



MedStar Health

Paving the way to Magnet designation #4

MedStar Franklin Square Medical Center
FY21 Nursing Annual Report



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

Perspective from Our Leaders

"Our nurses are the anchors of our care team and they guide every aspect of our patients' care and experience during their stay. They touch our patients and their families lives in a multitude of ways, every day. None of the incredible things we do here could happen without our incredible nursing team."

—Stuart M. Levine, MD, FACP, *President*

"Our nursing team is talented, committed, compassionate, and clinically astute. They are a critical part of the care team, healing our patients in both mind and spirit."

—Mimi Novello, MD, MBA, FACEP, *Vice President of Medical Affairs and Chief Medical Officer*

"Our nursing team lives and breathes infection prevention. From advocating for urinary catheter removal and maintaining protective central line dressings, to providing surgical patients with preoperative CHG treatment, they exemplify the SPIRIT value of 'Patient First.' They work to protect patients from healthcare-associated infections, even as we face a global pandemic."

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

"Our nursing team is at the heart and soul of what we do for our patients - from community outreach to caring for the sickest patients in our ICU, to triaging everything in between in the emergency department, to caring for cancer patients into survivorship and beyond. Every day presents new challenges, and our nurses rise up to every challenge."

—Linda Rogers, RN, MBA, CPA, *Vice President of Oncology and Related Services*

"Our nurses play an integral role in our ability to deliver innovative, state-of-the-art surgical care. They are excellent partners to our surgeons, committed to optimizing the process of care as well as experience for every patient. We appreciate our nurses every day."

—David E. Stein, MD, MHCM, *Chief of Surgery, Baltimore Region*

"I often receive letters from members of the community regarding the care they received. Many times, these letters reference a nurse who paid attention to the little things—like holding their hand at a time when they were scared or offering encouragement when they were down. It is those moments that give our patients comfort, impact their experience, and create life-long memories."

—Mike Hartnett, *Vice President of Public Affairs and Marketing*

"During the pandemic, our nurses and other frontline workers have been viewed in a new light—they are our community heroes. We continue shoulder-to-shoulder with a newfound appreciation for each other and the value of teamwork. Yes, we are tired, but we are also stronger and more resilient than ever before. Our nurses are at the center of that team, representing the heart and soul of our hospital and our dedication to excellence in patient care."

—Jill Johnson, FACHE, *Chief Operating Officer*



A Note of Appreciation from Your Chief Nursing Officer

Every year, MedStar Franklin Square Medical Center produces a nursing annual report to capture our continued progress as a Magnet designated hospital. This publication is designed to provide updates on the introduction or

evolution of key nursing initiatives and programs, a recap of special events held throughout the year, recognition for nurses who were presented special awards, and much more.

As you are reading through this issue of our nursing annual report, there is one very important factor to bear in mind: all of this progress and growth took place in the midst of the global health pandemic. Yes, COVID has rocked our world. But it has not stopped our nursing team from achieving excellence, in any way, shape, or form. In fact, I think the opposite can be said. Our team has shown a level of bravery and courage, perseverance, and a commitment to leadership, teamwork, and clinical excellence that is truly second to none. And as we managed the countless challenges and obstacles associated with the pandemic, in tandem, we also maintained focus on the fundamental principles and priorities that were established for our nursing team long before we even heard the term "COVID." And that is simply ... astounding.

I am incredibly proud of each and every one of you. I appreciate you. I sincerely value your commitment to MedStar Franklin Square, and to serving our patients with the highest level of safe, quality, outcomes-based, and incredibly compassionate care.

Thank you for being you, and for going above and beyond in your day-to-day work. It makes a positive difference for everyone around you—including me.

Warm regards,

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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Maintaining Magnet Designation



Our Journey Toward Magnet Designation #4

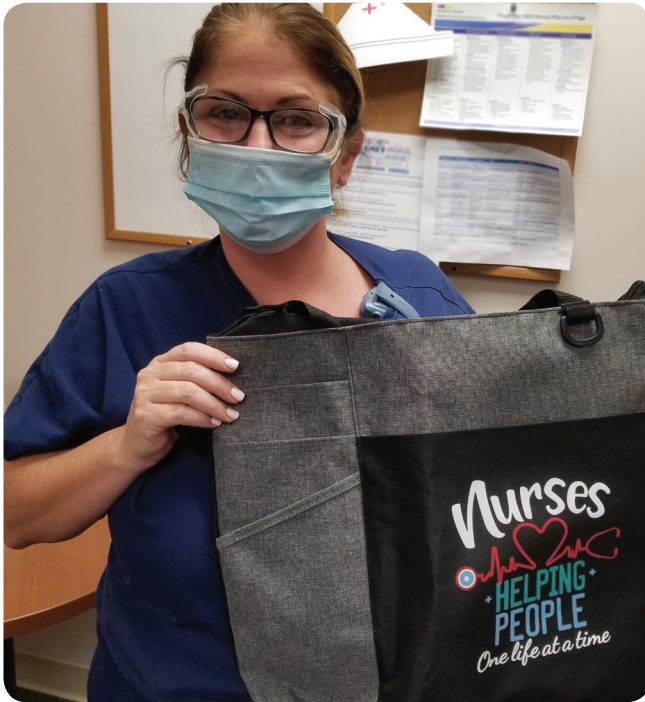
Our Magnet Ambassadors

- Gina Shelley, RN
- Mordy Tusk, RN
- Rebecca Callahan, RN
- Nina Rodriguez, RN
- Caseta Carty, RN
- Mary Marquez, RN
- Kristy Swiger, RN
- Mercedes Grudinsky, RN
- Josie Gorman, RN
- Kelly Berkemeier, RN
- Alyssa Gatchalian, RN
- Ashley Campitelli, RN
- Grace De Torres, RN
- Ruby Alimon, RN
- Rey Alimon, RN
- Andrea McDaniel, RN
- Cynthia Card, RN
- Kristin Cammarata, RN
- Patricia Isenock, RN
- Stephanie Dawson, RN

In August 2022, MedStar Franklin Square Medical Center will submit its application to the American Nurses Credentialing Center (ANCC), with a vision to earn its FOURTH consecutive Magnet designation. The application submitted will document new innovations, process improvement projects, community events, clinical case studies, and other stories that help draw a picture of what nursing excellence truly looks like at MedStar Franklin Square. Collectively, the supporting materials submitted to the ANCC will underscore the strides made by leaders, nurses, and ancillary departments, to position the hospital as one of the best places to turn for comprehensive, outcomes-based care, in the state, region, and even the country.

Application development is a significant, long-term commitment. This year, under the leadership of Gina Shelley, RN, director of nursing practice innovation and Magnet, a variety of activities and programs took place to educate and engage staff in new and exciting ways. One of the most important was preparing for and implementing the hospital's Nurse Satisfaction Survey, which took place between September and October of 2020. Nurses were incentivized to participate, with pizza parties offered to units that achieved a participation rate of 80 percent or higher, and opportunities for individuals to win raffles and other prizes. Cupcakes were at stake for whichever unit was the first to achieve 100 percent participation; that prize was awarded to the team on T5. Gina and her team of Magnet ambassadors made it a priority to get staff involved and excited to participate with an education cart that roamed the hospital floors, offering fun prizes for those who answered questions and committed to participating in the survey.





Motivating participation in the Nurse Satisfaction Survey was step one. Assessing the results was step two. A total of 761 of the 908 eligible registered nurses participated in the survey, with 15 of 26 units outperforming national benchmarks.

“The survey is a critical component for our next application, as it is a new ANCC Magnet application requirement,” explained Gina. “But equally important is that the input we get from our nurses on this survey helps us identify what we are doing really well and where we have opportunities to improve. We genuinely value the perspectives of our nurses and want to do everything we can to make their work environments and experiences positive.”

761

Number of nursing satisfaction surveys completed

79%

Average unit response to nursing satisfaction survey

“We want more people to be part of the Magnet journey, so creating touch points with people that are fun and engaging is important.”

—Gina Shelley, RN, Director of Nursing Practice Innovation and Magnet



The Pathway to Magnet Designation #4

2018 Designation and Launch

- ✓ MedStar Franklin Square receives Magnet designation #3
- ✓ Journey to Magnet designation #4 begins

2019 Year 1 Interim

2020 Year 2 Interim (Interim Monitoring Report Due)

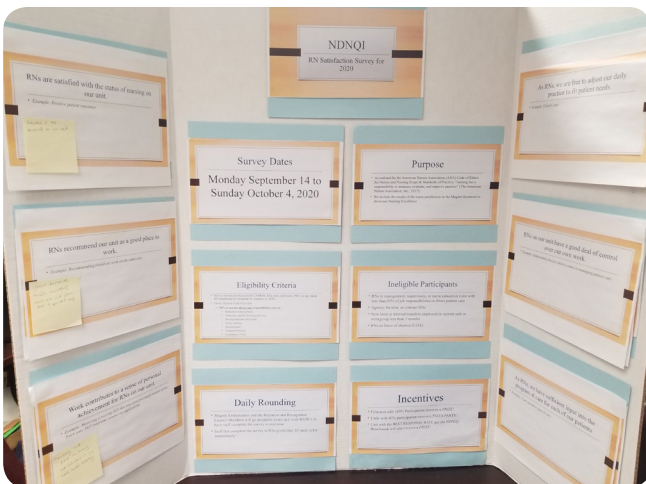
- ✓ Nurse leadership education and reporting table
- ✓ CNO attestation letter
- ✓ Nurse satisfaction update
- ✓ Nurse Sensitive Indicator update
- ✓ Nurse research table
- ✓ DDCT report

2021 Year 3 Interim (Required materials delivered to ANCC in August; pending review)

- CNO resume
- Hospital organization chart
- Nurse team organization chart
- Nurse satisfaction database
- Nurse Sensitive Indicator database
- Patient satisfaction database
- IRB attestation letter
- Nurse leadership education and reporting table

2022 Year 4 Redesignation

- Document submission (all previously listed materials)
- Unit level crosswalk
- Additional written documentation
- Magnet stories (60 total)



Continued Resilience in Navigating the COVID Pandemic



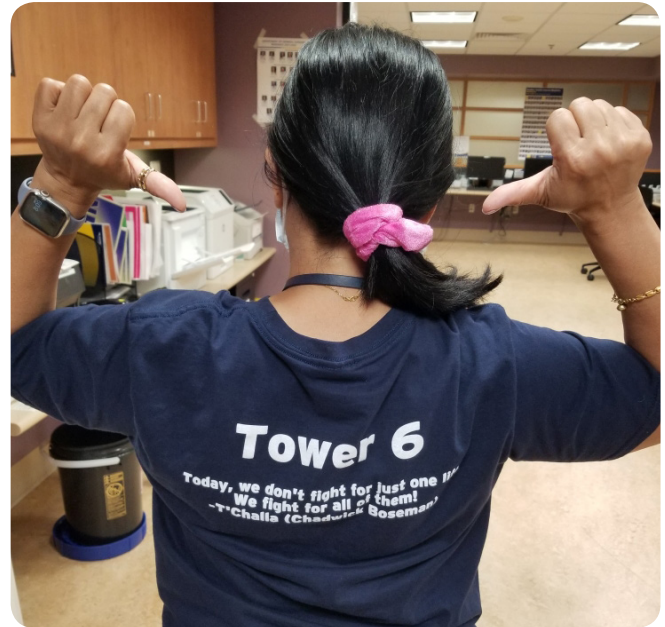
In fiscal year 2020, the COVID pandemic began, and nurses at MedStar Franklin Square Medical Center began a journey that no one could have predicted or envisioned, prior to that time. In fiscal year 2021, that journey continued. And while new challenges presented, the need for flexibility and adaptability remained, and nurse resiliency became the most dominating theme. MedStar Franklin Square's nursing team proved their strength, courage, and commitment to teamwork through COVID spikes, peaks, and valleys.

"At a time when many people had the option to stay home and remained confined, for their safety and that of their family, nurses had no choice but to continue coming out, coming to work, and risk being exposed," said Debbie Kisner, RN, chief nursing officer of MedStar Franklin Square. "It's hard to explain the number of emotions our nurses have experienced through the pandemic. There have been very high highs and very low lows. When we said 'this is what our patients

need,' they did whatever was necessary, often stretching the limits of the job they were hired to do. I am humbled by and incredibly proud of this team."

For long periods of time, the hospital's daily COVID census ranged from 80 to 90 patients. At one point, that number rose to 104 confirmed cases, making MedStar Franklin Square the busiest hospital in the state of Maryland in terms of COVID volumes. Treating patients with the virus was one thing. Adapting and taking care of colleagues as they became ill, was another.

"Sometimes in a moment's notice, we would have six people with symptoms, in quarantine," recalls Debbie. "It was not easy, but we made it work, and we made sure our team members were taken care of. The level of support I witnessed among teams is what has made me most proud."



A Unit Dedicated to COVID Care

Early on in the pandemic, Tower 6 (T6)—known as the surgical care unit before the hospital opened its new Surgical Pavilion—was established as MedStar Franklin Square’s “dedicated COVID unit.” While the intensive and intermediate care units took patients in need of a ventilator, the 48 beds on T6 were designated for patients diagnosed with COVID, but whose conditions were relatively stable.

“During the summer months, COVID numbers started to drop, so a lot of staff assigned to assist in our unit returned to their normal units and functions,” said Jessica Johnson, RN, professional development specialist. “Then the COVID numbers began to spike, and we had to find new ways to get the same work done, but with less people on the unit to accomplish it.”

Nurses were innovative in coming up with new ideas to accomplish exactly that. For example, the team began placing equipment carts outside of patient rooms, containing frequently needed supplies such as gloves, oxygen masks, gauze, and hygiene items. The need for team huddles, multiple times per day, continued, as a way of updating staff on organizational policy changes and CDC guidelines, and also opening a door

for them to talk about where help, guidance, support, and extra hands were needed.

“Our bedside nurses were clearly tired and worn down after living in the pandemic for so long, but they stayed loyal—to their jobs, to each other, and to MedStar Franklin Square, through it all,” said Jessica. “I am incredibly proud of our team.”



Expanding Critical Level Care During COVID Spikes

In the midst of very high COVID acuity and volumes, one major change that took place was expansion of MedStar Franklin Square's ICU bed capacity. This was accomplished by converting what is typically a 27-bed ICU with 15 stepdown beds into a 42-bed ICU. In addition, the hospital added 12 ICU beds to its intermediate care unit, providing 54 ICU-level beds capable of providing care for COVID patients.

"Finding space to take care of patients is one thing," said Jennifer Free, RN, nursing professional development specialist in the ICU. "Finding enough staffing to provide intensive level care for those 54 patients is another. Identifying new resources was key, and we tapped into the skills of our own team members as well as agency nurses, to make it happen."

Adding to the mix of complicating factors to manage was that many COVID patients required proning as part of their treatment plan. Patient proning is a complicated procedure that requires participation from an entire team of providers—from nurses and physicians to respiratory therapists. Many who were part of the process had been trained on how to prone patients in the past, but had never actually performed the procedure before the pandemic began.

"It was inspiring to see groups going in together, relying on each other, and learning as they went," said Jennifer. "Patient needs that were once rare became everyday occurrences. As a result, our nurses learned new skills and gained a lot of confidence. They took a lot of pride in their work and were committed to doing whatever was needed to help each patient."

Jennifer O'Donnell, RN, permanent charge nurse in the IMC, played an instrumental role as patient care units transitioned. Prior to COVID, her unit included 24 IMC beds and 24 observation beds. Today, all 48 are IMC beds, and the change is permanent.



"We offer specialized care at MedStar Franklin Square that some other hospitals don't, so transfers to this hospital are common for more critically ill patients," said Jennifer. "Without a doubt, acuity has increased. We are seeing more high-risk patients, who require more complex medication and treatment."

Jennifer explains that agency and temporary nursing resources have been incredibly helpful in filling gaps and assuring staffing is sufficient, to meet the demands.

"I think it says a lot about our culture," she said. "We have welcomed and appreciated travel nurses, and their commitment to helping us and being an important part of our team during these hard times. Nurses are known for rolling with the punches, and ours have done exactly that during the pandemic. They have learned a lot, thought out of the box, and remained open-minded. It's why we have been able to manage COVID so efficiently."

Impact in the ED

COVID has created intensity in all healthcare environments, and the emergency room is certainly no exception. In many cases, patients presenting in MedStar Franklin Square's ED did so with more acute needs than normal, simply because they delayed seeking care in the midst of the pandemic.

"Understandably, people have wanted to avoid coming into the hospital, in fear that they would increase their chances for exposure to COVID," said Kathy Grzeskiewicz, RN, administrative director in the ED. "We had to assume every patient who did come through the door may potentially have COVID. We put processes in place to administer rapid PCR testing, with results available in two hours, to ensure patients are routed to the right unit for the type and level of care needed."

Another major impact during the pandemic is that patients presenting in the ED have done so alone—without family members and loved ones there to support them, physically and emotionally, due to visitor restrictions in hospitals. Nurses have done a tremendous job in providing that support, in addition to facilitating

comprehensive medical care. They made it a priority to communicate with family members and answer their questions. Sometimes they were the only person in the room, offering comfort to a patient in their last moments.

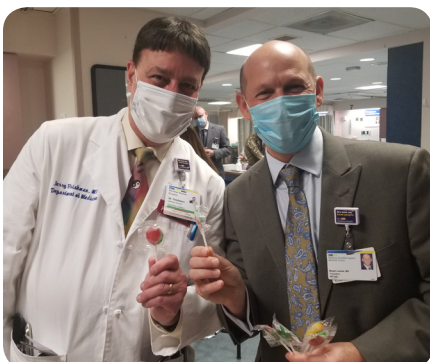
"It has been an incredibly intense time for everyone, and some days we have felt like there is no end in sight," said Kathy. "But despite the stress, emotions, exhaustion, and very hard days, this team has stepped up and continued to move forward. They have adapted to constant changes, supported one another in amazing ways, and been the gatekeepers of patient care. I am amazed by our nursing team and their ability to demonstrate their true value at a time when all eyes are on them."

COVID Vaccination Clinic

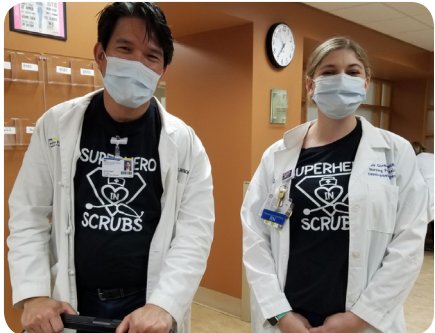
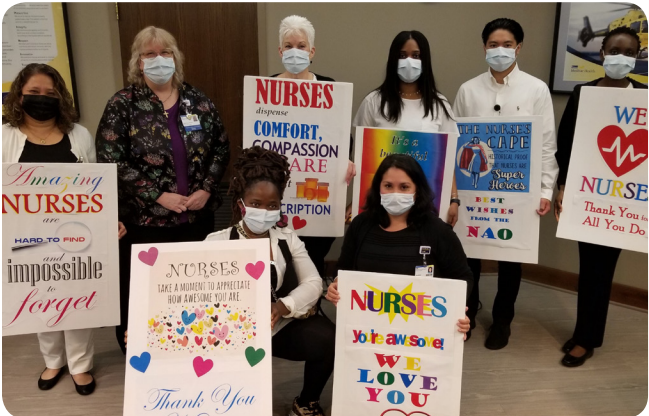
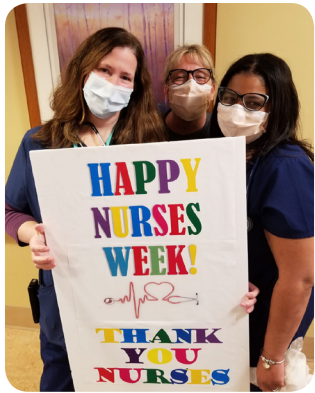
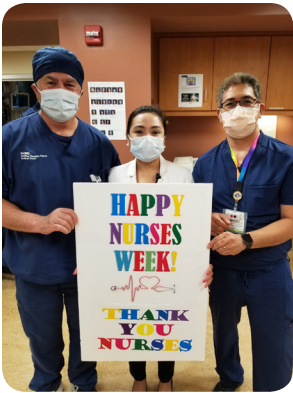
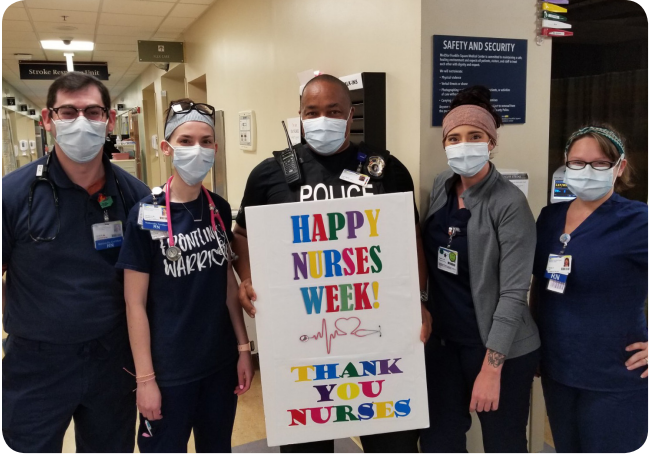
On December 15, 2020, MedStar Health officially opened its COVID vaccination clinic, with leadership support from Kim Meehan, Dan Hakim, Gina Shelley, RN, Sharon Bonner, RN, Josh Ryan, and Tim West. This team of leaders was formed based on their operational background and experience, and clinical skills. By the end of January, 3,000 vaccines were administered to associates, and that number increased to 7,968 by the end of April.

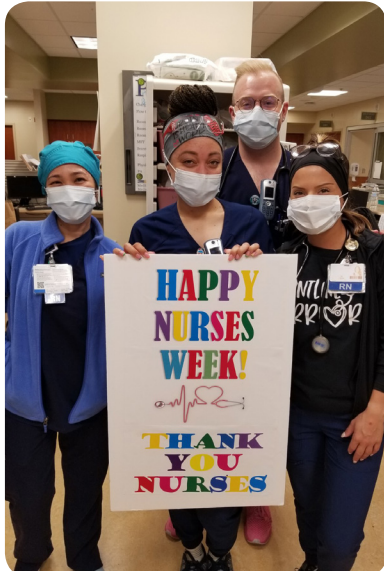
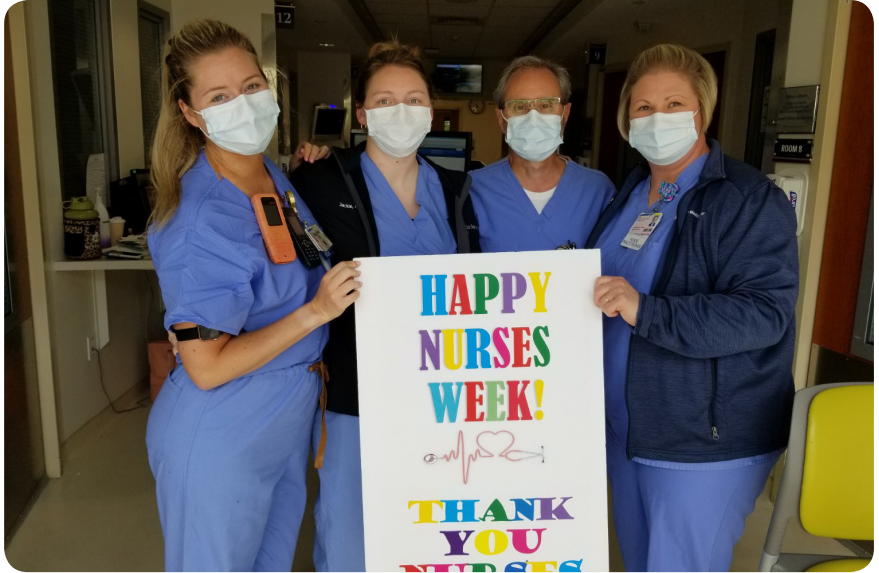
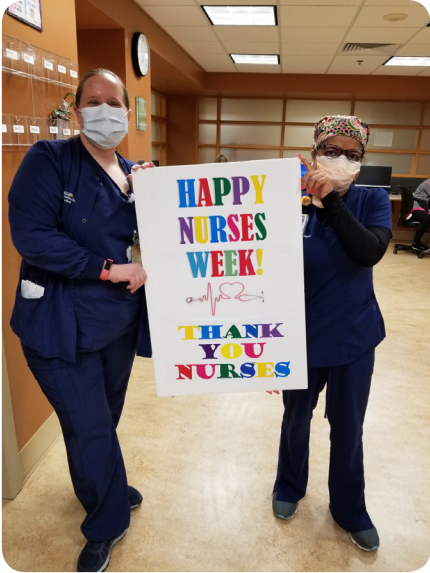
In tandem, in January, the vaccine center began administering vaccines for the community, in line with eligibility requirements outlined by the CDC and vaccine availability. By the end of April, more than 14,000 community vaccinations were administered.

As new vaccine centers were established across MedStar Health, MedStar Franklin Square leaders were called on for their knowledge, expertise, and perspectives, to support the creation of efficient workflows and staffing matrixes in other locations.



Nurses Week 2021





Nursing Awards

Nina Rodriguez, RN, Named 2021 Nurse of the Year



Nina Rodriguez, RN, says that working in a hospital emergency department is a bit like “detective work.”

“You never know what will come through the door and you need to be prepared for anything,” she said.

In May 2021, Nina was recognized as MedStar Franklin Square Medical Center’s nurse of the year—an honor

bestowed on just one nurse annually, and presented to an individual who consistently goes above and beyond the call of duty. She was nominated for the award by several colleagues, who describe her as an amazing team player and departmental leader who is truly passionate about generating the best possible clinical outcomes and experience for her patients. One of those nominators was Casey Michaelis, RN, Nina’s preceptor when she joined the emergency department, and an ongoing mentor and friend.

“Few nurses accomplish in their careers what Nina has done in a short time,” said Casey, in her written nomination. “She is the nurse you would want to take care of your loved one, represent you in a meeting, work with you in the trenches, teach your daughter, or lead your team. She makes me proud every shift.”

Nina has been employed by MedStar Franklin Square for ten years and has worked in the emergency department for the past five. She chairs both the Retention and Recruitment Council and the Unit Practice Council, and is actively involved in other emergency department committees, Magnet councils, and professional development programs. Additionally, she has taken on the role of preceptor to support and guide new-to-practice nurses, as well as those new to the unit. It’s a job she genuinely loves and feels fortunate to have.

“Nursing is my calling,” said Nina, who earned her nursing degree at CCBC Essex and is currently pursuing a RN to MSN program, with a goal to someday pursue nursing leadership opportunities. “I love taking care of patients and being someone they can rely on for help when they are sick or hurt.”

Nina says working for a Magnet designated hospital has been valuable as she has grown in her career. She appreciates having a voice that is heard, and opportunities for continued education and training. Last year, she was invited to participate in the American Nurses Credentialing Center’s annual Magnet conference. Remarks from the keynote speaker resonated strongly with Nina.

“His message was focused on how and why happy caregivers result in happy patients. It’s true, and a theme that drives the way I approach my work every single day,” she said.

In her free time, Nina and her husband, Christopher, enjoy trying new foods at local restaurants, and traveling.

Carole Anne Esche Practice Improvement Award



Beanca Cummings



Jessica Schneehagen, RN



Colleen Lindo, RN

This year, MedStar Franklin Square Medical Center's Carole Anne Esche Practice Improvement Award was presented to Jessica Schneehagen, RN, from surgical services. In collaboration with her colleagues, assistant nurse manager Colleen Lindo, RN, and certified surgical technician Beanca Cummings, Jessica worked to establish a new sterility protocol for thoracic surgical cases requiring conversion from robotic to open, in the event of an emergency. Their goal was to establish a practice change that would reduce the time needed to make the conversion, without extending OR turnover time.

"We don't expect things to go wrong, and they rarely do during a robotic thoracic surgical case," said Jessica. "But if and when they do, we need to be prepared to act quickly."

Through the newly-established protocols, the timing impact, when a robotic thoracic surgery must convert to an open procedure, is a mere 3.9 minutes.

"Educating our team and assuring everyone is clear on the right steps to take, quickly, is key," said Jessica. "It is an honor to win this award for a project we are very proud of."

Nursing Impact Awards

Three MedStar Franklin Square Medical Center nurses were honored this year as winners of the MedStar Health Nursing Impact Award: Aimee Kocent, RN, Cathy Young, RN, and Debbie Heaps, RN. The prestigious award recognizes nurses who lead process improvement and practice development initiatives, with a commitment to achieving system nursing goals.

Both Aimee and Cathy played instrumental roles in managing MedStar Franklin Square's COVID vaccination center for associates. They supported planning and registration as well as the vaccine administration process, with a goal to get associates vaccinated as quickly as possible. They also provided support to the community vaccination program once it was deployed.

Debbie took the lead in implementing changes to competency criteria for nurses who administer inpatient chemotherapy in the ambulatory oncology clinic (AOC). Debbie presented research to nurse leaders to justify competency completion based on the number of chemotherapy/biotherapy units administered, rather than the number of hours spent working in the clinic. The change has streamlined the chemotherapy certification process and reduced costs, while continuously prioritizing patient safety.

Congratulations Aimee, Cathy, and Debbie!



Aimee Kocent, RN



Cathy Young, RN



Debbie Heaps, RN

Annual Nursing Service Line Awards



Nurses Week is a time to recognize those who go above and beyond the scope of work outlined in their job descriptions, to make meaningful difference for others—patients, coworkers, leaders, the organization as a whole, and the community at large. Every year, MedStar Franklin Square Medical Center presents annual service line awards to nurses who have done exactly that. They are the nurses who are viewed as role models for others to follow, and who exemplify the hospital's SPIRIT values in their day-to-day work. Congratulations to our fiscal year 2021 award winners—whose dedication to the profession of nursing and the delivery of compassionate care is superior.



Mary Marquez, RN **Nurse Residency Award**

Mary is a new-to-practice nurse who can be counted on to do more than what is expected of her. She often participates in community programs and initiatives offered by the hospital. She is part of the Magnet Ambassador Council and actively supported every community outreach activity this year—from the annual backpack and toiletry drives to the flu shot clinic and COVID testing and vaccination centers. While new-to-practice nurses were not expected to assist with COVID testing and vaccinations, Mary was among the first to volunteer. Additionally, she is a mentor for nursing students at Stevenson University. Mary has expressed that she “simply

likes to help out” and her commitment to doing so is inspiring others to do the same. Her positive ‘can do’ attitude, friendly demeanor, and willingness to pursue learning opportunities is contagious. Mary is a true asset to MedStar Franklin Square.



**Sara Stinebaugh, RN
Behavioral Health Award**

Sara understands the importance of giving every patient on the CAPS unit time and personalized attention. She approaches her job fearlessly and is talented in offering

support to patients that is quick and therapeutic when confrontation presents. Additionally, Sara is a trusted and valued team worker. She never hesitates to help out with meals, group documentation, vitals, and complex situations that require creative problem solving. Sarah is a preceptor for new nurses on the unit and is a go-to resource when new technologies are implemented. She recently developed a new medication consent process for use during patient admissions, and has led several practice improvement initiatives, including revisions to the unit's daily assignment sheets and development of an acuity tool for CAPS and 2SB. Sara brings out the best in others and makes them feel good about the work they are doing.



**Jackie Scribner, RN
Medicine Award**

Jackie is known as a nurse who is always ahead of her game, and who is proactive in identifying potential issues and solutions before they even arise.

She believes strongly in empowering others to do their best. Most recently, she led the relaunch of the Tech Council, with focus on clinical and professional development opportunity, as well as the importance of self-care. Jackie is a tremendous advocate for education and has been instrumental in ongoing central line management training efforts to optimize IV placement and blood draw processes. She is a leader in the hospital's Road Runner Project, NICHE program, and Hospital-Based Care Associate Council. Additionally, Jackie was part of the "No Senior Eats Alone" program and launched a "unit cleanup" project, as a way of promoting an organized, efficient, and optimized work environment for all.



**Nina Rodriguez, RN
Critical Care Award**

Nina is recognized as a nurse who thinks critically and long-term about the needs of her patients. She considers the needs of her patients beyond their time in the emergency room and works collaboratively

with her colleagues to deliver well-rounded, patient-centric care. Nina heads the Retention and Recruitment Committee and also took the lead in deploying the "Golden Urinal Awards" in the emergency department—a concept she learned about at the Magnet conference, to boost associate morale and pride. She has also worked to develop a staffing matrix for the emergency department, to assure the right resources are available based on census and patient acuity. Nina is a valued preceptor with exceptional awareness and leadership skills.



**Stuart Goldstone, RN
Oncology Award**

Within the oncology department, Stuart (Stu) is known as a MedConnect guru and super-user. His expertise has been valuable in working with providers both

inside and outside of MedStar Health, to assure patient orders are received and documented properly. As permanent charge nurse at Loch Raven, Stu makes patient education a priority. He teaches both in-person and virtually, and prepares a chemotherapy binder for patients to reference during and after each meeting. He explains complex information in simple and empathetic ways, with a goal to help patients and their families understand what to expect and when to call their provider. Stu is an admirable leader who goes above and beyond.



**Chinyere Oriaku, RN
Supplemental Staff Award**

When MedStar Franklin Square opened overflow units to streamline patient care and throughput during COVID, Chinyere (Chiny) was quick to respond in offering a

much-needed layer of support on nightshift. Her impact was immediately noted when a patient previously treated at a non-MedStar hospital required emergent transport to MedStar Union Memorial. At 4 am, without hesitation, Chiny worked diligently to track down the patient's critically necessary medical records from the outside healthcare organization. It's one example of how Chiny's commitment to excellence in nursing has shined this year. She is a valuable asset and resource for nightshift float pool staff, providing unconditional support on overflow units and for her colleagues across the hospital.



**Heather Spivey, RN
Women's and Children's Award**

Time and time again, Heather proves her commitment to doing what is best for her patients. For example, when one of her

patients was experiencing some medical issues and an EKG was ordered, Heather remained on the unit even after her shift ended, to read the EKG and be involved in decision making regarding the patient's plan of care. Her concern for her patients and their well-being, while on the unit and after discharge, is constant and genuine. For this reason, Heather is recognized as a leader and role model by her team, and a caring and compassionate nurse by her patients.



**Lauren McCourt, RN
Surgical Services Award**

Lauren is a nurse who has brought tremendous value to MedStar Franklin Square's gender affirmation service line. She is a compassionate resource in the operating room for patients—taking the

time to ask what kind of music they would like played before they go to sleep and offering words of encouragement to those who may be experiencing fear or anxiety, prior to surgery. As a charge nurse and preceptor, Lauren is also a resource and advocate for her colleagues. She provides information to the surgical services team on how to deliver sensitive, optimized care for gender affirmation patients. Additionally, she has guided the implementation of innovative tools and processes to assure patient safety in the OR, including adoption of the Pigazzi pad and a concentric dilator for gender affirmation cases. Lauren is a solutions-focused nurse who is known to always be smiling.



**Neil Delimont, RN
Advanced Practice Award**

Neil works in MedStar Franklin Square's newborn nursery and sets a positive example for others every day. Families recognize him as a

friendly and professional nurse who treated them with respect, and explained complex medical information in ways they could easily understand. Additionally, Neil is known for performing meticulous clinical assessments to aid in the diagnosis of serious medical problems in newborns such as soft heart murmurs or weak femoral pulses. His diligence often assures early detection of issues that require prompt and sometimes critical medical attention.



**Jessica Johnson, RN
Support Role Award**

Jessica has been long recognized as an excellent trainer and educator, with particular focus on NICHE and fall prevention initiatives. This year, her roles and responsibilities

shifted in light of the continued COVID pandemic and leadership changes on her unit. Jessica supported staff through difficult transitions and worked diligently to help her team maintain their energy and passion with a 'move forward with grace' mantra. Staff members see her as the one who is there through thick and thin, the one who always sees the good in others, and the one who can make almost any situation better by finding reasonable solutions to virtually every problem that presents. Jessica genuinely cares for her staff and their well-being and is a tremendous asset to MedStar Franklin Square's nursing team.



**Grace De Torres, RN
Leadership Award**

Grace is known as a kindhearted person who is approachable, always willing to listen, a problem solver, and someone who is willing to step in, in any

capacity, to help staff, leaders, and patients. She epitomizes leadership through managing and participating in countless strategic initiatives. This year, Grace played a key role in the opening and transition to the hospital's new Surgical Pavilion. Additional priorities included zero CAUTI, neuro endovascular service line implementation, ERAS protocol development, surgical site infection reductions, first case OR start time changes, pre-op documentation optimization, pain management infusion protocols, same-day surgery PT and OT evaluations for joint patients, the SHARPSs committee, and promotion of continuing education for staff. Grace sets a positive example for others nurses to follow, each and every time she comes to work. She is leader we are proud to call our own.

Congratulating DAISY Award Winners

In 1999, The DAISY Award® for Extraordinary Nurses was established by a family who experienced first-hand just how important excellence in nursing is, for patients in need. Their loved one, Patrick Barnes, passed away while battling an autoimmune disease following an eight-week-long hospitalization. Their goal was to honor Patrick's memory, as well as outstanding nurses who make a positive difference.

Today, more than 4,800 healthcare facilities and schools of nursing in all 50 states and 28 other countries present DAISY awards to their nurses. MedStar Franklin Square Medical Center is one of them.



Mary Chalkias, RN

ICU

Presented August 2020



Kate Schley, RN

Mother/Baby

Presented December 2020



Jennifer Gunning, RN

ICU

Presented March 2021

Top Nurses Honored by Baltimore Magazine

Every year, nurses, their leaders, and their employers eagerly anticipate seeing the May issue of *Baltimore* magazine hit the newsstands. It publicly recognizes “the best of the best” when it comes to nurses across Baltimore, based on feedback from peers, supervisors, and patients who have been cared for. In 2021, *Baltimore* magazine’s “Top Nurses” list included 105 names. Twenty-five of them work for MedStar Health, and five of them call MedStar Franklin Square Medical Center home.

Congratulations to Kathy Grzeskiewicz, RN, Heather Lyon, RN, Jennifer O’Donnell, RN, Gina Shelley, RN, and Chanelle Tang, RN, who were named winners of this prestigious award, and proudly recognized our hospital. And special thanks to Kaylene Ross, RN, from MedStar Franklin Square, and Amy Alsante, RN, from MedStar Harbor Hospital, nurse leaders who served on *Baltimore* magazine’s nomination review and award selection panel this year.



Poster and Podium Presentations

Poster Presentations

McCabe, P., Bardsley, J., Zipp, J.S. (2021, May). *System-wide evidence-based practice changes: a nursing research council’s approach to collaborative support*. Virtual poster session presented at the 2021 MedStar Health–Georgetown University Research Symposium, Online.

Goodwin, J., Zipp, J. S., David-Sherman, E. & Warren, J. (2021, May). *Development of a transition to a nurse residency program and toolkit*. Virtual poster session presented at the 2021 Maryland Action Coalition Summit, Online.

Shelley, G., Hakim, D., Meehan, K., & Bonner, S. (2021, May). *Innovative initiatives to lead a hospital-based vaccine center for associate and community populations*. Virtual poster session presented at the 2021 Maryland Action Coalition Summit, Online.

Jacobson, K., Case-Cook, B., Zipp, J. S., Brown, J. W. (2021, April). *Proximal intercessory prayer for pain and anxiety: A review of the literature and trial design*. Virtual poster session presented at the 2021 Christian Medical & Dental Association National Convention, Online.

Delacruz, C. (2021, June). *Development and evaluation of a nurse practitioner-directed nurse-driven communication bundle to reduce hospital 30-day readmission rates from skilled nursing facilities*. Virtual poster session presented at the 2021 American Case Management Association National Convention, Online.

Podium Presentations

Shelley, G., Seiler, L. & Weed, B. (2020, October). *Collaboration counts: Nursing practice, education, and informatics partnership*. Virtual Spotlight Speaker session presented at the Maryland Nurses Association 117th Annual Convention, Online.

Unified as a Surgical Services Team



In August 2020, MedStar Franklin Square Medical Center opened its brand new, 82,000-square-foot Surgical Pavilion, positioned between the hospital's main entrance and emergency department. The surgical team prepared well for the transition to their new workspace; not only did they take part in construction planning discussions, they also guided decisions on workflows and processes, and where supplies and equipment should be stored. They took tours of the space, underwent training, and studied site photos, ahead of move day.

"Our transition was very smooth, despite the fact that it took place in the midst of the pandemic," said Grace De Torres, RN, pre-op/PACU nurse manager. "Before we worked in silos. There was a lot of anticipation and excitement around our ability to begin working as one connected, cohesive surgical team."

Since opening, opportunities to streamline and work efficiently have been abundant. The surgical team is connecting and communicating daily. OR and PACU teams see and understand one another's challenges and perspectives in new ways. And problem solving has become a unified effort.

"We have a morning meeting, daily, to assure everyone understands the plan for the day," said Megan Cullum, RN, operating room manager. "We talk about the schedule, patient volume changes, how to handle staffing issues, and any patient experience issues that need to be addressed. We



have adjusted to so many changes over the past two years, and the result has been a true sense of teamwork and bonding."

In addition to opening the new Surgical Pavilion, MedStar Franklin Square has invested in a helipad and new diagnostic testing equipment, to increase access and enable expedited care delivery for patients who require surgery. These investments, coupled with the hospital's commitment to growing key service lines in alignment with community needs, are positioning MedStar Franklin Square to pursue designation as a Surgery Center of Excellence.

"Our surgical services team works hard, is engaged, and is committed to building new skills and continuing to grow," said Kaylene Ross, RN, clinical administrator for surgical services. "I am proud of this team and its dedication to serving each other and our patients."

The Direct Connection Between Staff Engagement and Patient Experience



Optimizing the patient experience has always been important at MedStar Franklin Square Medical Center. But today, it's a key strategic priority. In January 2020, the hospital relaunched a partnership with Press Ganey to enable the collection of meaningful data and perspective from patients, following their care. Press Ganey surveys help hospital leaders understand patient satisfaction levels, and the steps that can be taken to improve them. Momentum was strong... and then a global health pandemic began.

"Understandably, priorities had to shift during COVID," said Rachael Akshar, who joined MedStar Franklin Square as director of patient experience in February 2021 after previously working at MedStar corporate headquarters. "It was clear that we would eventually need to reset and reintroduce our patient experience and satisfaction program."

In March 2021, MedStar Franklin Square did exactly that. A formalized patient experience committee comprised of nurse managers, representatives from various ancillary departments, and hospital leaders was introduced, and education and training became a reestablished priority.

"It is important for staff to understand our current state as well as our goals, and exactly why patient satisfaction is so important," said Rachael. "We also wanted leadership to hear from staff about what works well, what doesn't, and where they need the most help."

Since April, meetings focused on patient satisfaction scores, their meaning, lessons learned, and opportunity to improve, have been held regularly on units across the house. Alfredo Sagisi, RN, nurse manager on T5, says the connection between staff engagement and patient experience is key. He has implemented a series of cultural activities to make staff on his unit feel they are part of a cohesive team—even a family.

"When we take care of each other, we also take better care of our patients."

—Alfredo Sagisi, RN, Nurse Manager, T5

Across the hospital, nurses play a critical role in creating and optimizing patient experience.

"Nurses aren't completely responsible for patient experience," said Rachael. "But, since they typically spend the most time with our patients, they are the people who can have the greatest impact on how a patient will complete his or her survey once they receive it. We have learned that the more we engage staff and talk about patient experience, the more likely we are to see traction in the right direction."

Leadership News & Notes

Leaders on the Line During Nightshift



One important outcome of MedStar Franklin Square Medical Center's Nurse Satisfaction Survey was the creation of four nurse leadership positions on nightshift. Nightshift nurses expressed that having manager-level support was important and could benefit their work experience in a number of ways.

"Their input was valuable and we made it a priority to create the new nightshift leader positions in light of it," said Debbie Kisner, RN, chief nursing officer. "Having nurse leaders on all shifts means that someone is always there to step in and problem solve when an issue arises. They can also facilitate and support associate education, change management, and activities and celebrations for nightshift staff."

Denise Rogers, RN, was promoted from her bedside nurse role to an assistant nurse manager role, as a first step. Recruitment efforts were implemented soon after, with a goal to fill the remaining three leadership roles and provide house-wide nurse leadership on nights, as soon as possible.

"We anticipate that over time, we will hire many more nurses to fill nightshift leadership roles," said Debbie. "The first four are a big step in the right direction."

Integrated Nursing Positions



During the third quarter of fiscal year 2021, MedStar Health announced the creation of three integrated nursing positions. The goal is to facilitate decision-making at the system level, with nurse leaders in place to implement action at the local, hospital level. Each integrated position has a dual reporting structure - with direction coming from a system nurse leader as well as the hospital chief nursing officer. Congratulations to Gina Shelley, RN, who was appointed integrated director of nursing practice innovation, and Sharon



Bonner, RN, who was appointed integrated director of clinical informatics. Recruitment efforts are underway for candidates to fill the director of professional development role.

Nurse Leadership Development Program

Gina Shelley, RN, is excited to continue growing, both personally and professionally at MedStar Health. She is currently part of a system-wide cohort of nurses who are viewed as the organization's leaders of the future, and who are taking part in the Nurse Leadership Professional Development Program. She is working on a shared governance project in collaboration with Karen Droter, RN, from MedStar Union Memorial, and Amy Alsante, RN, from MedStar Harbor Hospital. She has also teamed up with Rachael Akshar for a "stretch experience," designed to deeply engage nurses in an area outside of their normal concentration.

"Every position I have held has prepared me for the next job and I have been able to build on my experiences and continuously do more, as a nurse," said Gina. "Being part of this program inspires me to keep growing and advancing in my career."

The Continued Integration of New Technology



A number of new and upgraded technologies were introduced on clinical units across MedStar Franklin Square Medical Center during fiscal year 2021. In August, the doors opened to the hospital's brand new, state-of-the-art Surgical Pavilion, packed with the latest equipment to optimize surgical care both inside and outside of the operating rooms. STRYKER integration was built into every OR suite, allowing surgeons, nurses, and their support teams to access and reference detailed imaging during surgical cases. Additionally, every PACU bay was designed to include a fixed work station to streamline documentation as well as medication and specimen scanning procedures.

MedConnect integration was another key priority throughout the year. The oncology units transitioned from Aria to MedConnect in January 2021, followed by the Women's Pavilion, which previously utilized Peribirth, in May.

"MedConnect is essential because it allows us to keep all medical information pertinent to a patient's care, long-term, in one place," said Sharon Bonner, RN, director of clinical informatics at MedStar Franklin Square. "Creating continuity in our medical record keeping system was a big priority for our team this year."

Another major technology priority was introduction of the new TC devices, starting with a pilot on the intermediate care unit (IMC) in May. The TCs replace the formerly-used ASCOM devices and offer several new functionalities, including secure text messaging, directory direct dialing, claimable role dialing, and emergency alerts. Additional functionalities will be incorporated gradually, over time.

"The IMC was the ideal unit for our pilot because the advanced level of care administered involves many diverse members of the care team," said Sharon. "We were confident this group would bring a lot of questions forward, which is exactly what we needed. Those questions allowed us to proactively problem solve in preparation for house-wide implementation."

Sharon's team has devoted significant resources to the TC planning process based on input from the IMC team as well as ongoing discussions with permanent charge nurses and nursing professional development specialists. Development of new workflows, programming protocols, response systems, processes to allow integration with other systems and devices, and safety features, were key themes of each planning meeting. In tandem, discussions took place to connect the hospital's Clairvia scheduling application to the new TC technology so that patient-specific alerts ring through to the care teams' TC devices.

"Our current and new systems need to connect and talk to one another so that our devices 'know' which nurse is working when and which doctors and nurses are assigned to each patient," said Leah Seiler, RN, informatics nurse specialist. "The white boards displayed in every unit were also replaced with teletracking boards that display real-time patient information. Everything we are doing is about optimizing efficiency, communication, and safety for both our staff and patients."

Big Steps Forward

in the Pursuit of Comprehensive Stroke Center Designation



MedStar Franklin Square Medical Center is taking the steps necessary to earn certification as a Comprehensive Stroke Center, a designation offered collaboratively through The Joint Commission and Maryland Emergency Medical Service Systems. The designation would recognize the hospital as a provider of the highest level of complex stroke care possible, without the need for transfer to another facility. At the same time, it will position MedStar Franklin Square as a premier place to turn for research and evidence-based stroke treatment, in Baltimore.

Growth of MedStar Franklin Square's neurosciences program has been crucial as the hospital works to elevate its designation. A collaborative nursing team, led by Kathy Grzeskiewicz, RN, administrative director for the emergency department and critical care, and L. Ashley Phipps, stroke coordinator, was established in January 2020. The team is comprised of nurses from both the emergency department and intensive care unit, positioning the hospital well for expansion of neurointerventional procedures. Monthly meetings have been held to plan and implement nursing education, make decisions about appropriate equipment and medication needs, and collaborate for opening of the

Neuroendovascular Lab, which opened in January 2021, and the adjacent Stroke Response Unit, which opened a month later. Collectively, these teams have been trained and educated, and have demonstrated a vested interest in improving outcomes for stroke patients.

"Nurse-driven protocols are in place to activate a plan of care the moment a stroke alert comes through," explained Kathy. "Lab, radiology, and testing orders can be placed immediately when the patient arrives to the hospital by ambulance or helicopter. These efforts have been instrumental in MedStar Franklin Square's continued improvement of door-to-needle times for stroke patients."

The team has made tremendous progress in decreasing door-to-needle time for stroke patients, which makes a big difference in their ability to survive and recover. During fiscal year 2021, the process was achieved in under 30 minutes for 60 percent of patients; a huge improvement in comparison to fiscal year 2020 data, which shows that door-to-needle was achieved in less than 30 minutes for just 22 percent of patients.

"We put together a team of nurses who are personally committed to optimizing our stroke response practices in order to expedite care as stroke patients are admitted," said Ashley. "The unit is designed to perform diagnostics and therapeutics in very integrated and coordinated ways."

In 2022, the hospital anticipates another step in the right direction by becoming designated as a Thrombectomy Capable Stroke Center. This is a key milestone on the journey toward earning designation as a Comprehensive Stroke Center.

"Our nurses are playing a key role in designing, building, and refining this program," said Kathy. "They feel a strong sense of ownership and are committed to growing and perfecting this service line."

Facts-At-A-Glance

16,648

Community COVID
vaccinations
(December-June)

8,342

Associate COVID
vaccinations
(December-June)

\$552,469

Grant dollars
awarded to support
nursing education

500

Backpacks distributed
to Colgate Elementary
School students

59

Number of
new-to-practice
nurses

0.84

Overall CAUTI rate
(goal <0.90)

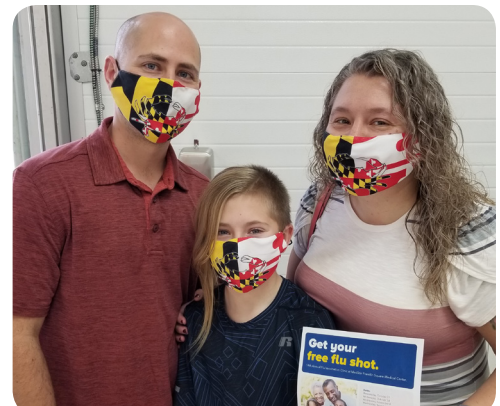
0.51

Overall CLABSI rate
(goal <0.90)

2.67

C.diff rate
(goal <7.00)

In the Community



Nurse Leadership Directory

Executive Leadership



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



**Kaylene Ross, MS,
BSN, CNOR**
Administrative
Director, Perioperative
Interim Director,
Professional
Development



**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

Directors



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



**Gina Shelley, MS,
BSN, RN, NP-BC**
Director, Nursing
Practice Innovation &
Magnet



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



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

Patient Care Managers



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



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



**Alfredo Sagisi, MS, RN,
FACHE**
T5 Neuro-Tele/Med/Surg;
Interim, T1 Med/Surg



**Susan Pribyl, MSN,
RN, CMSRN**
T6 Med/Surg/Renal



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



**Torie Williams, MSN,
RN, C-EFM**
Mother Baby, WHC,
MFM



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



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



**Grace De Torres, MS,
BSN, RN**
ASC, PACU



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



**Kerry Haley-West
MSN, RN, CEN**
Emergency & Stroke



**Courtney Schappell,
MSN, RN**
Float Pool

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 Heart Association's "Mission: Lifeline® - STEMI Receiving Center" Gold Award.
- The American Heart Association/American Stroke Association's "Get with the Guidelines®" Stroke Gold Plus Achievement Award.
- The Cribs® 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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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

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MedStar Health