introduced. It was created to assist nurses or allied

health professionals further their education and foster career advancement opportunities, and honor Marlene's lasting legacy.

"It is so important that nurses continue learning throughout their careers," said Marlene. "I know from personal experience that MedStar Franklin Square is committed to helping its nurses do exactly that. This is truly a special place that I am proud to be part of."

# Surgical Pavilion

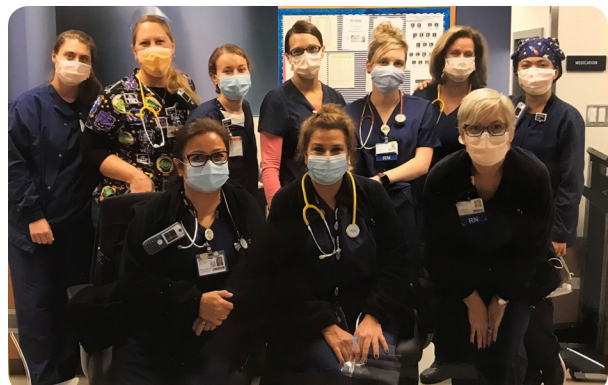
Designed and Built with Perspective from the Front Line



Throughout FY20, construction continued on MedStar Franklin Square Medical Center's brand new, 82,000-square-foot, state-of-the-art Surgical Pavilion. The facility was designed to revolutionize the process of surgical care for patients and their families, representing the next generation of MedStar Franklin Square's unwavering commitment to the community and region.

Those who work in the operating room were encouraged to take a seat at the planning table as the vision for the new Surgical Pavilion was formed. Hospital leaders, in tandem with architects and construction teams, relied on the staff who would ultimately be working in the space, and who knew best of all what was really needed, in order to streamline our environment for both work and care.

"The nursing team was very engaged in this process and was given an opportunity to provide input on everything from the design and functionality of the new space to workflow plans and color palettes as paint and furniture decisions were made," said Kaylene Ross, RN, multisite director of peri-operative services at both MedStar Franklin Square and MedStar Harbor Hospital. "It meant a lot to them. It affirmed that their voices and experiences mattered and that they had ownership in the process."



Every detail of the Surgical Pavilion was designed and built with patient experience and comfort in mind. It's warm, welcoming, and inviting. It's modern and sleek. And, it houses the latest, most innovative industry technologies, allowing for the merge of science and medicine to take place on the MedStar Franklin Square campus, every single day.

"Surgical care has continuously evolved, and space configuration models and ideals have changed along with them," said Kaylene. "What made sense and worked well in an operating room 30, 40, and 50 years ago doesn't work as well today. Every decision about how the new Surgical Pavilion is being built is intentional. Our space and workflows are optimized so that we can provide the best clinical care for our patients, while also making their comfort and experience a top priority, too."

# Technology Needs Rise in Line with the Times



Sharon Bonner, RN, director of clinical informatics at MedStar Franklin Square Medical Center, says the role of technology in healthcare took on a whole new level of importance and meaning in 2020. Acquisition of tablets and Bluestream technologies to facilitate more virtual conversations between providers and patients was not part of the original fiscal year plan, but became a critical necessity as the hospital pivoted and responded to the COVID-19 pandemic.

"We experienced a fairly rapid change, as telehealth services transitioned from a 'nice to have' service that was tapped into occasionally to a 'must have' service, that was needed by providers and patients across the organization, around the clock during the pandemic," said Sharon.

Also rising to the surface as a critical need were devices to allow patients admitted to the hospital to communicate with their families. Visitor restrictions, put in place to minimize the transmission and spread of the COVID-19 virus, meant that family members and friends could not come into the hospital to visit with their loved ones, or be part of care planning discussions



that typically take place in-person. At first, nurses were using their own personal devices to facilitate virtual conversations with families. In April 2020, MedStar Franklin Square received a series of Samsung tablets, as a longer-term solution.

"We distributed most tablets to the COVID-19 and intensive care units, along with clamps that could affix the devices to the patient's bed," said Sharon. "The nurses helped get the tablets set up, and then helped patients get connected to their families at home. Other times, they were using the devices to communicate directly with family members about their patient's plan of care, progress, and next steps."

Looking ahead, Sharon says that much focus will be on the continuous evolution and increased functionality of TC51 devices, which were distributed to nurses house-wide during fiscal year 2019. In 2020, nurses began using their devices to facilitate specimen collection processes. In fiscal year 2021, their TC51 devices will replace existing ASCOMs, functioning as a phone and also offering secure messaging capabilities.

"Technology is key as we look for new ways to innovate clinical care and stay ahead of the curve," said Sharon.

# Residency Program Paves the Way for New Nurse Graduates



MedStar Franklin Square Medical Center is committed to supporting new to practice nurses as they make the important transition from nursing student to clinical provider, working at the bedside. The Nurse Residency Program was created to support that transition, encouraging recent nursing school graduates to continue building foundational clinical skills while also making meaningful connections with their managers and peers. Those who have participated in the 12-month program attest to its value, claiming that hands-on learning experiences, coupled with opportunities to connect

with and shadow mentors and other tenured clinical providers, has boosted their skill sets as well as their confidence levels.

“Mentors play a significant role in the success of our Nurse Residency Program,” said Natasha Maith, RN, nurse residency and professional development coordinator. “We pair new nurses up with someone on their unit who is experienced and can offer collaborative training, as well as support and guidance. New nurses really appreciate having someone they can turn to when they have questions or need new perspective. The bonds that form are incredible and long-lasting.”

In 2020, many nurse residency cohort meetings were held using Zoom, making it possible for the program to continue despite social distancing requirements. Often, time was devoted during virtual meetings to the importance of self-care, as new nurses found themselves working on the front line during the COVID-19 pandemic.

“We encouraged our nurses to talk openly about how they were feeling, and what they were doing to take care of themselves as the pressure was rising,” said Natasha. “It reinforced that we are all part of one team, and here to support each other as we are navigating all of the uncertainties that come along with the pandemic.”

## Sharing Perspective with Students

In October 2019, Magnet ambassadors from MedStar Franklin Square met with approximately 100 nursing students at Stevenson University to share perspective on the nursing profession, and what it takes to succeed in today’s healthcare world. The conversation centered around Magnet designation and what it represents, the purpose and goals of nurse residency programs, and the personal journey of becoming a nurse with diverse skills and capabilities. It’s just one way that MedStar Franklin Square nurses are reaching out to make a positive difference in the community!



## ED Optimized ... Physically and Culturally

Significant changes were implemented in MedStar Franklin Square's emergency department during FY20. Many were physical, with spaces reconfigured to optimize patient throughput procedures and increase visibility throughout the unit. Many were process-based, with new systems established to improve communication and minimize the amount of time it takes for a patient to be registered, triaged, and cared for. Many were cultural, with emphasis on creating and sustaining a positive, team-based work environment, that functions efficiently even on the highest-volume, most fast-paced days.



"The ED staff was very engaged in the planning process as we began to look at how we could redesign our space to create a better experience for everyone - both patients and themselves," said Kathy Grzeskiewicz, RN, clinical administrator for the emergency department and critical care services at MedStar Franklin Square. "As our space and processes changed, so did our culture. Everyone is on the same page, and our work environment is much more positive now."

The transformation is apparent to patients almost immediately when they enter the ED. Within a few minutes of arrival, a "waiting room nurse" will connect with them to facilitate pre-registration and a brief evaluation to understand the nature and urgency of their medical need. Regardless of whether the patient is moved to a bed on the unit or remains in the waiting room, the process of care then begins. Specimen collection processes take place, lab and radiology requests are made, and some medications can be administered. And, the patient will be reassessed and given updates regularly - every two hours at minimum.



"Previously, the mindset was 'we will get to you when we can' and then you had patients waiting for long periods of time, wondering when they would receive more information or what the next step would be," said Kathy. "Now we are all on the same page, and as a team, we are focused on how we can work together to make things better for every patient. In our world, that means more frequent communication and reduced wait times."

Along with Kari Mimnaugh, RN, ED nurse manager, Kathy has also made some changes in how hiring decisions are made. The two are committed to adding staff who bring the right skill sets, fit well with the team, and demonstrate an aptitude for succeeding in the culture she and her team have worked so hard to boost.

"Hiring a new nurse is about much more than filling an FTE," said Kathy. "It's about finding a candidate whose personality will mesh well with the group and our new process models, which focus heavily on teamwork and building relationships."

## Baby Friendly Designated ... Again!



In March 2020, MedStar Franklin Square Medical Center leaders were notified that the hospital earned redesignation as a Baby Friendly® Hospital. The five-year designation, originally achieved in 2015, recognizes the hospital as a top-quality provider of maternal care, committed to optimizing infant feeding practices for every newborn baby.

MedStar Franklin Square was redesignated following an extensive on-site assessment by Baby Friendly USA representatives, conducted in January 2020. The visit confirmed the hospital is practicing the Ten Steps to Successful Breastfeeding and is compliant with The International Code of Marketing of Breastmilk Substitutes.

“The Baby Friendly initiative encourages us to increase the rate of exclusive breastfeeding through offering new moms support and education to make personal, yet informed decisions,” said Karen Corson, RN, professional development specialist. “The designation required that we rethink and reconfigure care processes during the patient’s prenatal care, as well as during labor, delivery, postpartum, and NICU experiences. It’s a big commitment but one that centers around creating the best experience for a mom and her newborn baby.”

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## Primary Stroke Center Designated ... Again!



The Primary Stroke Center at MedStar Franklin Square Medical Center earned redesignation from The Joint Commission (TJC) during FY20. The designation, achieved every two years since 2007, confirms that the hospital meets or exceeds all TJC quality and regulatory requirements, and is optimizing quality care standards for stroke patients. Additionally, in 2017, the Center earned a five-year designation from the Maryland Institute for Emergency Medical Service Systems (MIEMSS).

“When a patient experiences a stroke, immediate intervention is key; every single minute counts and impacts that patient’s ability to recover,” said Ashley Phipps, RN, stroke program coordinator. “A multidisciplinary team of ED physicians, neurologists, nurses, radiologists, and lab representatives are collaborating in our ED Stroke Process Improvement Work Group, with a goal to get every patient from the door to the needle (for clot buster medication), within 30 minutes. We are making great strides in the right direction, proven by our patient outcomes.”

# Women's Pavilion Events

Those who work in the MedStar Franklin Square Medical Center Women's Pavilion were sure to put some FUN in the mix this year, with several special events and guest appearances held to bring smiles to the faces of staff and patients alike.



# Giving Back to the Community



Nurses at MedStar Franklin Square Medical Center demonstrate their compassion and commitment to giving back to the community, all year long. Their acts of kindness touch people's hearts, serve the needy, and inspire hope.





# Posters and Presentations

## Posters:

### *Implementation of a Pasteurized Donor Milk Program.*

Chaney, C. J. (2019, September).

Presented at the 2019 National Neonatal/Mother Baby/Advanced Practice Nurses Conference, Orlando, FL.

### *Reduction of 30-Day Hospital Readmission Rates from Skilled Nursing Facilities Using Nurse-Driven Communication Bundles.*

Delacruz, C. (2020, April 6-8).

Presented at the 2020 ACMA National Case Management Conference, Chicago, IL.

### *Prevention of Functional Decline Among Hospitalized Older Adults on a Telemetry Unit.*

Henry-Thomas, N., Kozachik, S., & Appleby, P. (2019, April).

Poster presented at the 2020 NICHE Conference, New Orleans, LA.

### *Diabetes Care Continuum: Performance Improvement Reduces Readmissions.*

Isenock, P., Isenock, A., Weed, B., Smith, K., & Seshamani, M. (2019, December).

Presented at the Academy Health/NIH 12th Annual Conference on the Science of Dissemination and Implementation, Arlington, VA.

### *Childhood Obesity: Approaches to Policy Change to Improve Population Health in Baltimore County Public Schools.*

Raynor, C. (2019, November 16-20).

Presented at the Sigma Theta Tau's 45th Biennial Convention, Baltimore, MD.

### *A System-Level Approach to Improving Nurses Perceptions of Evidence-Based Practice.*

Stephenson, J. K., Mustapha, S. O., Harris, L. M., Bardsley, J. K., Hancock, J. M., McCabe, P., Sherbert, B., Greene, S., Aneni, J., & Dean, C. (2019, December 6).

Presented at the 2019 INOVA Nursing Research and Evidence Based Practice Symposium, Fairfax VA.

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## Presentations:

### *Evaluation of Maryland Nurse Residency Program Implementation.*

Trandal, S., Stephenson, J. K. & Warren, J. (2020, June 15).

Power Point presentation presented on-line for Maryland Action Coalition Summit 2020.

### *Retaining Nurse Residents with a Structured Float Pool Orientation.*

Shelley, G. & Russ, J. (2020, March 11).

Podium presented at the MNA 116th Annual Convention, Baltimore, MD.

### *Minnovations.*

Stephenson, J. K., Kinsey, S. & Brown, M. M. (2019, July 17).

Podium session presented at the July Vizient Nursing Trending Topic Webinar Online.

## MedStar Franklin Square Medical Center

# Facts-At-A-Glance

**1,098**

nurses are part of our team,  
stationed at both the hospital  
and our ambulatory locations

**\$545K**

in funding from NSP I & NSP  
II Grants supported Nursing  
Professional Development

Clinical  
Advancement  
Program Nurses

**11**

Level 3 RNs

**53**

New to Practice Nurses  
completed our Nurse  
Residency Program

**306**

COVID-19 patients  
discharged  
(as of June 30, 2020)

**10**

Level 4 RNs

**25**

Nurses attended the  
ANCC annual Magnet  
Conference

**6**

DAISY Award  
winners named

**1**

2020 Top Nurses  
Award Winner  
(Baltimore Magazine)

**5**

MedStar Health Nurse  
Sensitive Indicator  
goals achieved

# At a glance.

## MedStar Franklin Square Medical Center

MedStar Franklin Square provides comprehensive, technology-based surgical services, offering the latest, most innovative treatment for patients with a wide range of medical conditions. Other distinguished specialty service lines include: medicine, oncology, cardiology, obstetrics and gynecology, pediatrics, neonatal intensive care, behavioral health, neurosurgery, and ambulatory services.

Our \$70 million surgical pavilion was completed during the final months of FY 2020 and houses 14 operating suites, pre/post-operative recovery areas, a state-of-the-art sterile processing center, and several associate support spaces, all designed to optimize surgical processes, quality of care, safety, and patient outcomes. This pavilion caps the \$300 million campus modernization strategy that was developed over ten years ago.

The second half of the fiscal year saw the arrival of the COVID-19 pandemic. While the global healthcare crisis had a significant impact on care delivery nationally and locally, MedStar Health and specifically MedStar Franklin Square remained operational to continue to provide care to our patients. While some programs and elective procedures were paused and visitor restrictions implemented, MedStar Franklin Square was still able to deliver care, of the highest quality, in a safe environment to the members of our community who required immediate medical attention. At the same time, care was provided to those patients who demonstrated signs, symptoms, or were suspected of having COVID-19. By the end of FY20, 527 patients were tested positive for COVID (306 discharged and 221 were either still admitted, in the emergency department, ambulatory, or unfortunately passed away due to COVID). At this time, MedStar Franklin Square conducted over 4,000 tests with negative results.

Accredited by the Joint Commission, MedStar Franklin Square is certified as a Primary Stroke Center and is working on expanding into a Comprehensive Stroke Center and Comprehensive Neurovascular Center. We are proud to have earned some of the region and nation's most prestigious honors and accolades, including:

- Magnet Designation by the American Nurses Credentialing Center (ANCC) for excellence in nursing. This 4 year designation was awarded in 2018, 2013, and 2008.
- The American Health Association's "Mission: Lifeline® - STEMI Receiving Center" Gold Award.
- The American Health Association/American Stroke Association's "Get with the Guidelines®" Stroke Gold Plus Achievement Award.
- The Cribs for Kids® National Safe Sleep Hospital Certification.
- Baltimore magazine recognized 87 MedStar Health physicians as "Top Doctors" in November 2020
- Maryland Patient Safety Center's Neonatal Abstinence Syndrome Center of Excellence Award.
- Nurse Improving Care for Healthsystem Elders (NICHE) Senior Friendly

MedStar Franklin Square is recognized as one of the largest employers in Baltimore County. We also continually invest in community health and wellness initiatives. In 2019, more than \$44.6 million was allocated to community benefit programs.

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Baltimore, MD 21237  
p 443-777-7000  
MedStarFranklin.org

### MedStar Franklin Square Medical Center Facts

#### Fiscal Year 2020 Statistics

Number of licensed beds.....	338
Total number of physicians.....	769
(Employed/Affiliated).....	132/637
Number of Nurses.....	1,098
Number of Associates.....	2,488
Annual Emergency Department Visits.....	65,825
Annual Admissions.....	20,041
Annual Observations.....	7,183
Annual Surgeries (excluding clinical).....	17,478
Annual Baby Deliveries.....	2,276

#### Clinical Specialties

- Angelos Center for Lung Diseases
- Bariatric Surgery Center
- Bloodless Medicine and Surgery Program
- The Breast Center
- Center for Digestive Disease
- Center for Gynecologic Oncology
- Center for Neurology
- Center for Neurosurgery
- The CyberKnife® Center
- Diabetes & Nutrition Education Center
- Family Health Center
- Liver Evaluation Clinic -  
MedStar Georgetown Transplant Institute
- The Maryland Melanoma Center
- The Maternal-Fetal Medicine Center
- MedStar Health Cancer Network
- MedStar Orthopaedics Institute
- The National Center for  
Bone & Soft Tissue Tumors
- Neonatal Intensive Care Unit
- Primary Stroke Center
- Women's Health Center

It's how we **treat people.**

 MedStar Health



MedStar Health

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Baltimore, MD 21237

[MedStarFranklinSquare.org](http://MedStarFranklinSquare.org)