





## Dear Colleagues,

As Middlesex Health's Vice President of Patient Care Services and the Chief Nursing Officer, I am honored to present the 2018 Nursing Annual Report. In this report, we highlight the key accomplishments of an exceptional team of nurses, surgical and patient care technicians and secretaries, and we celebrate the significant contributions they've made to our organization.

In the pages that follow, you will learn about the many accomplishments of nurses as we made our journey towards our fifth Magnet® designation. As teams and as individuals, nurses continue to make outstanding contributions to our Nursing Department and to our hospital-wide strategic goals.

As demonstrated by the exceptional clinical, patient and nurse satisfaction data, Middlesex Health nurses continue to achieve outstanding outcomes. Based on the many new degrees and certifications earned, research and evidence-based practice projects, presentations and publications given, the commitment to professional nursing practice has never been stronger.

I want to thank each nurse at Middlesex Health for their dedication. I would also like to recognize the hard work by each and every nurse to prepare for and then host our three Magnet appraisers. At the conclusion of the site visit, the Magnet® appraisers described how impressed they were with so many aspects of their experience meeting with Middlesex nurses. They highlighted the work of nurses on various projects such as the 2017 Professional Practice Model Evaluation, Eye-tracking to Improve Situational Awareness and reduce injuries, the Aggressive Incidents in Medical Settings (AIMS) study to improve workplace safety, the Transgender Committee and the Frequent Admissions Inpatient Reduction (FAIR) Team as outstanding examples of nursing excellence.

The appraisers could clearly see how Middlesex Health nurses truly provide Care that Makes a Difference every day.

*Jacquelyn G. Calamari*

Jackie Calamari, MSN, MS, NEA-BC, CEN  
*Vice President, Patient Care Services/CNO*

## Dear Colleagues,

Every day, you come to work determined to make a difference, and I want to thank you for everything that you do. Your commitment to the community – and our health system – is both recognized and appreciated.

Working in health care is not easy. It takes gumption. Despite the challenges that we may face, you always find ways to help our patients, and you never lose sight of our mission and vision. You make sure that Middlesex Health is truly someone's first choice for care.

As Middlesex nurses, you are compassionate and professional. You are dedicated to helping provide the safest, highest-quality health care and the best experience possible to the community. Since 2001, we've earned our Magnet® designation. This means that you consistently provide the very best care to our patients, and that is a remarkable achievement.

This annual report highlights your success. It is a way to showcase your good work, and it is an opportunity to talk about how special you and your nursing colleagues are.

Thank you again for all that you do. It is an honor to work with you.

Sincerely,



Vincent G. Capece, Jr.

President/CEO



## To Our Nursing Colleagues,

This past year was filled with hard work and anticipation as we prepared for our 5th Magnet® re-designation. The Professional Practice Council demonstrated to the Magnet® appraisers during our recent February visit that shared decision making is alive and strong here at Middlesex Health System. The “Drive for Five” is almost complete as we await the final decision – the last step of this journey. We are confident that we will once again shine as a 5th time Magnet® organization.

The Professional Practice Council has strived to sustain the voice of nursing among the changing needs of our patient population and many days of high patient census. Nurses continue to embrace our commitment to maintain best practices and transform them into our bedside care. The Professional Practice Council supports the shared decision making model that allows for this rich environment of innovation. As part of our mission and vision we must aspire to promote collaborative practice. This includes embracing evidence-based, safe, high quality care that makes a difference for our patients and community. The many decisions and endorsements demonstrate this patient centered focus.

Thank you for the wonderful care that you provide for the patients of Middlesex Health.

Sincerely,



Meredith Belden, MSN,RN, NE-BC, PCCN-K



Amy J. Gustafson, MSN, RN-BC



Meredith Belden, MSN, NE-BC, PCCN



Amy J. Gustafson, MSN, RN-BC



## Mission Statement

Middlesex Hospital nurses provide evidence-based, safe, high-quality care that makes a difference for our patients and community.

## Vision Statement

As professional nurses, we aspire to promote collaborative practice that embraces innovation across the continuum, resulting in excellent outcomes for our patients.

# 2019 Nursing Strategic Plan

## Best Experience

### Maximize employee and medical staff focus on Patient Experience

- Achieve department level goals in the categories of communication on new meds and responsiveness
- Develop & Implement Purposeful Patient Rounding Sustainability Plan

### Hold all accountable to a standard of interpersonal interactions based on core values

- Hold staff accountable to principles and standards of interpersonal interactions as discussed in Connections training in order to:
  - Improve Press Ganey scores regarding friendliness/courtesy of nurses
  - Reduce number of patient complaints related to staff behaviors

### Ensure aesthetically pleasing and up-to-date safe physical environment

### Make services efficient and convenient for patients

- Implement standardized transitions from inpatient to outpatient for Middlesex Health patients

### Leverage Technology to create a more seamless environment for patients & providers

- Develop a staffing plan that supports EPIC Subject Matter Experts

## Exceptional Care

### Standardize Care by utilizing the Mayo Clinic Care Network and other industry standards

- Participate in the Heart Failure Collaborative to reduce 30 day readmissions from 17.4 % to 15.4 % by September 2019

### Share, Communicate, and Educate on Quality Performance

- Participate in CHA Patient and Family Innovation Collaborative to improve patient experience on:
  - North 5 - Improve communication regarding medications/education as measured by Press Ganey question, "Understand purpose of new meds"
  - North 6 - Improve the patient experience by increasing nurse presence during MD patient visit/examination
  - South 7 - Improve transitions for patients going home with hospice care

### Strengthen the High Reliability Environment

- Expand Peer to Peer Program within nursing to increase activations by 50%
- Outperform peers in regard to clinical quality indicators

### Improve Transitions of care across the continuum

- Participate in diabetes collaborative to improve glycemic control throughout hospital stay
- Determine ambulatory metrics to include a minimum of two nursing sensitive benchmarkable indicators by March 1st
- Investigate opportunities to support health of new mothers and babies in the community

# 2019 Nursing Strategic Plan (continued)

## Excellent People

### Enhance professional and educational employee development opportunities

- Formalize Succession & Development Plans for nurse positions
- Achieve 66% BSN (or higher) prepared clinical nurses
- Achieve 67% professional certification of eligible clinical nurses
- Apply for ANCC Practice Transition Accreditation Program (PTAP)

### Recruit high performing employees and medical staff

- Partner with HR to formalize recruitment strategy
- Reduce vacancy rate to less than 5%
- Develop unit/department level turnover metric
- Develop a standard definition for RN vacancy
- Evaluate staffing options such as Baylor/12 hour units to recruit and retain talent

### Optimize environment to reduce burnout and voluntary turnover

- Participate in CHA Safer Hospital Initiatives to reduce assaults
- Implement NDNQI metric regarding Physical Assaults on Clinical staff
- Partner with HR to formalize retention strategy

### Bolster employee pride in the institution

- Prepare for Magnet® Five Designation

## Financial Stability

### Increase Revenue through Affiliated Physician Practice Expansion and Program Development

- Develop a plan to evaluate bed capacity and ensure enough beds and reduce lost admissions

### Build Population Health Competencies & Infrastructure

- Create a plan to educate staff on population health initiatives aimed at achieving improvement of patient experience including quality and satisfaction, health of our population and reduction of healthcare costs

### Optimize Operations Of Middlesex Medical Group (Employed Physician Practices)

### Reduce Expenses

- Optimize staffing patterns to reduce OT and DT expenses by unit

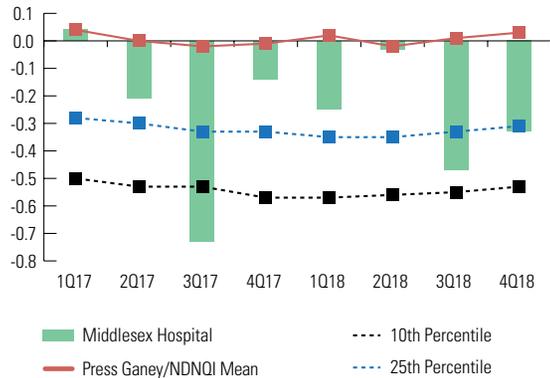


# Nursing Practice Outcomes

## Clinical Outcomes

### Falls with Injury

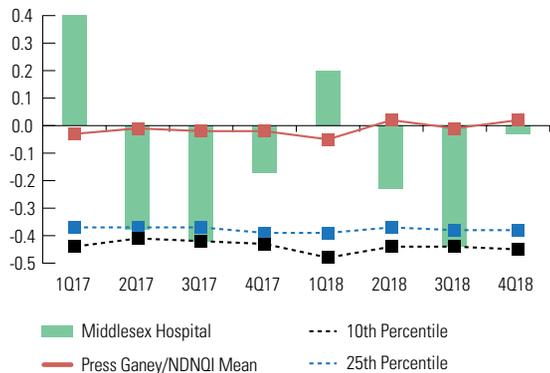
All Reporting Units Combined - Acuity Adjusted



**Please note:** Means are standardized to 'zero';  
BELOW zero indicates outperformance (desirable)

### Hospital Acquired Pressure Injuries (Stage 2 and Above)

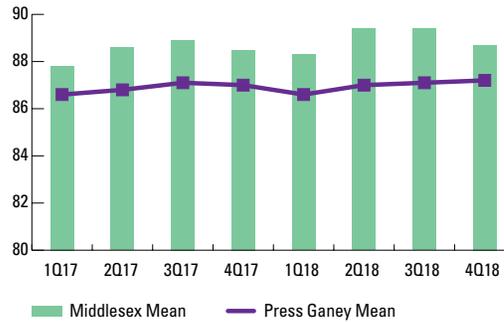
All Reporting Units Combined - Acuity Adjusted



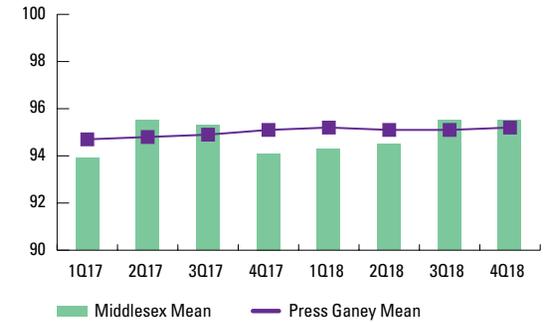
**Please note:** Means are standardized to 'zero';  
BELOW zero indicates outperformance (desirable)

## Patient Satisfaction

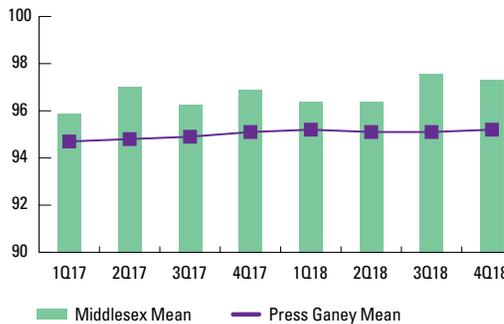
### Inpatient Units



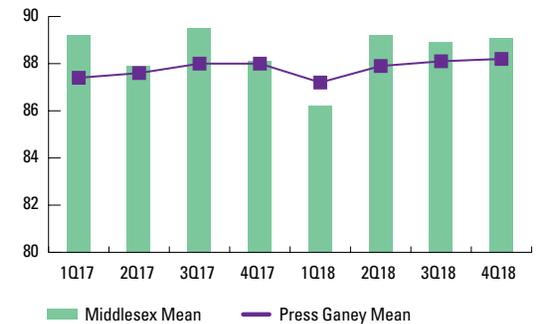
### Outpatient Surgery at Middlesex Hospital



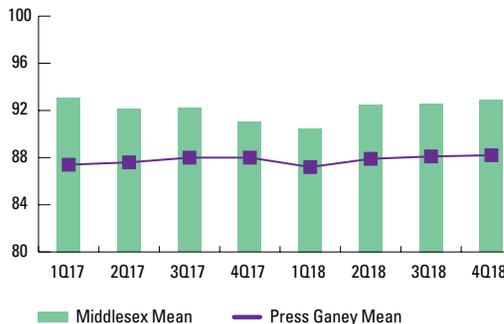
### Outpatient Surgery - Surgicenter



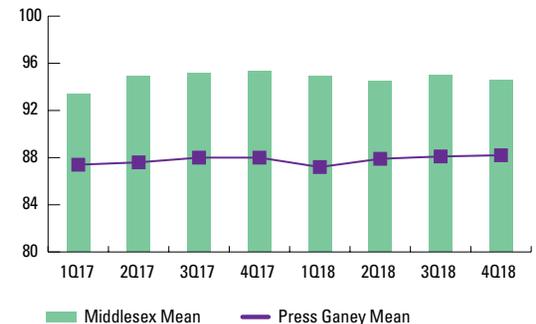
### Middletown Emergency Department



### Shoreline Emergency Department



### Marlborough Emergency Department



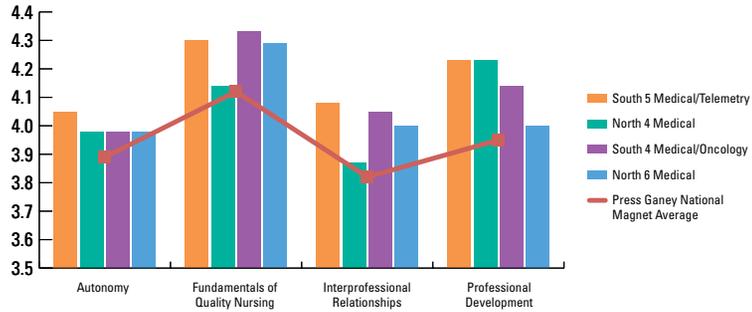


# Nursing Practice Outcomes

## NURSE EXCELLENCE SURVEY 2018

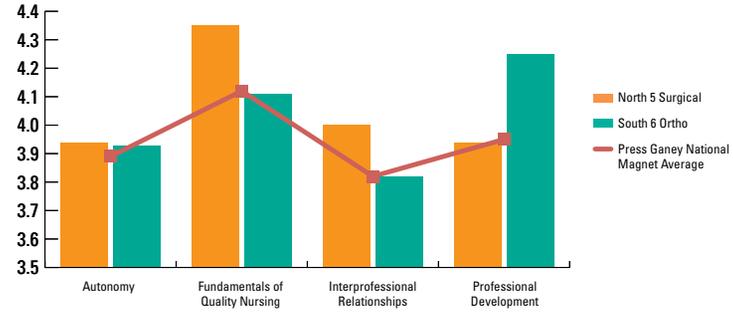
### Inpatient Medical Units

June 2017



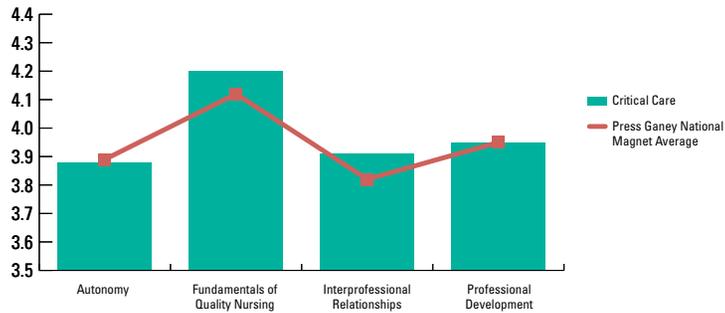
### Inpatient Surgical Units

June 2017



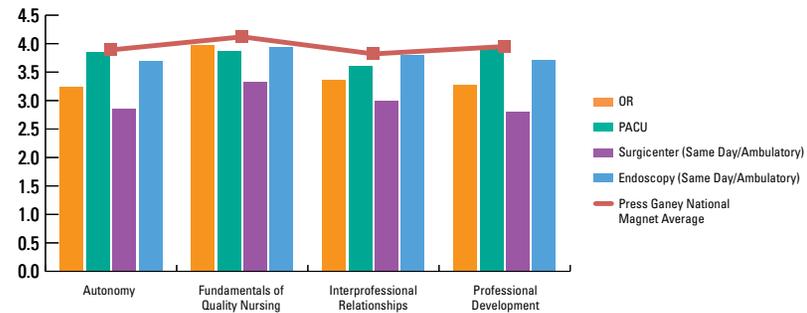
### Critical Care & IMCU

June 2017



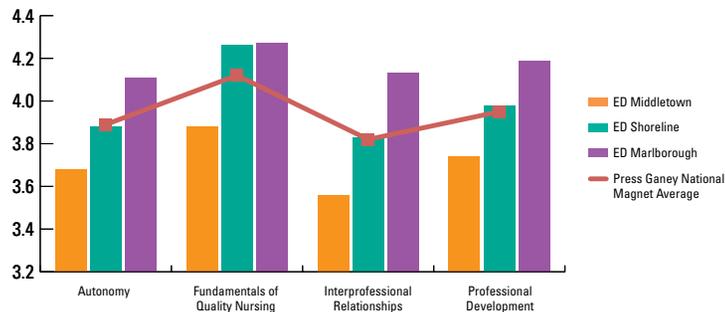
### Surgical Services

June 2017



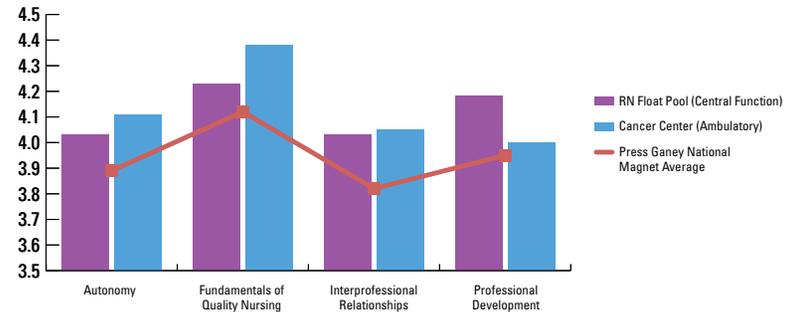
### Emergency Departments

June 2017



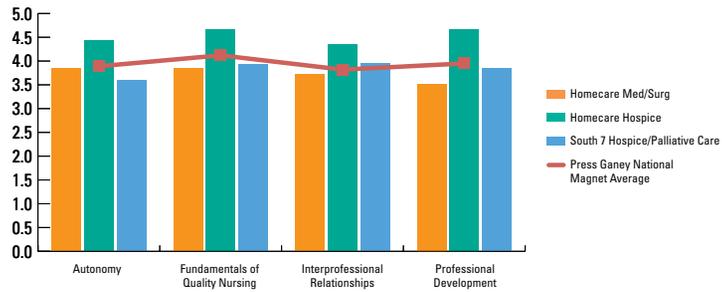
### Cancer Center & RN Float Pool

June 2017



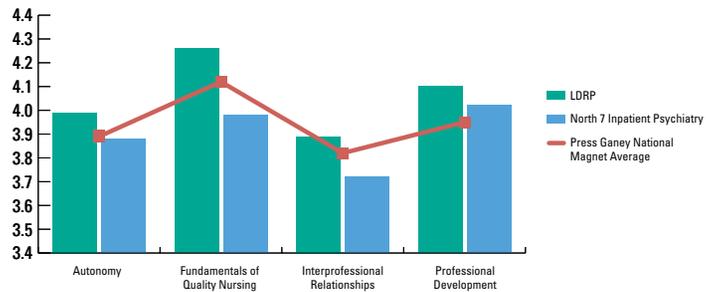
### Homecare & Hospice

June 2017



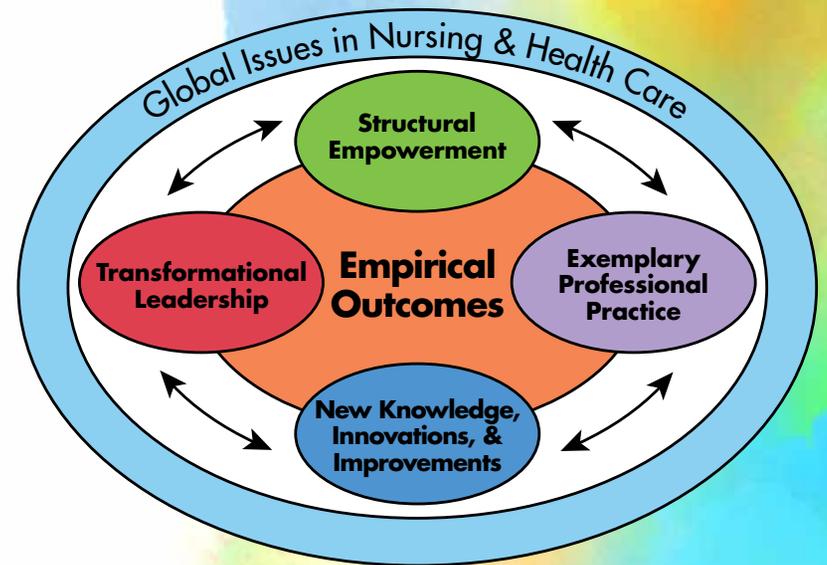
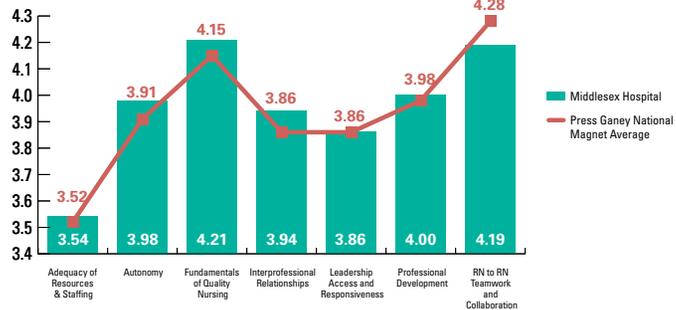
### LDRP & North 7 Inpatient Psychiatry

June 2017



### Overall ANCC Category Performance Scores

June 2017



# 2018 Accomplishments

## Cancer Center

- Improved timeliness from suspicious lung finding to cancer diagnosis from 84 days to 14 days, led by lung nurse navigator with interprofessional support
- Facilitated a study group to support Oncology nurse certification
- Developed a comprehensive patient navigation guide
- Increased ATTAIN participation to 3 of 7
- Developed a formal meeting structure that aligns with UCDC and improved attendance

## Cardiac Cath Lab & Interventional Radiology

- Developed a task force to improve interprofessional relationships and brainstorm improvements to workflow

## Cardiac Rehab

- Added two professional certifications (Certified Cardiac Rehab Professional)
- Advocated for and obtained new gym equipment in the form of recumbent bikes to meet the needs of the elderly population

## Case Managers

- Implemented peer development based on Case Management standards of practice

## Center for Chronic Care Management

- Received ADA Recognition for Diabetes Self-Management, Education and Support Program (DSMES) 2019-2023 (maintained since 2002!)
- Collaborated with homecare to obtain Putting on Airs grant (funded by DPH and CDC) for asthma home visits for children and adults with asthma

## Critical Care & IMCU

- Created staff relaxation space
- Obtained iPads for use by patients to assist with communication
- Improved early mobility outcomes

## Endoscopy & Pre-Procedural Testing

- Began new procedures: nurse driven manometry, transnasal endoscopy, BRAVO and Duopa procedures
- Began creating a digestive center of excellence
- Initiated PPT RN communication and support of total joint patients from booking to the day of surgery
- Initiated the Family Touch program where patients can choose 1 or 2 family members to receive text messages with updates on the progress of their loved ones surgery and recovery

## Homecare

- Improved staff satisfaction with a new nurse mentorship program
- Increased star rating (agency) to 3
- Maintained patient experience star rating of 4

## Hospice

- Presented “Joy in Work” using IHI framework to the Hospice team

## Infection Prevention

- Collaborated with nursing to reduce CAUTI SIR from almost twice the number of expected infections in 2017 to below expected in 2018
- Collaborated with multidisciplinary team to bring in new isolation gowns that provide increased safety to staff and patients
- Collaborated with multidisciplinary team to increase hand hygiene compliance by 28% over 2017 rate

## IV Therapy

Certified two nurses in vascular access

- Increased competence with ultrasound
- Supported nurse residents' IV skill building
- Developed central line care bundle to support CLABSI reduction
- Offered classes for nurses who expressed their desire to learn IV insertion and maintenance

## Marlborough ED

- Achieved the Guardian Award of Excellence in patient satisfaction

## Middlesex Surgicenter

- Completed malignant hyperthermia dosage reference chart
- Began SpaceOar procedure for prostate cancer patients
- Began ORA procedures to better serve our cataract patients
- Began providing pins and thank you cards for our vets
- Supported staff in learning new process for sentinel node injections in preop

## Middletown ED

- Improved professional nursing certification rate
- Improved triage/'front end' process
- Demonstrated excellent teamwork through disaster

## North 2 & Float Pool

ZERO falls since opening in January of 2018

## North 4

- Improved discharge before 11am and 2pm from 2.4% and 35% to 12.5% and 60.5% by moving MDRs to the afternoon
- Improved quietness of environment scores, from 78.8 to 83.6 percentile by turning lights down at 8pm

## North 5

- Achieved the highest discharge rate by 11am and 2pm for FY2017
- Tailored the unit to accommodate needs of the transgender community
- Started EarlySense to enhance patient safety
- Obtained ceiling lifts and received training
- Improved high output ileostomy readmission rate by collaborating with the WOCN nurses

## North 6

- Altered recliners to decrease fall rate
- Increased to 24 beds
- Improved room standardization

## North 7

- Implemented ECT & Columbia suicide risk assessment
- Implemented a group schedule/staffing model

## Nursing Administrative Supervisors & Clinical Resource Nurses

- Expanded CRN team with three new members

## Operating Room

- Implemented a pressure injury prevention initiative
- Implemented Family Touch program to improve family communication
- Decreased surgical turnover times



# 2018 Accomplishments (continued)

## Outpatient Behavioral Health

- Implemented Columbia suicide severity rating scale
- Provided team training focused on transgender and gender non-conforming adult patients
- Staff advocated for and obtained an increase in RN hours to improve the patients admission experience into the Day Treatment program

## Outpatient Infusion

- Collaborated with physicians and pharmacy to develop standardized order sets
- Developed a brochure for patients and providers unfamiliar with the service line offerings
- Developed a competency for Therapeutic Phlebotomy
- Developed a bulletin board focusing on bone marrow biopsies to enhance patient education

## PACU/OPS

- Developed pre-op scripting and materials to improve post-operative pain control
- Supported staff in learning new procedures such as ECTs and needle localization
- Increased family visitation in PACU

## Palliative Care

- Began outpatient services in May 2018
- Referred over 80 patients to clinic
- Interdisciplinary team established: APRN, LCSW, RN, and Medical Director

## Pregnancy and Birth Center

- Implemented evidence based gentle cesarean and swaddle bathing practices
- Improved pain intervention charting

## Shoreline

### Medical Center ED

- Improved door to room times
- Improved teamwork
- Increased certification rates
- Hosted a successful career day

## South 4

- Implemented patient relaxation activities such as sound therapy and coloring to assist with anxiety, relaxation and pain control
- Created Chemo Care Kits
- Maintained a fall free unit for 120 days, met GOJO benchmarks

## South 6

- Implemented ERAS & EarlySense
- Hardwired bedside report
- Added high volume OR nurse
- Improved pain management

## South 7

- Transitioned to Comfort Care Unit
- Improved fall rates



# Professionally Certified Nurses

\* denotes dual certificates

NAME	CREDENTIALS
Jennifer Ackerman	MSN, RNC-OB
Cindy Adams	RN-BC
Paula Agogliati	MSN, RN, NEA-BC, PCCN-K
Patricia Ahlquist	RN, NSQIP
Kathleen Alexander	RN-BC*
Lisa Alexander	MSN, ACNP-BC
Mary Allegra	DNP, RN-BC, NEA-BC*
Taryn Allen	BSN, RN, CLC
Christina Amleto	BSN, RN, CEN
Julia Anderson-Baker	MSN, RN, CNOR
Tracy Andrulat	BSN, RN, BS, ONC
Elizabeth Antanaitis	BSN, RN, ACM
Margaret Anetnucci	MSN, APRN-BC
Jennifer Arborio	BSN, RN, CEN
Paula Austin	RN, PCCN
John Auterino	RN, CRT
Elise Avery	BSN, RN-BC, ACM*
Lori Badamo	BSN, RN, CEN
Leah Bahner	BSN, RN, CEN
Mary Ballachino	BSN, RN, CNOR
Christina Barrows	ANP-BC, WCC, CWCN, FNP-BC*
Gabriele Bartunek	RN-BC, CMCR, CHPN*
Susan Beebe	BSN, RNC-MNN, IBCLC*
Meredith Belden	MSN, RN-BC, NE-BC, CDE, PCCN*
Jennifer Bellamo	BSN, RN-BC, CAPA*
Mallory Benkert	BSN, RN, PCCN
Genine Berdensey	BSN, RN-BC
Domenic Biello	MSN, RN-BC
Nicole Blais	BSN, RN, CEN

NAME	CREDENTIALS
Robert Blewitt	MSN, RN-BC
Emily Blyler	BSN, RN, CHPN
Tamara Bober	RN-BC, OCN
Cheryl Bogue	RN-BC
Eileen Borowiec	BSN, RN, CEN
Christina Bosques	RN, WCC
Lauren Boule	MSN, RN-BC*
Kate Brencher	RN-BC
Trudi Bright	MSN, RN-BC, CHPN*
Kelli Brochu	BSN, HNB-BC
Camille Brodeur	BSN, RN, CAPA
James Brooks	BSN, RN, CNOR
Cecilia Brown	RN, OCN
Joan Brown	BSN, CEN
Maria Brown	BSN, RN, CAPA
Meghan Burgess	MSN, APRN-BC
Anne Burkhart	MSN, RN-BC, PCCN*
Donna Burritt	RN, CEN
Jacquelyn Calamari	MSN, MS, NEA-BC, CEN*
Maria Cale	MSN, RN, ACNP-BC
Daniela Calle	FNP-BC, RN
Melanie Cama	MSN, RN, NEA-BC, CHPN, CHPCA*
Cynthia Carbonella	RN, VA-BC
Jane Carey	BSN, RN, CAPA, CGRN*
Megan Carey	BSN, RN-BC*
Diane Carlson	RN-BC
Catherine Cassidy	BSN, RN, NE-BC, CNOR*
Susan Cawley	BSN, RN, CDE
Roderita Chiong	BSN, RN, PCCN

NAME	CREDENTIALS
Rachel Ciammella	BSN, RN-BC, CMSRN*
Laura Ciardullo	MSN, RN, CEN
Sarah Cirillo	RN, SANE
Karren Collins	BSN, MA, RN-C
Susan Connell	BSN, RN-BC
Mary-Alison Connelly	BSN, RN, PMP
Tracy Cormier	MS, CVNP-BC, ANP-BC
Monica Cowan	BSN, RN, SANE
Margaret Coyle	RN, OCN
Rachel Crockett	BSN, RN, CEN
Karen Csere	BSN, RN-BC
Estrellita Cunanan	BSN, RN-BC
Susan Currie	RNC-OB, C-EFM*
Bianca Curzan	BSN, RN-BC
Catherine Cusson	RN, IBCLC
Samantha Cyr-Melhorn	BSN, RN, HBN-BC
Mary Cyrus	RN-BC, CHPN*
Danielle Czesak	BSN, RN-BC
Pamela D'Amato	RN-C
Kathryn D'Amico	BSN, RN, CEN
Toni Daddeo	BSN, RN, CEN*
Lynne Dakers	MSN, NE-BC, RN-BC, CGRN*
Susan Daniels	RN, CHPN
Caroline Danna	BSN, RN, CEN
Lianna Dasilva	BSN, RN-BC
Penny Davidson	BSN, MA, RN, HNB-BC, CEN*
Claire Davis	RN, CPHQ
Mary Davis	BS, RN, CEN
Irene Decesare	RN, CEN

# Professionally Certified Nurses (continued)

NAME	CREDENTIALS
Catherine DeLandra	RN, CNOR
Lizabeth Delaney	MSN, RN-BC, CAPA*
Cynthia Demott	RN-BC
Debra DePasqua	MSN, RN-BC, HNB-BC, IAC*
Julie Dickinson	MBA, RN, LNCC
Deanna Discenza	BS, RN, CAPA
Kathryn Dornfeld	BSN, RN-BC, CAPA*
Nicole Doty	MSN, RN, NP-C
Brenda Doucette	BSN, RN, OCN
Lindsey Downing	BSN, RN, NE-BC
Justin Drew	MSN, RN-BC
Edward Drew	MSN, RN, APRN-BC
Joan Dreyfus	MSN, RN, PMHCNS-BC
Kelly Dripchak	RN-BC
Bethany Dubreuil	RN-BC
Pamela Duncan	MSN, RN-BC
Marcie DuPlessis	MSN, RN, CEN
Emily Eklof	BSN, RN, CCRN
Lisa Eleck	MSN, RN, FNP, CHPN
Wendy Elia	BSN, RN, CAPA
Jaclyn Ellsworth	BSN, RN, CEN
Karen Ernst	BSN, RN, CEN
Anna Fagan	BSN, RNC-OB
Tara Fagan	MSN, RN, APRN-BC, CEN
Theresa Fairchild	BS, RN-BC, CAPA*
Suzanne Falconer	BSN, RN-BC
Ann Ferguson	BSN, RN-BC
Beth Finn	APRN, RN, FNP-BC
Kathryn Fitzgerald	RN, CAPA

NAME	CREDENTIALS
Katherine Focacci	BSN, RNC-EFM
Elizabeth Foley	RN, CEN
Sarah Fontaine	BSN, RN, CHPN
Marie Foohey	RN-BC
Gail Forrest	BSN, RN, CEN
Dawn Foss	MSN, RN, APRN, NP-C
Rosemary Fox	BSN, RN, WOCN
Jill Frey	BSN, RN-BC, PCCN, WCC, CWON*
Jessica Gabriele	DNP, RN-BC, NE-BC, CNML, CNL*
Tracey Galdenzi	RN-BC, PCCN, CCRN*
Lisa Garvin	RN-BC
Stephanie German	MSN, RN, CEN
Marissa Ghiroli	BSN, RN, CEN
Michael Gianecchini	RN, CWCN
Carol Gillen	RN-C, CEN*
Christine Glasz	MSN, RN-BC
Margaret Golas	MSN, RN, NE-BC, CPHQ, COS-C*
Marissa Goodnight	BSN, RNC-OB
Joan Gordon	BSN, RN-BC
Elizabeth Gould-Ruitto	RN, CAPA
Anne Gowac	MSN, RN, CNOR, CPHQ*
Allyssa Graham	MSN, APRN-BC
Kathleen Graham	BSN, RN-BC*
Laura Graham	BSN, RN, CAPA
Marilyn Greaves	BSN, RN-BC, CAPA*
Judith Grippo	BSN, RN, CAPA, CGRN*
Susan Grube	BSN, RN, EMT-P, CEN
Lecil Guerzon	BSN, RN, OCN
Erin Guevarez	BSN, RN-BC

NAME	CREDENTIALS
Daniel Guilmette	BS, RN, CEN
Meredith Gutmann	MSN, RN, CAPA
Agnes Gutowski	MSN, RN, CAPA, CPAN*
Kelly Haeckel	MSN, RN, NE-BC, CNML*
Jennifer Hale	RN, CEN
Lauren Hall	BSN, RNC-EFM
Alison Langton	BSN, RN-BC, CNOR*
Nancy Hammond	MSN, RN, APRN, CWCN, COCN*
Laura Hanley	BSN, RN, CEN
Donna Hardy	RN, CAPA
Lori Hartel	BSN, RNC-OB
Laura Hastings	RN-BC, LCSW*
Renee Hastings	BSN, RN-BC, CNML*
Karen Hattman	RN-BC
Philip Hawley	BSN, RN, CEN
Amy Haynes	RN-BC*
Barbara Heffernan	BSN, RN-BC, CCRN, CMC, PCCN*
Elizabeth Heiney	BSN, RN, CEN*
Doris Helbling	BSN, RN, CNOR
Sachie Hendrix	RN, PCCN, CCRN*
Virena Hermann	MSN, RN, APRN-BC
Kathy Hickey	BSN, RN, CNOR
Tammy Hickman	BSN, RN-BC
Laurie Hill	BSN, RN-BC
Michael Hiscock	BSN, RN, CEN
Elizabeth Hocking	RN-BC
Margaret Holda	RN, CEN
Andrew Hollopeter	RN, CEN
Cathy Huang	BSN, RN-BC

# Professionally Certified Nurses (continued)

\* denotes dual certificates

NAME	CREDENTIALS
Erin Huckle	BSN, RNC-EFM
Michaelyn Hunter	BSN, RNC-EFM
Nancy Ingalls	BSN, RN, OCN
Susan Ingraham	RN-BC*
Jessica Iozzo	BSN, RNC-EFM
Kelli Irons	BSN, RN-BC
Donna Jacobs	BSN, RN, CGRN
Alice Jain	BSN, RN, CWCN
Lynn Jansky	MSN, RN-BC
Lana Jensen	RN, SANE
Deon Johnson	BSN, RN, CNOR
Kristine Jones	RN, IBCLC
Jerina Jorgji	RN-BC
Josh Kekacs	MSN, RN, NE-BC, CEN*
James Kelly	MSN, RN, APRN, CEN*
Kimberly Kelly	BSN, RNC-LRN, IBCLC*
MaryAnn Kelly	MSN, RN, APRN, CNS-BC*
Beth Keser	BSN, RN, CAPA
Bonnie Kier	BSN, RN-BC
Katie Killeen	BSN, RN, PCN
Meghan Killilea	BSN, RN-BC
Debra King	MSN, RN, CNOR
Chris Kirk	DNP, RN, CEN
Anna Kladden	RN, ONC
Lorrie Korn	MSN, RN, CDE
Dina Kosuda	BSN, RN, CCRP
Alexis Kozmon	MSN, RN, NEA-BC
Amy Krauth	MSN, RN-BC
Margaret Kruck	BSN, RN, OCN

NAME	CREDENTIALS
Carla Kuczenski	BSN, RN-BC
Brandon Kulak	BSN, RN-BC
Danielle LaFleur	BSN, RN-BC
Renee Lajoie	BSN, RN, COS-C
Sandra Lajoie	RN, CNOR
Cynthia Langton	BSN, RNC-OB
Sabrina LaRosa	BSN, RN-BC, WCC, WOCN*
Maureen Leach	DNP, APRN-BC, RN-BC, OCN*
Nancy Leake	MSN, RN, ANP-C
Kimberly Lee	RN-BC, CAPA*
Lisa Lee	BSN, RN-BC, CCRP*
Kristen Leighton	BSN, RN, PCCN
Sarah Lennon	MSN, RNC-OB
Kimberly Lenois	BSN, RN-BC, CHPN*
Brianna Lewoc	BSN, RN, CCRN
Candi Lincoln	RN, PCCN
Mary-Jo Logan	BSN, RN, CNN
Stephanie Lombardo	RN-BC
Shannon Lonergan	BSN, RN, CNOR
Antonio Lopera Henao	MSN, RN, CEN
Anita Lorinsky	RN-BC
Gregory Lutkus	MSN, RN, APRN-BC
Deborah Lyga	BSN, RN, CAPA
Sandra Lynch	RN, VA-BC
Roberta Lysiak	RNC, IBCLC*
Shannon Macduff	RN, CMSRN
Lawrence Main	RN, CEN
Kathryn Malley	BSN, RN, CEN
Elizabeth Manning Akko	RN, CEN

NAME	CREDENTIALS
Kelsey Mansfield	BSN, RN-BC
Veronica Mansfield	MSN, RN, APRN-BC, AE-C, CCM*
Kaitlyn Marco	BSN, RN-BC
Heather Marica	MSN, RD, RN, PCCN
Nicklos Markey	MSN, RN, NNP-BC
Cindy Marotta	RN, CEN
Patricia Marteka	MSN, RN-BC, CBN*
Kayleigh Martin	BSN, RN-BC
Dawn Martineau	BSN, RN, CNOR
Philip Martinez	EdD, ACNP-BC, CCRN-CMC*
Sally Marzi	RN, CEN
Susan Massicott	BSN, RN-BC
Heather Massicotte	RN-BC, CHPN
Irene Mastroluca	BSN, RN-BC
Thalia Maxim	RN, CRNI
Kari Mayorga	RN, OCN
Diane Mazzone	BSN, RN, WOCN
Amanda McDonald	MSN, RNC-OB
Victoria McDowell	RN, CNOR
Geraldine McGladrigan	RN, CEN
Marsha McGlynn	RN, CCRN
Heather McHugh	MSN, RN, APRN-BC
Shirley McInvale	RN, CAPA
Kathleen McKinnon	BSN, RN, MBA, NE-BC, CDE, CCM*
Brianna McNally	MSN, RN, FNP-BC, IBCLC, RNC-EFM*
Heather Mejza	RNC-EFM
Cheryl Menard	RN, CCDS
Elena Mendez	BSN, RN-BC
Mary Mesek	BSN, RN-BC

NAME	CREDENTIALS
Marie Meza	BS, RN, CEN
Molly Mianulli	BSN, RNC-EFM
Tomasz Michalewski	MSN, RN, APRN-BC
Margaret Michonski	BSN, RN, CEN, CCRN*
Arin Mihal	BSN, RN, CEN
Sara Mihalek	BSN, RN-BC
Elizabeth Minikowski	BSN, RN-BC*
Jena Mitchell	BSN, RN, CPEN
Cheryl Mohrlein	MSN, RN, OCN, NE-BC*
Elizabeth Molle	PhD, MS, RN-BC
Melissa Monarca	MSN, RN-BC, CWON*
Creedance Mongillo	MSN, RN-BC
Arnold Moore	MBA, BSN, RN, NE-BC, CEN*
Sharon Morace	RN, OCN
Emily Morelli	BSN, RN-BC
Larissa Morgenthau	MSN, RN-BC*
Jennifer Muller	MSN, RN, NNP-BC
Jeanette Murphy	BSN, RN-BC
Allison Myslak	BSN, RN-BC
Jill Nagy	MSN, APRN, RN-BC
Laura Napierkowski	RN-BC
Laura Nelson	MSN, RN, NE-BC
Lindsay Nelson	BSN, RN, CEN
Michelle Nerkowski	BSN, RN, CCDS
Kelly Nicholson	MS, MPH, NEA-BC, RN-BC*
Suzanne Niedbala	RN, CHPN
Manohar Nimmagadda	BSN, RN- BC
Rebecca Nixie	BSN, RN, RNC-EFM, CLC*
Jill Noble	RN, CHPN

NAME	CREDENTIALS
Ryann Nocereto	MSN, RN, OCN
MaryBeth Nolan	MSN, RN, CEN
Jill Norton	MSN, RN, CCM
Karen Norton	BSN, RN, CAPA
Cari Noti	BSN, RN, CEN
Amanda Novak	BSN, RN, CEN
Olive Ntege	RN-BC
Patricia O'Brien	MSN, RN, APRN, NP-C
Ashley O'Bryan	BSN, RN, CEN
Shelly O'Connor	BSN, RN, IBCLC
Melissa Oblon	BSN, RN-BC, PCCN*
Marylee Oleksiw	BSN, RN, CIC
Kim Oski	MSN, RN, APRN-BC, NNP-BC*
Michele Pallas	BSN, RN, PCCN
Golda Palmer	BSN, RNC
Susan Pantages	RNC-MNN
Deborah Pantalena	RN, OCN
Kimberly Paradis	BSN, RN, RNC-EFM
Cynthia Parady	MSN, RN, CHPN
Amisha Parekh de Campos	BSN, RN, CHPN
Stacy Parker	BSN, RN-BC
Sandra Parzych	BSN, RNC
Margaret Patinella	RN, OCN
Krystle Pedersen	BSN, RN, OCN
Susan Perry	RN, CNOR
Wendy Peterson	MSN, RN, PMHCNS-BC
Michelle Petta	BSN, RN, PCCN
Sarah Phillips	BSN, CEN
Samantha Piazza	MSN, FNP-BC, AACN, RN-BC

NAME	CREDENTIALS
Heather Pickerign	BSN, RNC-EFM, IBCLC
Laura Pittari	MSN, RN, APRN, NNP
Jessica Poetzsch	MSN, RN-BC
Susan Potter	RD, RN, CEN
Deborah Potticary	BSN, RN, CHPN
Cathy Powers	MSN, RN, NE-BC
Joann Preece	MSN, RN, CAPA
Erin (Siobhan) Prescott	BSN, RN, PCCN
Anna Proctor	BSN, RN, ONC
Shana Proulx	BSN, RN-BC, CMSRN, CHPN*
Donna Prue	RN, CAPA
Joseph Pucillo	BSN, RN, CEN
Michelle Pugliares	MSN, RN, APRN-BC
Elsa Puglisi	RN, CCRN
Stacy Reader	RNC-EFM
Stacy Regan	BSN, RN, CNOR
Melissa Revicki	MSN, RN, RNC-EFM*
Maryjean Reyes	BSN, RN, CNOR
Timothy Reynolds	RN, CEN
Emily Riley	BSN, RN, CEN
JoAnn Riley	BSN, RN, CMSRN
Cheryl Ringo	BS, RN, CAPA
Jordan Rivera	RN, CNOR
Nicole Rivera	MSN, RN, CCRN
Erin Robidoux	BSN, RN-BC
Marguerite Rodriguez	BSN, RN-BC
Donald Rollins	BSN RN, CNOR
Robyn Rossignol	BSN, RN, CEN
Constance Ross	BSN, RN-BC, CEN*

# Professionally Certified Nurses (continued)

\* denotes dual certificates

NAME	CREDENTIALS
Gwen Ross	RN-BC
Gayle Roussel	BSN, RN, CCRN
Janice Russo	RN-BC, PCCN*
Patricia Russo	RN-BC, ONC*
Kimberly Rust	BSN, RN-BC, CMSRN*
Elizabeth Ryder Battisti	RN, CCM
Michael Salter	BSN, RN, CNRN
Laurie Santo	RN, CRNI, VA-BC*
Judith Satagaj	RN-BC
Eduard Sateri	BSN, RN, PCCN
Mary Saunders	BSN, RN-BC, CWCN, CCCN, COCN*
Cheryl Savakis	BSN, RN, CEN, SANE, NE-BC*
Theresa Savino	DNP, RN, CPHQ
Kathleen Schultz	MSN, RN-BC, CGRN, CNL*
Ashley Schwab	BSN, RN-BC
Lisa Scianna	MSN, RN, CAPA
Andrea Scranton	RN-BC
Megan Segetti	RN, IBCLC, RNC-OB*
Jessica Shaffery	MSN, RN-BC
Lorraine Sheehan	RN, SCNR
Mary Sheehan	BSN, RN-BC, C-EFM*
Melinda Shugrue	BSN, RN, CHPN
Sheri Sienkiewicz	BSN, RN, CEN
Rebecca Sipples	MSN, RN, APRN-BC*
Pamela Skerker	MSN, RN, APRN-BC
Maureen Skowronek	RN-BC*
Denise Slater	RN-BC
Lara Slavtcheff	RN, CHPN
Bridget Smith	BSN, COS-C

NAME	CREDENTIALS
Deborah Smith	BSN, RN, CEN
Denise Smith	BS, RN, CPHQ
Rachel Smith	MSN, RN, CEN
Stephen Socha	BSN, RN-CEN, CPEN*
Elizabeth Stella	BSN, RN, CEN
Barbara Stone	BSN, RN, CCRN, PCCN*
Jill Stempel	RN, OCN
Cortney Stuckey	BSN, RN, STAR
Catherine Sullivan	BSN, RN, CAPA
Khushboo Surti	BSN, RN-BC
Deborah Sweet	BSN, RN-BC, CEN*
Linda Sweet	RN-BC, CHPN*
Maryann Swetz	RN, CEN
Karen Tedeschi	RN, CHPN
Ashlee Tedford	RN, CCRN
Rebecca Teeter	RN, CEN
Susan Terry	RNC
Linda Therrien	RN-BC
Katia Thomas	BSN, RNC, IBCLC*
Barbara Thompson	MSN, RN, NE-BC, CNOR*
Denise Thoren	RNC
Emeline Tiden	BSN, RN-BC
Holly Timinskas	RN-BC
Joanne Todaro	RN-BC
Kimberly Tomboly	BSN, RN-BC
Pamela Tripp	MSN, RN, CCRN
Nicole Tucker	RN-BC
Kelly Tupper	BSN, RN-BC
Karen Tyndall	BSN, RN, CNOR

NAME	CREDENTIALS
Carolina Villamizar	MSN, RN, ACNP-BC
Nicholas Vucelic	BSN, RN-BC, PCCN*
Catherine Wade	MHCA, BSN, RN-BC*
Ruth Wagner	BSN, RN-BC, PCCN*
Lynne Wagoner	RN, CRNI
Kathryn Walker	BSN, RN, CEN
Susan Walker	RN, CAPA
Deborah Ware	BSN, RN, CNN, MAOM*
Deborah Warzecha	DNP, RN, NEA-BC, CEN*
Janet Whaley	BSN, RN, CEN
Louise White	RN, CAPA
Susan Wiatrak	BSN, RN-BC, CPAN, CAPA*
Sarah Wilcox	MSN, BS, RN-BC*
Patricia Williams	BSN, RN-BC, OCN*
Patricia Winter	MSN, RN-BC, CHFN*
April Woodard	RN, CHPN
Deborah Woodcock	BSN, RN, CNOR
Jennifer Woynar	BSN, RN, NE-BC
Alison Yazmer	BSN, RN, CCDS*
Robyn Zemienieski	MSN, RN, APRN-BC, CEN
Kelly Zercie	MSN, RN-BC, CHPN, STAR*
Michele Zito	RN-BC, CCRN*

# Selected Presentations & Publications

## EBP Projects

### **Does self-care (aromatherapy) decrease burnout among clinical nurses compared to standard care?**

Project: May to September 2018  
Presentation to PPC: OCT 10, 2018

**Krystal Myers MS,BSN, RN**  
**Katherine Riddell BSN, RN**  
**Nardina Malak BSN, RN**  
**Jamie Ollari BSN, RN**

### **Does self-care (sound therapy) decrease burnout among clinical nurses compared to standard care?**

Project: May to September 2018  
Presentation to PPC: OCT 10, 2018

**Alyssa Glasow BS, BSN, RN**  
**Jillian Papa BS, BSN, RN**  
**Medha Desai MHSc, BSN, RN**  
**Stephany Griswold MAT, BSN, RN**

### **Does self-care (yoga) decrease burnout among clinical nurses compared to standard care?**

Project: May to September 2018  
Presentation to PPC: OCT 10, 2018

**Melissa Ambrose BSN, RN**  
**Ashley Coulet BSN, RN**

## Presentations

### **Post Intubation Sedation – It doesn't have to be painful**

April 19, 2018  
Emergency Nurses New England  
Regional Symposium

**Rachael Smith, MSN, RN, CEN, TCRN**

### **GOT Care!**

October 2018  
ANCC Magnet Conference, Denver, CO

**Millicent Malcolm DNP, GNP-BC, APRN, FAANP**

### **Eye Tracking: Improving Situational Awareness**

October 2018  
ANCC Magnet Conference, Denver, CO

**Stephanie German MSN, RN, CEN**  
**Rob Blewitt MSN, RN**

### **Neutralizing Knowledge: Acid Base Balance at the Bedside**

May 2018  
American Nephrology Nurses Association  
Southern New England Chapters Renal Roulette  
at Mohegan Sun, Ledyard CT

**Philip Martinez, Jr., EdD, MSN, APRN-BC, CCRN-CMC**

## Publications

### **Improving the Process for Hereditary Risk Assessment (HRA) Referrals Identified at Breast Case Conference**

Oncology Nursing Society 42nd Congress - online issue of the *Oncology Nursing Forum*

**Ryann Nocereto, MSN, RN**  
**Kari Mayorga, BSN, RN, OCN**  
**Pat O'Brien, APRN, NP-C**

### **Decreasing Incidence of Medical Device-Related Pressure Injuries in a Small Community Hospital: A Quality Improvement Project**

January 2018 *Journal of Wound, Ostomy & Continence Nursing*

**Melissa Monarca, MSN, RN-BC, CWON**  
**Patty Marteka, MSN, RN-BC, CBN**

### **Chapter 30 Nursing Management: Diabetes Mellitus**

*Focus on Adult Health: Medical Surgical Nursing*, 2nd Ed. - Philadelphia, PA: Lippincott, Williams, and Wilkins, Wolters-Kluwer Publisher; Tierney, K., & Dorsen, C.

**Kathryn Tierney, MSN, APRN-BC, FNP**

# New Degrees in 2018

NAME	DEPARTMENT	DEGREE
Mirnesa Abidovic	Float Pool	MSN, RN
LeAnn Bellos	North 5	BSN, RN
Daniela Calle	South 4	MSN, RN, FNP-BC
Donna Dimacjce	Critical Care	BSN, RN
Beth Finn	Center for Chronic Care Management	MSN, RN, FNP-BC
Jill Frey	Wound Care	BSN, RN-BC, WCC
Jessica Gabriele	South 6	DNP, RN-BC, NE-BC, CML, CNL
Chris Kirk	Marlborough ED	DNP, RN, CEN
Heather Marica	Critical Care	MSN, RN, PCCN
Amanda McDonald	Pregnancy & Birth Center	MSN, RNC
Jessica Poetzsch	Cancer Center	MSN, RN-BC
Joseph Pucillo	Shoreline ED	BSN, RN, CEN
Holly Roy	North 5	BSN, RN
Terri Savino	Quality Improvement	DNP, RN, CPHQ
Joanna Sawicki	Critical Care	MSN, ACNP, RN
Ashley Stanger	Cancer Center	MSN, RN
Elizabeth Stavola	Float Pool	BSN, RN
Kimberly Tomboly	Nursing Administration	BSN, RN-BC
Sarah Wilcox	Healthcare at Home	MSN, RN-BC



# Memorable Moments in Nursing

**Submitted by Gail Forrest RN, BSN, CEN – Shoreline ED**

I have worked at the Shoreline Emergency Department for the past 19 years as a night shift RN. My job centers around assessing the patient, assigning a triage level, obtaining vital signs and symptoms and determining how we can best care for the patient or if he needs a higher level of care. I recently experienced first hand what happens to your loved one when there is no more treatment available and it is time to “Go Home”.

My father was 96 years old and still living on his own in the house he raised all ten of his children in with my Mom (who passed away in 2009). Over the years he had 2 open heart surgeries, a pacemaker and had overcome many health issues. After a serious episode of CHF and 3 weeks in a rehab facility he still wasn't “feeling like I was when I was 92!”... although he was chopping wood at age 90 and walking 2 miles per day.

Our family struggled with the fact that our Dad was unhappy, that he would never feel 92 again and that he didn't have the endurance for activities that he once enjoyed. As part of a large family (8 girls and 2 boys) it was difficult for everyone to understand that perhaps we should tell our dad it would be ok to stop fighting for what he would never attain – his body was tired. During his last ER visit (just a few hours after being discharged from rehab) the doctor told him “there is only one way out of this” and he realized he wouldn't get better and he could stop struggling. We asked him if he wanted to go home and we would take care of him – he said “YES!”

With the help of Day Kimball Hospice my sister (a retired RN) and I would be his primary caregivers. We both knew how to take care of patients, but this had a very different twist! Being both his nurse and daughter created new challenges – hugs and kisses became part of our repositioning schedule and he was showered with prayers and comfort as well as medications to control pain and anxiety when the need arose.

My father was aware of everything that was happening to him and around him until his last breath...we celebrated with his friends and family. He told us countless stories of his youth, the depression, living in an orphanage for 3 years as his parents were too poor to feed the children, and his experiences in WWII. He had a positive outlook on the hardships he endured and always found the best in the worst situations.

We have all heard the phrase “he died with dignity and grace.” Now I know exactly what that means as my father did exactly that – it was the greatest gift he gave me and I treasure every moment I spent caring for him in his final days on earth.

My father passed away on February 27 and it was peaceful. I am so happy that my nursing career has brought me so much understanding about care, compassion and how to make a difference in someone's life...and death...and in “going home.”

# Memorable Moments in Nursing (continued)

## Submitted by Christian Treiber BSN, RN – North 6

In a stressful environment, it's easy to lose track of why we became healthcare professionals in the first place. Long hours and tough assignments can make it hard for even the most seasoned of professionals to provide Care that truly Makes a Difference.

Recently, North 6 came together as a team to make a patient feel as if she was one of our own. It's rare on our floor to develop a lasting relationship with a patient. With a high turnover rate and fast paced environment, we sometimes are not able to truly get to know our patients.

A few months ago, we had the pleasure of watching a patient make a positive turnaround after spending over two months on our unit. It was a team effort, as the entire staff took their role in her plan of care. Day in and day out, the healthcare team advocated for the

patient and collaborated together to facilitate her healing. Clinically, the patient took a long time to get back to her baseline, but it was the determination and teamwork of the staff that allowed for an unbelievable recovery. Every member of the team held themselves accountable to ensure the success of this patient. What impressed me the most were the accountable moments when the staff went above and beyond for this patient. Staff members went beyond the clinical aspects of care to make this patient feel special.

We celebrated her birthday with cake, brought in her favorite kind of pizza, and a staff member painted a piece of artwork for her to remember the time she spent with us. This positive transformation the patient made would not have been successful if it weren't for the commitment and teamwork of the staff to

the Professional Nursing Practice Model. The staff demonstrated patience and compassion towards this patient and always put her needs first. It took an inter-professional effort to provide this patient and her family with a successful outcome. The team advocated for the patient, collaborated with one another to ensure her well-being once she left our care.

This is a moment I will remember for the rest of my career as a nurse. It's a constant reminder of the impact we have on people's lives every day.

## Submitted by Stephanie Lombardo RN-BC - North 5

Working weekend days at Middlesex has a slightly different tenor from weekdays. Our weekend team has worked together for more than 25 years (currently with a cherished newcomer). Staff has been hired and they have moved on, but our team spirit has not waned.

On a Sunday last spring, we were carrying forth our tasks, admissions and transfers filling each bed as discharges were performed. Surgical coverage had been in the OR since the wee pre-dawn hours, taking turns running up the stairwells to see patients between cases.

Around 1330, I received report on a colostomy reversal transfer from CCU. He had tolerated a post-op diet and was eager to go home. His assessment included febrile tachycardia, "soft" BPs, near-normal labs, and he lacked orders for dressing changes. His history revealed that he had been treated for alcohol withdrawal during a previous admission.

As the PCT and I assessed him, he was anxious, diaphoretic, febrile, rising HR, hypotensive, abdomen firmly distended, lungs clear, his dressings leaking putrid fluids, and he repeatedly asked about discharge plans. His wife had "the flu"; he was needed at home. Twice I paged the PA apologetically, asking for CIWA, flu swabs and wound care orders. The surgical site was infected. Soon, detailed orders appeared.

As expeditiously as I could cajole his cooperation, the wound's owner was happily medicated. He chatted up a flurry of subjects as I worked. I tried to keep up my end of the conversation as I irrigated the site gently, freeing debris.

Then, a sound erupted so unexpectedly that we fell silent and locked our gaze. The wound's crater emitted a loud, unmistakable, 15-second fart.

Denial came first. This DOES NOT happen! A putrescent cloud soon permeated the room, rolling past the curtain and causing passersby to remark. Reality had presented itself via four

senses. I covered the site with saline gauze, as words to the PA flowed into a third quick page. "I'm sorry to be a nuisance..." they began. It was not unlike Piglet in the Heffalump chapter of "Winnie the Pooh". I implored that this required assessment ASAP.

Moments like what followed are what make our team extraordinary. Dr. Malon and PA Patrick Creedon materialized within moments. They examined the wound, confirming an anastomotic leak. With a cheerful calm that belied their OR marathon, they obtained informed consent and the patient was back in the OR within the hour. My wonderful coworkers had attended to the rest of my patients, as the man was rescued from sepsis, DTs and influenza.

Patty, Gwen, Martha, and Medha truly are a wonderful weekend team.

Many thanks for ALL that you do!

# Memorable Moments in Nursing (continued)

## Submitted by Joann Riley BSN, RN, CMSRN – North 4

As a new team member, I felt welcomed right away here on N4. The first week on the floor was hectic and everyone stepped in to help me (ie. from getting a glass of water for my patient, to ambulating a patient to the bathroom and grabbing a flush or bag of fluids as I stood patiently outside a patient's room in an isolation gown with the "pssstttt" sound because I completely forgot everyone's name).

Thank you for the warm welcome and exemplifying excellent team work. I look forward to extending the same service and more.

Cheers!





Thank  
You

Special thanks to the  
Middlesex Health Medical Staff  
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