

Mount Sinai Health System Nursing **Year End Report**

**Bedside
is the
best
side**



**Mount
Sinai**

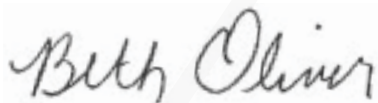
A Message From The Chief Nurse Executive

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Over the past year, the world has faced a challenge like we have never seen before. I thank you immensely for your dedication, perseverance and professionalism as we continue to navigate the COVID-19 pandemic. To all of our Mount Sinai Nurses, thank you for your bravery and resilience. I am so proud of the agility, teamwork and empathy I have witnessed during these unprecedented times. Today, more than ever, I express my sincere gratitude to all of the Health Care Heroes for your dedication to our patients.

The past year will hold different meaning, memories, and impact for each of us. All of you have made sacrifices—personal and professional, visible and unseen—to ensure that we can continue to care for those who need us the most. I will never be able to fully express our gratitude and respect for all you have given and continue to give.

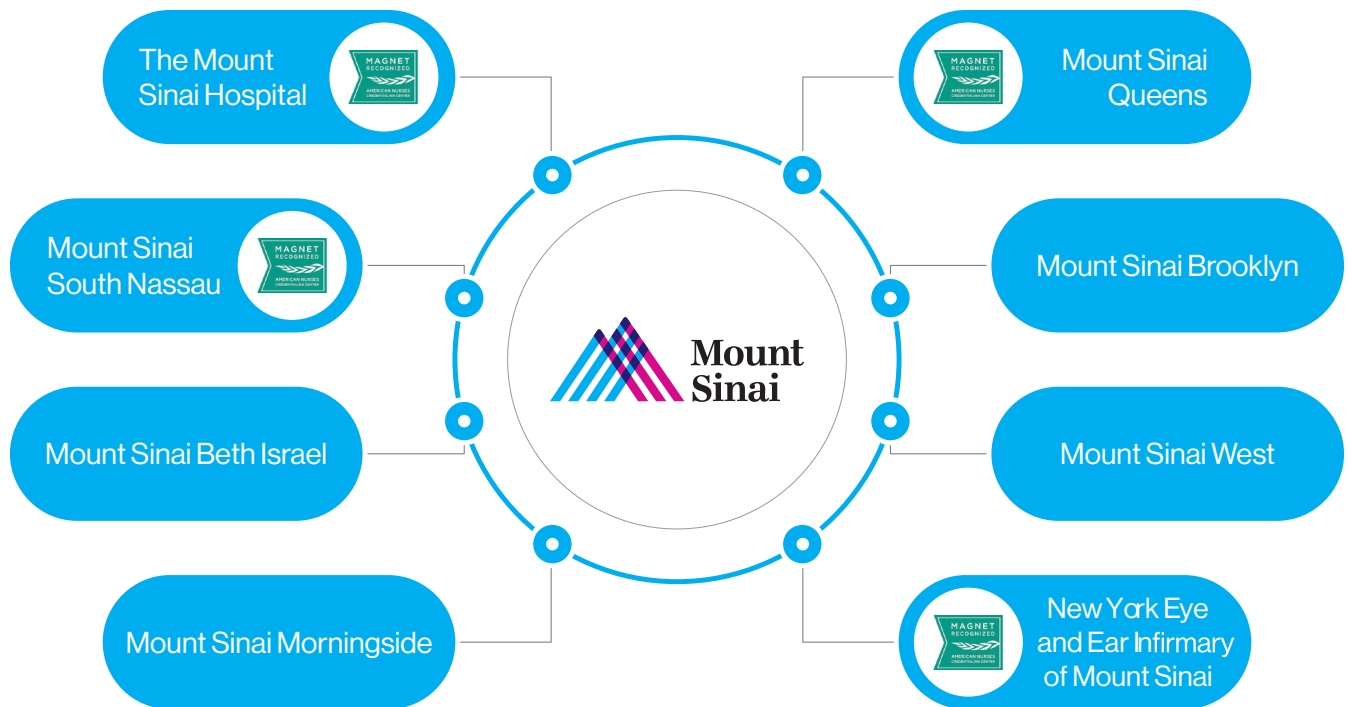
I look forward to the future and all that we will continue to accomplish together to strengthen our commitment to zero harm for our patients, improve the patient experience for all and enhance the image of professional nursing within the Mount Sinai Health System. The pages that follow will highlight the extraordinary accomplishments and innovations of our Mount Sinai Nurses as well as an introduction of our Nursing Corporate Structure and Leaders to direct purposeful change and advance nursing practice.



Beth Oliver, DNP, RN
Chief Nurse Executive
Senior Vice President, Cardiac Services
Mount Sinai Health System

2020 Facts and Figures

Mount Sinai Health System employs approximately 8,000 nurses across our hospitals and ambulatory locations.



Transformational Leadership



Introducing our Chief Nurse Executive

DATE: June 11, 2020

RE: Appointment of Beth Oliver, DNP, RN, as Senior Vice President and Chief Nursing Executive for the Mount Sinai Health System

We are excited to announce the appointment of Beth Oliver, DNP, RN, as Senior Vice President and Chief Nursing Executive for the Mount Sinai Health System. In this newly created role, Dr. Oliver will be responsible for the practice of nursing across the Health System and will collaborate with the senior executive team as well as Chief Nursing Officers throughout Mount Sinai.

A nationally recognized cardiovascular leader, Dr. Oliver has fostered and supported evidence-based, patient-centered care throughout her career. As Chief Nursing Executive, her top priorities will be ensuring the safety and quality of care for our patients, supporting and advancing the professional development of our nurses, transforming the care we provide around the needs of our patients and communities, and partnering on our transition from volume to value. In addition, Dr. Oliver will continue to develop and maintain Mount Sinai's national reputation for excellence in nursing services. In

collaboration with executive leadership and the site Chief Nursing Officers, she will participate in the organization's strategic plan—setting annual and long-term performance goals—and will leverage the Health System's nursing excellence to advance the achievement of strategic goals, optimize clinical outcomes, enhance employee engagement, and promote a best-in-class patient experience.

For more than 28 years, Dr. Oliver has been a transformational cardiac nurse leader at Mount Sinai, most recently serving as Senior Vice President of Cardiac Services for the Health System, in which she has led cardiovascular service line strategy and operations for the Health System while also being responsible for ensuring the delivery of quality care to Mount Sinai Heart patients.

In addition to her Mount Sinai leadership roles, Dr. Oliver has led numerous cardiovascular health-related community outreach programs in partnership with the American Heart Association. In July 2018, Dr. Oliver was appointed President of the American Heart Association's Board of Directors in New York City, becoming the first nurse to hold the position of Board President. As a clinician, an executive, and a nurse, Dr. Oliver is committed to advancing population health and the current and future role of nurses in achieving this goal.

Dr. Oliver received her MS from Columbia University and her DNP from Case Western Reserve University.

Please join us in congratulating Dr. Oliver on her new role.



Mission, Vision and Strategic Plan

Mount Sinai Nursing



MISSION: To provide exceptional clinical experiences and outcomes for patients and families in the many diverse communities we serve through the advancement of nursing practice guided by unrivaled education, leadership, innovation, and scientific research.

VISION: To be the place where nurses choose to work and patients want to receive their care.

MSHS VALUES:

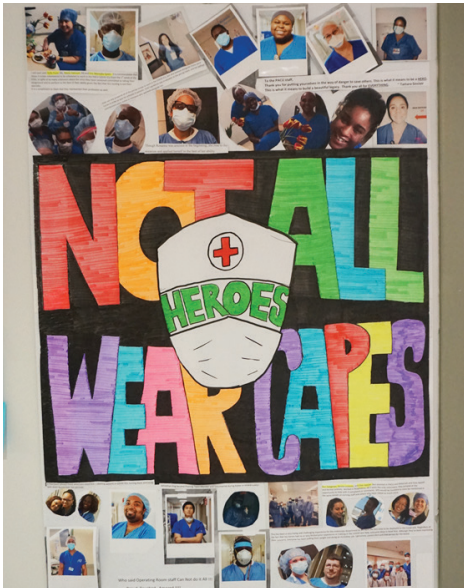
- Safety
- Equity
- Creativity
- Agility
- Teamwork
- Empathy

STRATEGIC PLAN:

- 1 Establish MSHS Nursing Corporate Structure**
Establish a Nursing Organizational and Council Structure to support & advance strategic initiatives and to forge clinical and community partnerships.
- 2 Exceptional Patient Experience**
Transform care and improve the health of the patients and families we serve by putting patients at the center of everything we do through the application of relationship-centered care and the provision of outcomes driven practice.
- 3 Nursing Financial Stewardship**
Recognize operational and fiscal excellence to deliver the "Best Care at the Right Cost" and ensure the recognition of Nursing as a revenue-generating workforce.
- 4 Image of Professional Nursing**
Demonstrate clinical expertise utilizing research and the best evidence to practice at full scope and to excel as transformational leaders in an evolving healthcare environment.
- 5 Zero Harm**
Exhibit a strong commitment to build and emphasize a culture of safety and endorse high reliability performance and continuous process improvement.
- 6 Standardization and System Support of all Hospitals**
Achieve consistent processes that decrease variation, improve quality, and promote efficiency and staff satisfaction through standard work. Standardization promotes operational excellence and optimization of care delivery.

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is the
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2020 – The Year of the Nurse and Midwife



YEAR OF THE NURSE
2020  **2021**
EXCEL • LEAD • INNOVATE
ANA  ENTERPRISE

Meet The Executive Nurse Cabinet

Chief Nurse Executive



Beth Oliver, DNP, RN
*Chief Nurse Executive
Senior Vice President,
Cardiac Services
Mount Sinai Health System*

System Vice Presidents/Chiefs



**Maria Vezina EdD, RN,
NEA-BC, FAAN**
*System Vice President/Chief,
Nursing Practice, Education,
APN Credentialing
and Labor Partnerships
Mount Sinai Health System*



Wendy O'Brien RN, MBA/HSA
*Chief Nursing Finance Officer
Vice President
Mount Sinai Health System*

Chief Nursing Officers/Deputy Chief Nursing Officer



**Frances Cartwright, PhD,
RN-BC, AOCN, FAAN**
*Chief Nursing Officer
and Senior Vice President
The Mount Sinai Hospital*



**Christine Mahoney, DNP, RN,
AGACNP-BC, NEA-BC, CCRN**
*Chief Nursing Officer
and Senior Vice President
Mount Sinai Beth Israel
and Downtown Network*



**Stacey A. Conklin, MSN,
RN-BC, MHCDS, NE-BC**
*Chief Nursing Officer
and Senior Vice President
Mount Sinai South Nassau*



**Marsha Sinanan-Vasishta, MSN,
MBA, RN NEA-BC, CPXP**
*Chief Nursing Officer
Interim-Vice President, Nursing
Mount Sinai Morningside*



**Claudia Garcenot, MSN,
MHA, RN**
*Chief Nursing Officer
Vice President, Nursing
and Patient Care Services
Mount Sinai Brooklyn*



**Linda M. Valentino MSN, RN,
NEA-BC**
*Chief Nursing Officer,
Mount Sinai West
System Vice President,
Women's and Children's Services*



Jill M. Goldstein, RN, MA, MS
*Deputy Chief Nursing Officer
Vice President, Nursing
Mount Sinai Queens*

Meet The Executive Nurse Cabinet

Specialty Vice Presidents



Jemilat Siju, DNP, RN, OCN,
APN-BC

*Vice President of Nursing
for Ambulatory Care
Mount Sinai Downtown*

System Senior Directors



Yvette Cummings MSN, RN

*Senior Director, Dialysis Nursing
Mount Sinai Health System
Ambulatory Care Nursing
Mount Sinai Hospital*



Erin Figueroa, MSN, RN NE-BC

*Senior Director of Nursing
Obstetrics and Gynecology
Mount Sinai Health System*

The Mount Sinai Philips School of Nursing



Dr. Todd F. Ambrosia, DNP,
MSN, APRN, FNP-BC, FNAP

*Vice President of Nursing
for Ambulatory Care
Mount Sinai Downtown*

Nursing Committee Structure to Support Strategic Priorities

MSSH Senior Executive Nurse Cabinet



Existing Committees

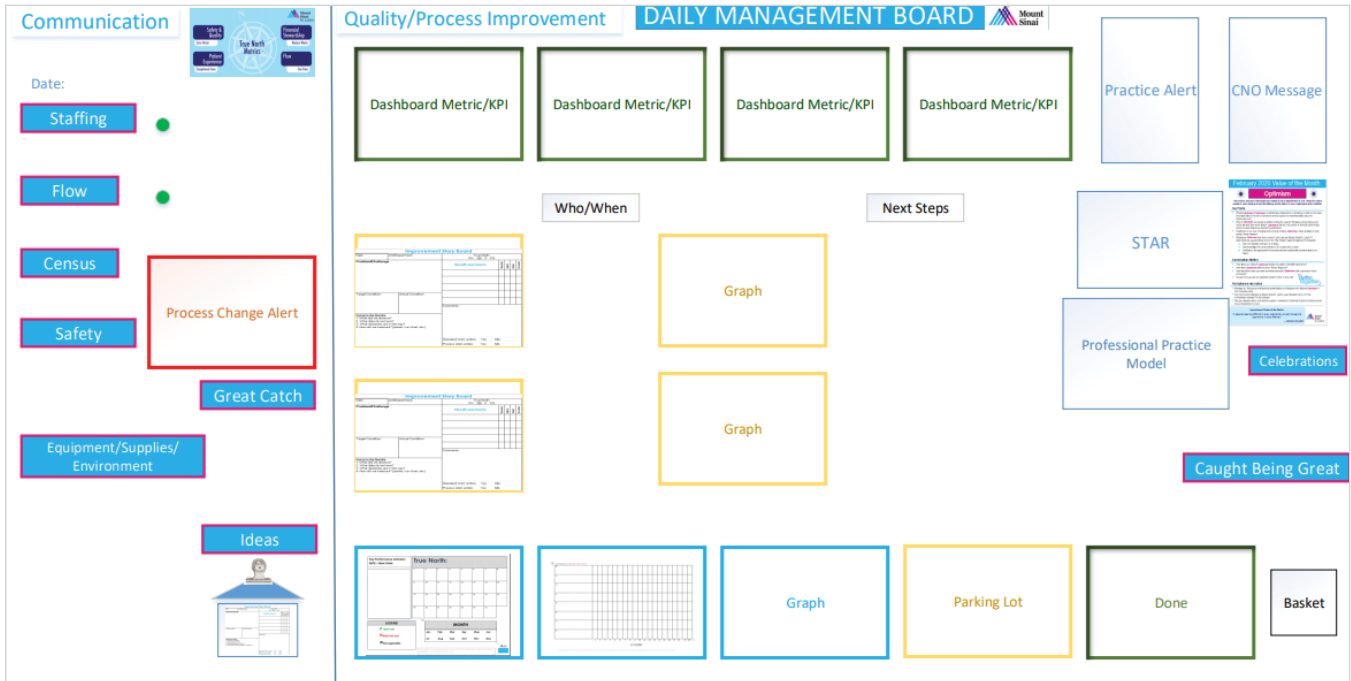
Evidence Based Practice and Research Council	Informatics, Innovation and Digital Engagement	Exemplary Professional Practice Council	Patient Experience, Quality and Safety Council	Professional Development Council (PDC)
<ul style="list-style-type: none"> Literature search for best practice (EBP and available research studies). System-wide research study or EBP project to assess effectiveness of change once implemented. 	<ul style="list-style-type: none"> Current state assessment of practice and policy. Standardize practices, including discharge and follow-up care. Review/revise policies to match practice. 	<ul style="list-style-type: none"> Current state assessment of documentation. Standardize documentation of care, including discharge plan, follow-up care / education. 	<ul style="list-style-type: none"> Current state metrics for quality and patient experience related to topic. Focus on discharge readiness and readmission metrics when applicable. Develop tools to measure metrics when applicable. Evaluate and report trends monthly – favorable and unfavorable. 	<ul style="list-style-type: none"> Assess current education modules / competencies. Develop new education modules / competencies that develop and foster critical thinking.

New Committees

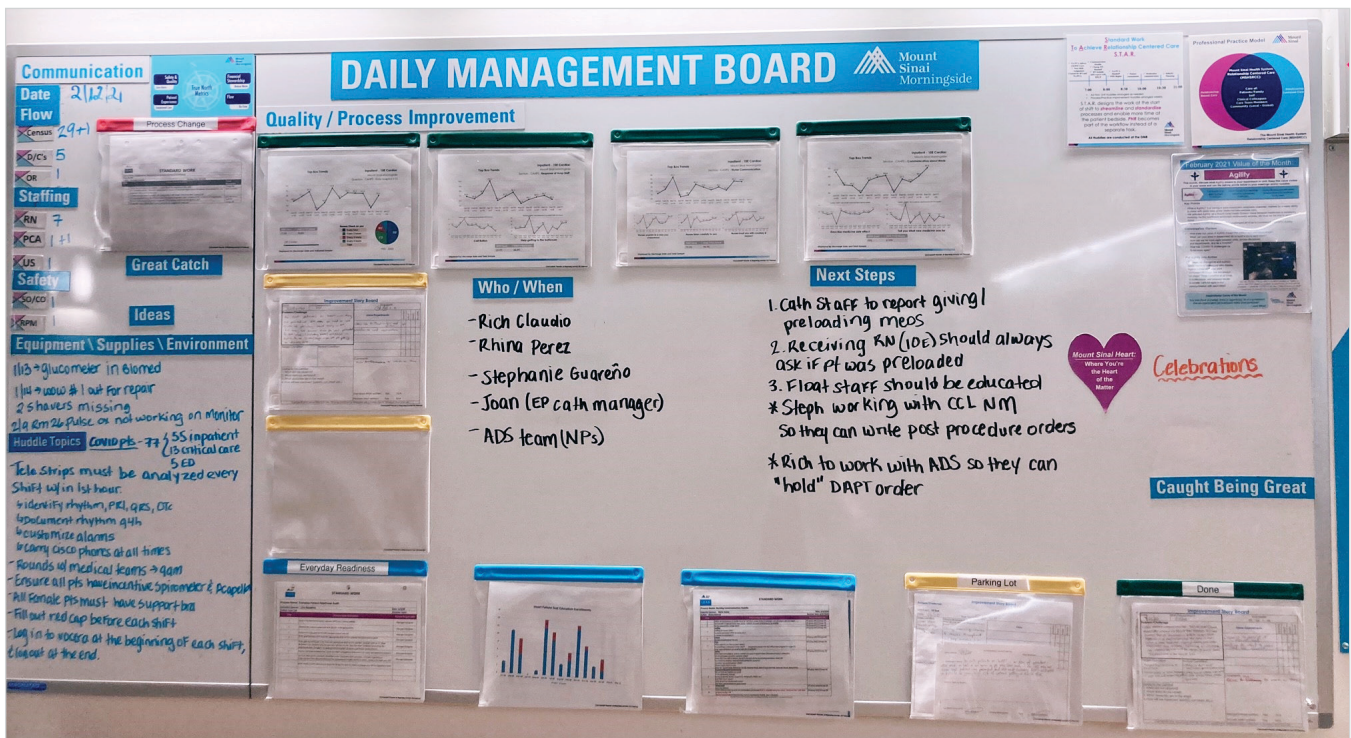
Nursing Financial Stewardship	Diversity and Inclusion	Ambulatory Care	School of Nursing Collaboration Committee
<p>Assess current and future state of the following:</p> <ul style="list-style-type: none"> Value Analysis - standardization of supplies track costs – favorable and unfavorable. Financial metrics, value-based care metrics and / or litigation costs. 	<ul style="list-style-type: none"> Current state assessment for gaps related to care and education to meet the needs of diverse populations. Ensure new approaches to care and education meet the needs of diverse populations. Ensure policies also meet the needs of diverse populations. 	<ul style="list-style-type: none"> Current state assessment of continuity of care and outpatient follow-up. Develop future state to ensure continuity of care and outpatient follow-up match identified best practice. Ensure bi-directional referral plan for patient needs. 	<p>Ensure curriculum matches current and predicted trends, most notably:</p> <ul style="list-style-type: none"> Nursing sensitive indicators CAUTI, CLABSI, HAPI, Falls Value Based Purchasing CHF, COPD, Sepsis, PNA, AMI

Introducing our Chief Nurse Executive

Standardized Template



Unit Layout – Mount Sinai Morningside 10E



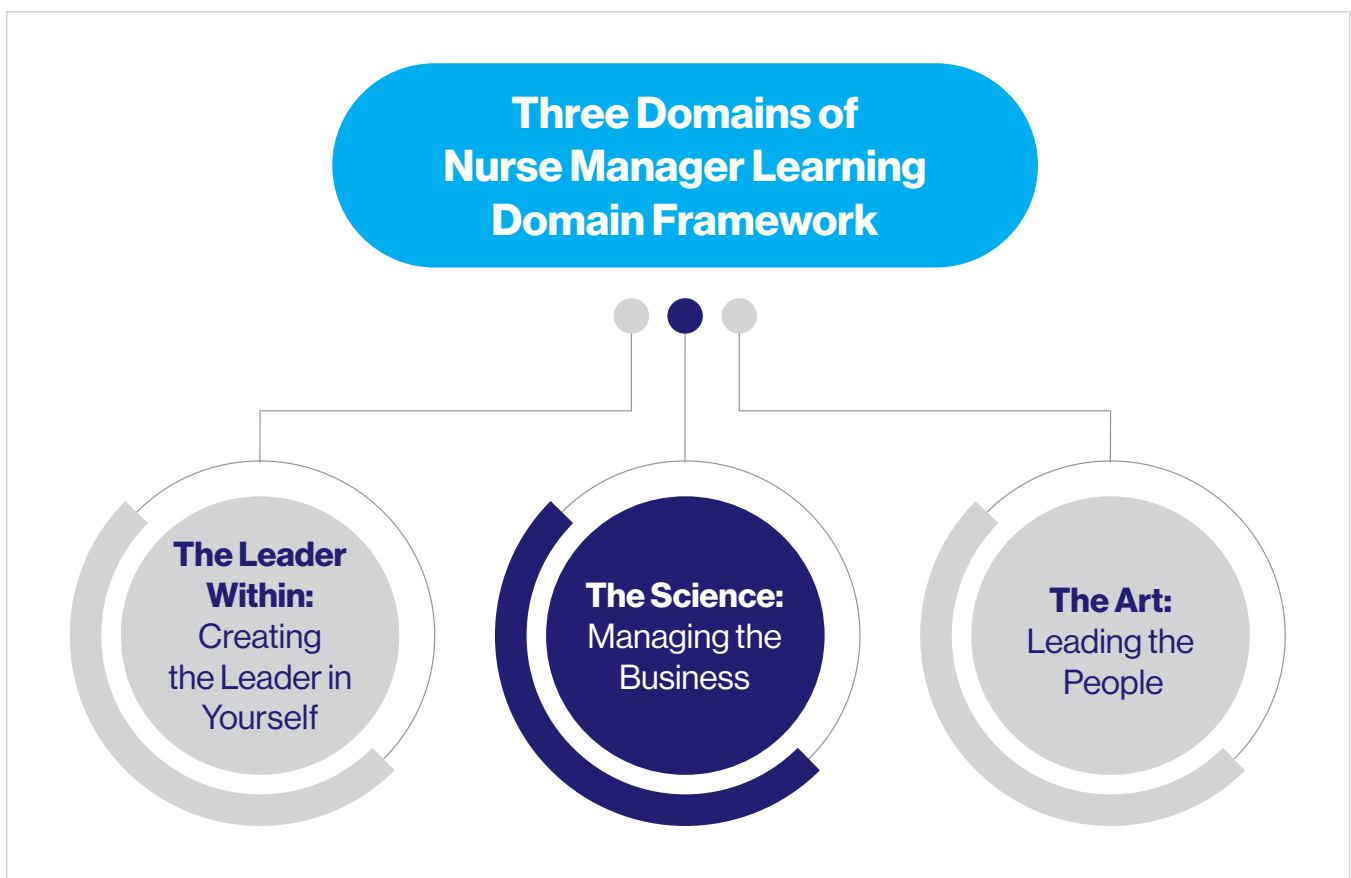
Structural Empowerment



The Nurse Leader Academy

The Nurse Leadership Academy: “Managing the Business” Intensive is a professional development opportunity designed to target the unique leadership development needs of nurse managers who are the vital link between the administrative strategic plan and point of care. This program is based on “The Science: Managing the Business” domain of the American Organization for Nursing Leadership (AONL) Nurse Manager Learning Domain Framework. Participants will be

prepared and enabled to understand healthcare economics, financial stewardship, data analysis, and innovation as it applies to the delivery of patient care and outcomes. This offering utilizes practical models and techniques, beyond theory, so participants can strengthen their current skills, master new competencies, and continue the life-long learning essential for the next generation of successful nurse leaders.



Nurse Leader Academy Program Vision: To advance nurse leaders’ knowledge, skills, and abilities and prepare them to excel and adapt as transformational leaders in an evolving healthcare environment.

The Nurse Leader Academy

Updated Curriculum

Based off of feedback from our first cohort and in an effort to incorporate elements of diversity, equity and inclusion into the program, the NLA curriculum for the second cohort has five new classes.

	Course	MSSH/TDL Facilitator
Pre-Work	Performance Improvement Academy – Level 100	MSM LEAN and HSO PI Facilitators
	NLA Kickoff Session	Natalie Callis, DNP, RN-BC, NEA-BC
	Excel (Basic Spreadsheets)	PEAK Module
1	Transformational Leadership	Beth Oliver, DNP, RN
2	Diversity, Equity and Inclusion Module	Pam Abner, MPA, CPXP
3	Pay for Performance/Value Based Purchasing	Esther Moas, MS, RN
4	Interpreting Data (Tableau Tutorial)	Elysha Sodhi, MHA
5	Survey Readiness	Ann Marie McDonald, EdD, RN, FACHE
6	Meeting Essentials and Project Management	Isabella Royes, MSHA
7A	Financial Stewardship Intro (Labor Analytics)	Guy Courbois, MBA, MPH
7B	Financial Stewardship Series	Wendy O'Brien, RN, MBA/HSA
8	Patient Experience	Stephanie Guareno, BSN, RN
9	Unconscious Bias	Pam Abner, MPA, CPXP and Shana Dacon MPH, MBA
10	Labor Management (1199/NYSNA)	Lindsay Condrat, MSN, RN, ACNP-BC
11	Artificial Intelligence and Digital Engagement Initiatives	Robbie Freeman, MSN, RN, NE-BC
12	Just Culture	Chris Berner, JD and Christine Mahoney, DNP, RN, AGACNP-BC, NEA-BC, CCRN
13	Capstone Project	Beth Oliver, DNP, RN and TDL Staff

The second cohort of 25 nurse managers began in May of 2021.

Nurse Leadership Lecture Series

Kickoff for First System Nursing Leadership Lecture Series

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Mount Sinai Health System Advanced Practice Nursing Overview

MANAGEMENT OF ADVANCED PRACTICE NURSING Credentialing and Privileging Process

- ✓ Who are the APRN's?
- ✓ Why are they Credentialed / Privileged?
- ✓ Why is this Process Important?
- ✓ How is the Performance of APRN's Evaluated?
- ✓ What Laws, Regulations, Standards apply to APRN's?

Thursday, November 5th from 12pm –12:45pm Via Zoom
Advance Registration is required.

<https://mountsinai.zoom.us/meeting/register/tJYocuCvrTIsH9BqyGGqurWpZdilYztWEBPA>



Presented by
Maria Vezina EdD, RN, NEA-BC, FAAN
Chief Nursing Officer
Mount Sinai Morningside



Mount Sinai Philips School of Nursing Relocation to 126th Street

The Philips School of Nursing moved to a new campus on 126th Street between Lexington and Third Avenue. The proximity to The Mount Sinai Hospital and the Icahn School of Medicine at Mount Sinai will provide its students, faculty, and staff a greater opportunity for **inter-professional learning, community partnerships, and special initiatives**. The new campus has been carefully designed to respond to today's technology-driven nursing education as the school's **progressive curriculum blends classroom and virtual learning environments**.



Mount Sinai Nursing – Awards and Recognition

Wendy O'Brien Received the Caribbean Life Impact Award



Caribbean Life's annual Impact Awards recognizes the achievements and contributions

of outstanding individuals of Caribbean background who have created the most impact in their respective career fields — from healthcare, the arts, to advocacy, entrepreneurship,

and much more. By establishing themselves in these lanes, they've helped continue opening the path for incoming immigrants and inspiring generations to come.

Toby Bressler Was Inducted As a Fellow of the American Academy of Nursing



Induction into the American Academy of Nursing is a significant milestone in a nurse leader's career in which their colleagues within the profession honor their accomplishments.

It is one of the highest honors that can be bestowed upon a nurse leader. Dr. Bressler is a pioneer in leading the inclusion of Orthodox Jews within contemporary healthcare in ways that enhance health literacy, reduce barriers, and improve quality. She spearheaded the expansion of the Orthodox Jewish Nurses Association, ANA's first faith-based organizational affiliate engaging over

2,400 nurses in the U.S. and abroad. She has implemented strategic initiatives including mentorship programming and disseminating culturally relevant pedagogical toolkits internationally. In her role as the Senior Director of Oncology Nursing, she has significantly contributed to advancing health promotion in cancer and faith based minorities. We anticipate the continued transformational work

that Dr. Bressler will accomplish to shape the promotion and health equity through the lens of cultural intersectionality, contributing to improved access and health literacy for the underserved. We look forward to Dr. Bressler's successful record of leadership, energy and creativity, unique knowledge, and unwavering commitment to shaping the future of health care delivery with nursing at the helm.

Christine Mahoney Was a 2020 Honoree of The Louis Armstrong Center for Music and Medicine



Christine's commitment and passion for nursing remains tireless. She mentors nurses and emerging leaders and continues to earn the

respect of her peers with her wisdom, integrity, and intelligence. She has been a strong advocate of music therapy and promoted the Armstrong research of Environmental Music Therapy in the Surgical Intensive Care Unit and

in the recent PATHS program where staff received music therapy support in the aftermath of COVID-19. She is noted for her pursuit of excellence in patient care as well as for her devotion to the employee experience.

Exemplary Professional Practice

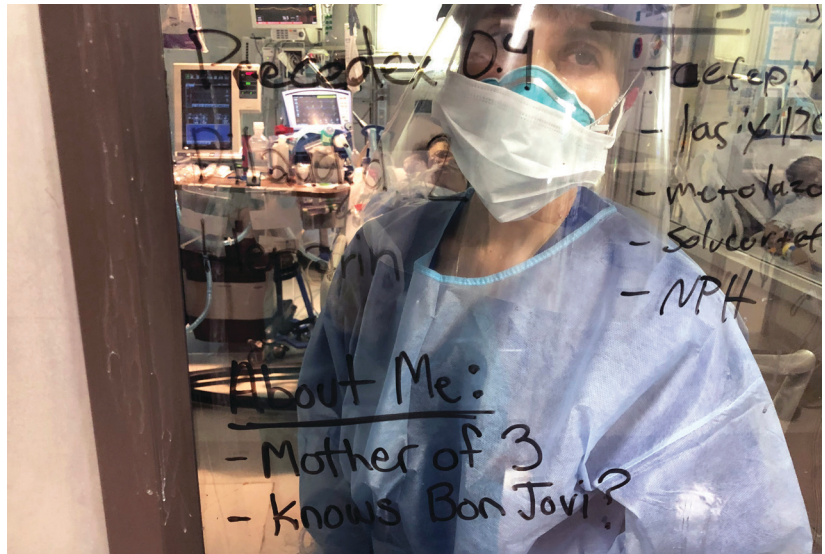


COVID-19 Innovations

IV pumps placed outside of COVID ICU rooms so that the RN could immediately respond to the patient's condition with constant visualization of the infusion pump and see the patient through the glass window. Once the pump was adjusted, the RN could safely don to see the patient.



Clinical information written on the glass walls and windows to allow for an immediate and effective way to exchange critical information to members of the interdisciplinary team. **Personal “About Me” facts about the patient** also written on the glass, to try to maintain a personal connection with patients and provide the best possible patient experience during a time of COVID isolation.

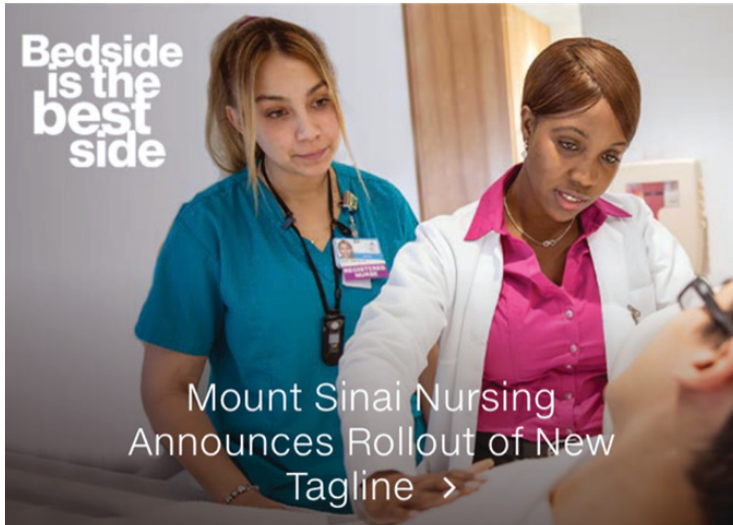


A system to allow **dialysis nurses to virtually monitor the patient's vascular access, visualize the dialysis machine for clinical changes,** and maintain the ability of the nurse to quickly respond to patient status changes and the machine alarms during the dialysis treatment.



Nursing Tagline: **Bedside is the Best Side**

Developed by one of our own Nurse Managers, the **Bedside is the Bestside** Tagline reinforces that Nursing's role at the bedside is fundamental to the safety, quality and experience of care for our patients.



Introduction to LEAN

Starting in 2020, All Nurse Leaders To Become Competent in LEAN Methodology

What is LEAN?

Lean is a philosophy of Continuous Improvement to:

- **Create** an intensive focus on structure and process for Continuous Improvement and iterative learning
- **Utilize** the skills and knowledge of the people performing the work – Respect for People

Continuous Improvement Level 100

This course discusses the **foundational principles of continuous improvement (CI) and defines the expected behaviors and thinking that support the culture of improvement in the Mount Sinai Health System.**

At the completion of this course, each nurse leader will be able to:

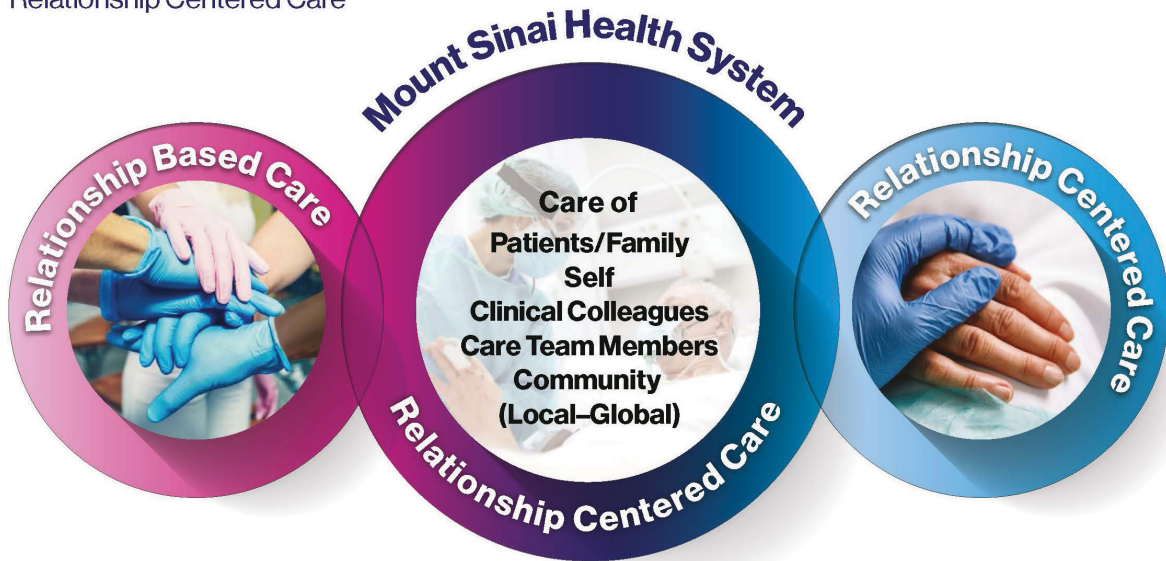
1. Define the principles of continuous improvement
2. Outline the behaviors for continuous improvement
3. Apply basic process mapping skills to a real-world process
4. Distinguish the eight basic wastes in health care
5. Organize your space or work using the Lean 6s methodology



Professional Practice and Care Delivery Models

Professional Practice Model

Mount Sinai Health System
Relationship Centered Care



Mount Sinai Health System (MSHS)

Care Delivery Model Modified Primary Nursing

Tenets of Modified Primary Nursing

Nurse-Patient Relationship
Accountability
Autonomy
Collaboration
Continuity

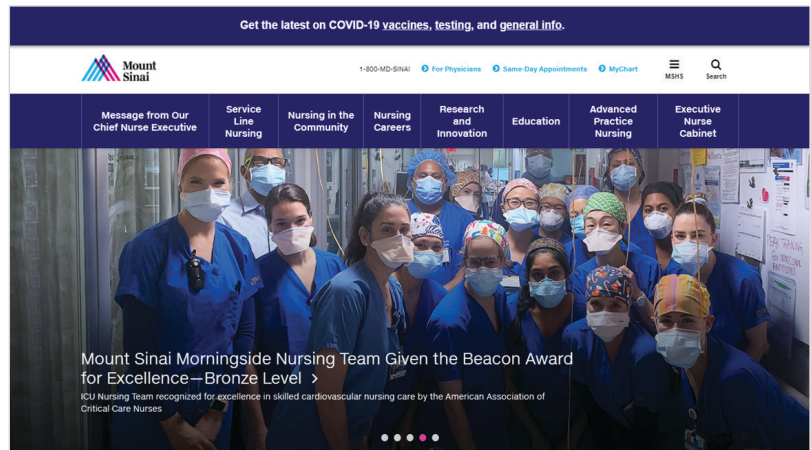


New Knowledge Innovations and Improvements



Mount Sinai Health System Has a New Nursing Website

The new website is an effective platform for communication about Nursing initiatives and achievements across the system. It provides links to nursing resources archived at Mount Sinai, highlights work and expertise of service lines and Advanced Practice Nursing and integrates information about the School of Nursing. It also features a calendar of nursing events in the community, promotes our nursing careers website to recruit the best candidates, and provides information about the Center for Nursing Research and Innovation.



**Scan Here
to Visit the
Nursing
Website**

The Mount Sinai Philips School of Nursing Simulation Center

The School's state-of-the-art simulation center includes inpatient and primary care settings, a home care apartment and an operating room. The inpatient setting is equipped with advanced medium and high fidelity adult, birthing, pediatric, and neonatal simulators, and a multitude of partial task trainers. The primary care setting is equipped with examination tables and a simulated emergency room bay, for use with standardized

patients. Within each simulated environment, students practice nursing skills, integrated with critical thinking, communication, teamwork, and crisis management. Each encounter area has video capture capabilities, which provides students with the essential element of debriefing post-simulation with faculty in a specially designed seminar suite.



An Introduction to the Lead for the Center of Nursing Research and Innovation (CRNI)



Bevin Cohen, PhD, MPH, MS, RN

Dr. Cohen joins the leadership team of the Center for Nursing Research and Innovation, a group of talented researchers who **support Mount Sinai nurses in generating new knowledge that advances patient care.**

She will lead the Center's efforts in **transdisciplinary and translational research that begins and ends at the bedside.** A strong emphasis will be placed on translational research to ensure that our patient practice is evidence-based and that our **nursing research contributes to the evidence for optimal patient care.**



Mission and Vision of the CRNI

Mission: To create and transform scientific discoveries into innovative strategies for exemplary evidence-based patient-centered care.

Vision: To facilitate a strong nurse-led collaborative research-intensive community with a focus on providing evidence-based health care grounded on outcomes of rigorous scientific research.

System Nursing Grants

Study Title	Principal Investigators	Site	Funding Source	Direct Funds	Indirect Funds	Total Funds
Biomarkers and Phenotypic Risk Factors in Breast Cancer Lymphedema	Miaskowski (UCSF) Hammer (Site PI)		NIH/NCI	\$165,888	\$115,292	\$281,179
Ovarian Cancer Initiative	Hammer		Alderman (Private donor)	\$75,000	NA	\$75,000
Developing a Comprehensive Program of Primary Palliative Care for Vulnerable Patients with Multiple Chronic Conditions	Stone & Shang (CUMC) Cohen (Pilot PI)		NIH/NINR	\$26,496	\$18,414	\$44,910
Improving Ethical Care for Patients who are Incapacitated with No Evident Advance Directives or Surrogates	Cohen		NIH/NINR	\$389,702	\$101,996	\$491,689
Total Funds						\$892,778

The Center for Nursing Research and Innovation (CNRI)



Center for Nursing Research and Innovation

The Mount Sinai Hospital Department of Nursing
Center for Nursing Research and Innovation

NURSING RESEARCH COUNCIL NEWSLETTER

Winter 2020

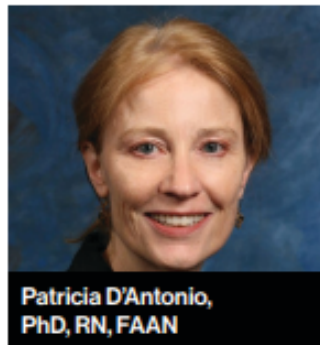
RECAP OF NURSING RESEARCH DAY 2020

On October 30, 2020, The Mount Sinai Hospital Center for Nursing Research and Innovation held its annual nursing research day. Due to COVID-19 this year's event was held virtually on zoom and was well attended by Mount Sinai Hospital System Nurses. Highlights included poster presentations by nurses and nursing students from affiliate hospitals and academic institutions. [Watch recordings of our keynote speakers here](#)

The first keynote address was delivered Dr Patricia D'Antonio on the topic of:
"Research in Nursing: A Different History"

Patricia D'Antonio is currently the Carol E. Ware Endowed Professor in Mental Health Nursing, the Director of the Barbara Bates Center for the Study of the History of Nursing, and a Senior Fellow at the Leonard Davis Institute. She is a Fellow of both the American Academy of Nursing and the College of Physicians of Philadelphia.

Dr. D'Antonio has also been inducted into the Sigma Theta Tau International Nurse Research Hall of Fame. She is also the former chair of the department of family and community health at Penn Nursing, and is the former editor of the Nursing History Review, the official journal of the American Association for the History of Nursing.



Patricia D'Antonio,
PhD, RN, FAAN

Dr. D'Antonio's research focus is on the history of nursing and health care. Dr. D'Antonio is particularly interested in

nursing's work in homes and hospitals, and the many layer meanings ascribed to that work by nurses themselves, and their families, friends, families, and communities. Her newest book, *Nursing with a Message: Public Health Demonstrations in New York City* (Rutgers University Press, 2017), explores the ways in which nurses were central to the building of what we now recognize as primary health care.

Her earlier book, *American Nursing: A History of Knowledge, Authority and the Meaning of Work* (Johns Hopkins Press: 2010) explores the diverse ways in which women and some men from different race, ethnic and class backgrounds reframed the most traditional of

continued on page 2



CNRI WELCOMES DEBORAH FEEHAN

Deborah (Deb) Feehan, MSN, RN-BC was recently appointed as Director of Nursing Quality/Magnet Program Director at Mount Sinai Hospital. Deb has held progressive leadership positions and most recently Magnet Program Director for Plainview and Syosset Hospitals-Northwell Health encompassing oversight and leadership of Nursing Quality, Magnet® Recognition, and Clinical Transformation. Deb holds a Master of Science in Nursing degree from Molloy College and is certified in Project Management, ANCC Gerontological and Medical-Surgical Nurse. Deb oversees and drives the process of review and approval of nursing-led project on the Nursing Project Approval Committee (NPAC)

Nursing Portraits of Courage



Inspired by the bravery and selflessness displayed by our nurses during the COVID-19 Pandemic, fashion designer and artist Rebecca Moses painted and donated portraits of 46 Mount Sinai nurses to our health system. Rather than depicting nurses in PPE and scrubs, these portraits show nurses in their own clothes, celebrating them as

unique and vibrant individuals. The portraits are currently displayed in an exhibition that is traveling across the health system's sites. The story of these portraits was featured in *The New York Times* in December of 2020, and has since been featured on the cover of the *American Journal of Nursing*.

Mount Sinai Health System
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