Department of Nursing
The Center for Professional Nursing Practice

2010 Annual Outcomes Report

NewYork-Presbyterian
Welcome
The Department of Nursing at NewYork-Presbyterian is, above all, committed to providing the highest quality nursing care in a patient-centered environment.

We have a cohesive and dynamic team of nurse leaders who, in partnership with our nursing staff, is steadfastly working on advancing clinical practice and promoting professional and leadership development. Together, we are committed to improving patient care, safety and outcomes while also strengthening and empowering our staff to help us achieve our goals.

I'm immensely proud of our dedicated nursing leaders, our expert team of 4,695 RNs and our extraordinary partners across every discipline. Our department could not have achieved so much over the last year without the support, teamwork and collaboration across all areas of the organization.

Wilhelmina M. Manzano, MA, RN, NEA-BC
Senior Vice President and Chief Nursing Officer
NewYork-Presbyterian Hospital

Table of Contents
Welcome ................................................................. 3
Department of Nursing – The Philosophy ........................................ 4
The Face of NYP Nursing ......................................................... 5
Nursing Strategic Plan .......................................................... 8
Structural Empowerment ....................................................... 8
Transformational Leadership .................................................. 10
Leading the Way ............................................................... 11
Exemplary Professional Practice ............................................. 12
Quality Outcomes .............................................................. 18
Knowledge and Innovation .................................................... 22
Center for Professional Nursing Practice .................................. 22
Recruitment and Retention .................................................. 24
NYU Wagner Master of Science in Public Administration Program for Nurse Leaders .................................................. 25
Nurses in the Community ..................................................... 25

About NYP
NewYork-Presbyterian Hospital, based in New York City, is the nation’s largest not-for-profit, non-sectarian hospital. NewYork-Presbyterian provides state-of-the-art inpatient, ambulatory and preventive care in all areas of medicine at five sites: NewYork-Presbyterian Hospital/Weill Cornell Medical Center, NewYork-Presbyterian Hospital/ Columbia University Medical Center, NewYork-Presbyterian Morgan Stanley Children’s Hospital, NewYork-Presbyterian/The Allen Hospital and NewYork-Presbyterian Hospital/ Westchester Division.

One of the most comprehensive healthcare institutions in the world, the hospital is committed to excellence in patient care, research, education and community service. NewYork-Presbyterian is the #1 hospital in the New York metropolitan area and is consistently ranked among the best academic medical institutions in the nation, according to U.S. News & World Report. The Hospital has academic affiliations with two of the nation’s leading medical colleges: Weill Cornell Medical College and Columbia University College of Physicians and Surgeons.
The Face of NYP Nursing

Scope of Nursing Service

With 2,278 beds, NewYork-Presbyterian Hospital is the nation’s largest not-for-profit, non-sectarian hospital. This hospital has more than 1 million inpatient and outpatient visits in a year, including more than 195,294 visits to our emergency departments.

Nursing care at NYP is provided to patients of all ages through close collaboration with interdisciplinary teams—in inpatient, outpatient and emergency settings. In addition, our Ambulatory Care Network provides community-focused and preventative care throughout the service areas of the NewYork-Presbyterian/Columbia and NewYork-Presbyterian/Weill Cornell sites.

With 4,695 RNs, our department is incredibly diverse. We span all culture, gender, lifestyle and age demographics. You’ll find NYP professional nurses in all areas of the hospital, in ORs and ICUs and in the community.

The Department's nursing staff is 10.6% male compared to the national average of 5.8% (Health Resources and Services Administration, 2004). Currently, 2.4% of the workforce are Veterans (65-78 years old), 30.2% Boomers (48-64 years old), 51.2% Generation X (28-47 years old) and 15.2% Generation Y (20-27 years old).

Our RN workforce encompasses American Indian/Alaskan, Asian/Pacific Islander, African American, Hispanic, Caucasian and a number of other ethnic backgrounds.

Nursing Executive Team

Wilhelmina M. Manzano
MA, RN, MCA-SC
Vice President of Nursing
NewYork-Presbyterian Hospital
and Chief Nursing Officer
NewYork-Presbyterian Hospital

Linda S. Epismonko, MS, RN
Vice President of Nursing
NewYork-Presbyterian Morgan Stanley Children’s Hospital

Dolores O’Neill, MSN, RN
Vice President of Nursing and Patient Care Services
NewYork-Presbyterian/Weill Cornell Medical Center

Susan Boyle, DNSc, RN
Vice President of Nursing and Patient Care Services
NewYork-Presbyterian Hospital/Columbia University Medical Center

Linda S. Espinosa, MS, RN
Vice President of Nursing and Patient Care Services
NewYork-Presbyterian Hospital/Westchester Division and Behavioral Health-Cornell

Debra O’Hehir, MSN, MBA, RN
Vice President of Nursing and Patient Care Services
NewYork-Presbyterian/The Allen Hospital

Georgia J. Persky, DNSc, RN, NEA-BC
Vice President of Nursing and Patient Care Services
NewYork-Presbyterian Hospital/Columbia University Medical Center

Department of Nursing-The Philosophy

The philosophy of the Department of Nursing is derived from the values of the nursing profession. We support the vision of NewYork-Presbyterian: to be among the very top academic medical centers in clinical and service excellence, patient safety, research and education.

Our department is unwavering in its adherence to the principles of nursing excellence:

• Transformational leadership
• Empowerment of professional nurses
• Exemplary professional practice
• New knowledge, innovations and improvement
• Quality outcomes

Our nursing team plays a central role in helping the hospital accomplish key goals. During the past year, the Department of Nursing has focused on implementing all components of our Strategic Plan, each of which influences our overarching mission: to transform care and practice.

“...I spent over one month at...hospital, and it was as close to a perfect experience as is humanly possible. The nurses, in particular, could not have been more caring and professional.”

—NYP Patient

“I spent over one month at...hospital, and it was as close to a perfect experience as is humanly possible. The nurses, in particular, could not have been more caring and professional.”

—NYP Patient

“...I traveled from South Carolina to NewYork-Presbyterian for a nine-hour pancreatic surgery, I had no idea what to expect. In a strange city, with a complex illness, I found a source of strength: my wonderful nursing team. Their knowledge, positivity and kindness were truly a gift to my family and me.”

—NYP Patient
National Certification

We believe that professional specialty board certification and recognition empowers our nurses, while also contributing to better patient outcomes. Certification signifies a level of clinical competency in a specialty area and testifies to a nurse’s professional commitment.

We’ve seen an increase in the number of our nurses who have achieved certification in their specialty. Currently 28% of our nurses are certified and we are seeing a positive trend in our certification rates. The Department of Nursing continues to increase the number of specialty certification related courses available on site.

Service Excellence

Building on the governing principles of Patient Centered Care, our nursing team continues to advance a multidisciplinary approach to hospital-wide excellence.

Our objective is to enhance quality outcomes, improve patient care and increase positive perceptions of care in the hospital. Annually, each unit identifies opportunities for improvement and formulates a “Making it Better” plan. Each plan incorporates hard-wired best practices and identifies metrics to evaluate effectiveness.

Key patient-centered strategies and performance improvement initiatives include:

- Leadership training and development
- Rounding with the chief
- Discharge phone calls
- Aligning actions and behaviors with goals
- Shining Star program
- Service recovery
- Employee retreats
- Writing thank-you notes to staff at home
- Use of key words at key times
- Admission ready beds
- Daily quiet times

“The learning opportunities here at NewYork-Presbyterian are vast and continuous. Every day, I’ve learned and grown as a leader at this institution.”

—Jasmine Pond, MSN, RN
Patient Care Director, Medical Surgical
Nursing Strategic Plan

The Department of Nursing’s multi-year strategic plans have mobilized our nurses to support hospital-wide initiatives, while also realizing key goals for the nursing department. 2010 was a year of unparalleled opportunities for advancing the profession of nursing as we implemented Shared Governance and Primary Nursing across the nursing service.

Structural Empowerment

Shared Governance

In its simplest form, shared governance is shared decision-making based on the four principles of partnership, accountability, equity and ownership. This model empowers nurses to have a voice in decision-making on issues that impact their professional practice and patient care.

Benefits of Shared Governance include:
• Better patient outcomes, improved patient and employee satisfaction, increased team work and collaboration and enhanced interdisciplinary communication (Heas, 2004; Anthony, 2004).

Primary Nursing

The Department of Nursing care delivery model is Primary Nursing. In the practice of Primary Nursing, one nurse (the primary nurse) is responsible and accountable for establishing a therapeutic relationship with the patient. The nurse assesses and plans care and evaluates the progress of the patient throughout the hospital stay.

Primary Nursing revolves around the unique relationship between nurse and patient, while also facilitating the involvement of patients and families in the planning of care.

Key goals and benefits include: improving care delivery and coordination and enhancing professional nursing practice (Creative Health Care Management, 2010).
Nursing Presentations (cont.)


ALICE CORSEY, RN, MS. Effectively managing health care fluctuations. Flow NACHRI. October 2009

ALICE CORSEY, RN, MS; Quality and Patient Safety Optimizing Patient Access. NACHRI, March 2010.

MAUREEN LUCIENI, RN, MPH; Sticks Cell Disease Management for the Pediatric Nurse Practitioner. Columbia University School of Nursing, October 2009

JAMES H. GAYNOR, MD; FLAURA; BBJW. A Change in Leadership Role. The Center for Professional Nursing Practice and Office of the Chief Nursing Officer, OCTOBER 2010.

ANDY BRIGMAN, RN; CATHRINE MENWIND, RN; PASSEI LEA; ZAFFA; LIU, LAURA KELL, RN and PATRICIA MOSKOW; RN Empowering New Nurses to Become Competent Practitioners. NYP, October 2010.

TORY BRESSLER, RN, MPA; Leadership A Choice, Not a Position. New York Organization of Nurse Executives, October 2010

TORY BRESSLER, RN, MPA; Pediatric Discharge Education: Attention to Detail. Upstate Hosp, Scranton, April 2010.


MICHUELL BEINER, RN, CAMERON BARMHELL, RN; PASSEI LEA; ZAFFA, RN. LAURA KELL, RN and PATRICIA MOSKOW, RN Empowering New Nurses to Become Competent Practitioners. NYP, October 2010.


Transformational Leadership

Today’s healthcare environment is experiencing unprecedented, intense reformation. Effective and transformational leadership is critical to our ongoing success.

Leadership and Staff Development

Professional growth is supported through educational programming and the promotion of innovation and research. Efforts include:

- Learning Needs Assessment – A comprehensive learning needs assessment was conducted in 2010, which will serve as our platform for educational programming in 2011. Unit-specific competencies were reflected in current practice.
- Live In-services – In 2010, 16,692 participants attended live in-services and continuing education offerings. This is in addition to training that is done in the Division of Nursing Education through e-learning.
- Continuing Education – The NewYork-Presbyterian Hospital School of Continuing Education for Nurses offered a total of 200 programs awarding contact hours for nurses. 4,311 RNs from NYP and from other healthcare facilities inside and outside the United States attended.
- Hunter College RN to BSN program – In collaboration with Hunter College, NYP nurses attend classes toward their BSN degree on site.

Leadership Defined

It is relatively easy to lead people where they already want to go. The transformational leader must lead people where they need to be in order to meet the demands of the future.

Transformational leaders must change, challenge, influence and affirm as the organization makes its way into the future. Gradually, this transformational way of thinking takes root organizationally and becomes even stronger as other leaders adopt this way of thinking (Magruder Guide).

Leadership In Practice

At NewYork-Presbyterian, we believe that transformational leadership requires vision, influence, clinical knowledge and strong expertise relating to professional nursing practice. We also recognize that transformation may create turbulence and involve unique approaches to solutions.

We value teamwork and collaboration. In addition, we promote an environment and culture where dialogue is open and new ways of thinking and problem-solving are expected.

Ongoing meetings are held by nurse leaders to review the department’s strategic plan and further align with the strategic plan of the hospital and the goals of the institution.

“At NewYork-Presbyterian, they prepare you to be excellent. To thrive in diverse, multidisciplinary teams where Amazing Things are achieved every day.”

—Damon Davis, BSN, RN, Staff Nurse, Behavioral Health

Excellence in Practice

The Center for Professional Nursing Practice and Office of the Chief Nursing Officer oversees all centralized functions for the Department of Nursing. These include:

- Professional nursing practice
- Nursing informatics
- Patient/family education
- Research
- Quality assurance/performance improvement

“Moving Forward

“Our successes were made possible through the outstanding efforts of each and every member of our department, from strategic leaders to those who deliver compassionate and competent care to our patients.

We are extremely proud of our nurses and will continue to count on our team to meet the challenges and opportunities facing our profession and the industry. We look forward to entering 2011 with an exciting and ambitious agenda for nursing.”

—Wilhelmina M. Manzano, MA, RN, NEA-BC Senior Vice President and Chief Nursing Officer NewYork-Presbyterian Hospital

Leading the Way

The Department of Nursing at NewYork-Presbyterian is progressive and visionary, always striving to improve the nursing care we deliver to our patients.

Nursing is found in almost every area of NewYork-Presbyterian, representing the hospital’s largest clinical profession. Our organizational structure includes centralized and decentralized functions and initiatives—always supporting a culture of caring, compassion and safety for our patients.

Leadership Structure

Our governance model adheres to the American Nurses Association’s scope and standards for Nurse Administrators. Our Chief Nursing Officer, Wilhelmina M. Manzano, MA, RN, NEA-BC, is ultimately responsible for the provision of nursing care across all of NewYork-Presbyterian.

Vice Presidents of Nursing and Patient Care Services provide leadership for nursing operations at our five sites. Nursing leadership staff at each site serve on the Nursing Board.

The Nursing Board is the Department of Nursing’s governing body. It is dedicated to providing leadership, guidance and education to nursing staff by setting standards that assure the delivery of the highest quality patient care.

Excellence in Practice

The Center for Professional Nursing Practice and Office of the Chief Nursing Officer oversees all centralized functions for the Department of Nursing. These include:

- Professional nursing practice
- Nursing informatics
- Patient/family education
- Research
- Quality assurance/performance improvement

“Moving Forward

“Our successes were made possible through the outstanding efforts of each and every member of our department, from strategic leaders to those who deliver compassionate and competent care to our patients.

We are extremely proud of our nurses and will continue to count on our team to meet the challenges and opportunities facing our profession and the industry. We look forward to entering 2011 with an exciting and ambitious agenda for nursing.”

—Wilhelmina M. Manzano, MA, RN, NEA-BC Senior Vice President and Chief Nursing Officer NewYork-Presbyterian Hospital

Leading the Way

The Department of Nursing at NewYork-Presbyterian is progressive and visionary, always striving to improve the nursing care we deliver to our patients.

Nursing is found in almost every area of NewYork-Presbyterian, representing the hospital’s largest clinical profession. Our organizational structure includes centralized and decentralized functions and initiatives—always supporting a culture of caring, compassion and safety for our patients.

Leadership Structure

Our governance model adheres to the American Nurses Association’s scope and standards for Nurse Administrators. Our Chief Nursing Officer, Wilhelmina M. Manzano, MA, RN, NEA-BC, is ultimately responsible for the provision of nursing care across all of NewYork-Presbyterian.

Vice Presidents of Nursing and Patient Care Services provide leadership for nursing operations at our five sites. Nursing leadership staff at each site serve on the Nursing Board.

The Nursing Board is the Department of Nursing’s governing body. It is dedicated to providing leadership, guidance and education to nursing staff by setting standards that assure the delivery of the highest quality patient care.

Excellence in Practice

The Center for Professional Nursing Practice and Office of the Chief Nursing Officer oversees all centralized functions for the Department of Nursing. These include:

- Professional nursing practice
- Nursing informatics
- Patient/family education
- Research
- Quality assurance/performance improvement

“Moving Forward

“Our successes were made possible through the outstanding efforts of each and every member of our department, from strategic leaders to those who deliver compassionate and competent care to our patients.

We are extremely proud of our nurses and will continue to count on our team to meet the challenges and opportunities facing our profession and the industry. We look forward to entering 2011 with an exciting and ambitious agenda for nursing.”

—Wilhelmina M. Manzano, MA, RN, NEA-BC Senior Vice President and Chief Nursing Officer NewYork-Presbyterian Hospital
Exemplary Professional Practice

The foundation of professional nursing practice at NYP is our commitment to incorporating current research and best practices into clinical decision making. The competency of our nursing staff is evaluated regularly to ensure that practices are current, relevant and evidence-based to produce expected patient outcomes.

Practice Initiatives in the Spotlight:

CBT Training

On a 25-bed acute psychiatric inpatient unit devoted to the treatment of adults with affective disorders, nurses collaborated with their colleagues on the treatment team to develop a staff training program for the Cognitive Behavioral Therapy (CBT) treatment modality.

Prior to this training, patients were having a difficult time understanding their discharge medication instructions, which could lead to an adverse outcome after discharge and an almost certain increase in the recidivism rate amongst this population.

After CBT training, RNs on the unit formed a weekly CBT modality group to focus on medications. All medications are now reviewed with patients prior to discharge to alleviate concerns.

The Comfort Committee

Our Comfort Committee program is dedicated to providing a “pain free” patient experience in the Pediatric Emergency Department (PED). This initiative was borne from intensive multidisciplinary collaboration.

In July 2010, medical and nursing leadership initiated a new “Making it Better” committee. Their first initiative focused on reducing patient pain. Coined the “Comfort Committee,” this initiative began exploring and implementing evidence-based practice and best practice methodologies to decrease/eliminate children’s pain in the Emergency Department.

One successful new comfort measure was the utilization of an iPad for preparation, distraction and coping of pediatric and adult patients. This comfort measure has impacted patients in such a positive way that NACHRI invited our child life specialists to present at a poster session at the March 2011 conference.

“Exemplary Professional Practice

The foundation of professional nursing practice at NYP is our commitment to incorporating current research and best practices into clinical decision making. The competency of our nursing staff is evaluated regularly to ensure that practices are current, relevant and evidence-based to produce expected patient outcomes.

Practice Initiatives in the Spotlight:

CBT Training

On a 25-bed acute psychiatric inpatient unit devoted to the treatment of adults with affective disorders, nurses collaborated with their colleagues on the treatment team to develop a staff training program for the Cognitive Behavioral Therapy (CBT) treatment modality.

Prior to this training, patients were having a difficult time understanding their discharge medication instructions, which could lead to an adverse outcome after discharge and an almost certain increase in the recidivism rate amongst this population.

After CBT training, RNs on the unit formed a weekly CBT modality group to focus on medications. All medications are now reviewed with patients prior to discharge to alleviate concerns.

The Comfort Committee

Our Comfort Committee program is dedicated to providing a “pain free” patient experience in the Pediatric Emergency Department (PED). This initiative was borne from intensive multidisciplinary collaboration.

In July 2010, medical and nursing leadership initiated a new “Making it Better” committee. Their first initiative focused on reducing patient pain. Coined the “Comfort Committee,” this initiative began exploring and implementing evidence-based practice and best practice methodologies to decrease/eliminate children’s pain in the Emergency Department.

One successful new comfort measure was the utilization of an iPad for preparation, distraction and coping of pediatric and adult patients. This comfort measure has impacted patients in such a positive way that NACHRI invited our child life specialists to present at a poster session at the March 2011 conference.

“I would tell an experienced nurse at the top of his or her game: come here, and see the difference. Nothing matches the magnitude of NewYork-Presbyterian.”

—Mary Halston, MPH, RN
Patient Care Director
Medicine/Geriatrics

Patient Satisfaction

Patient Satisfaction is a priority focus for the Department of Nursing. We’re proud to report that our scores for Overall Patient Satisfaction with Nursing continue to trend in a positive direction.

Nursing care indicators for Patient Satisfaction (Press Ganey) include:

• Overall patient satisfaction with nursing care
• Friendliness of the Registered Nurse
• Prompt response to call bell
• Registered Nurses’ attitude towards requests
• Attention to special personal needs
• Skill of Registered Nurse
• Pain management

Overall Patient Satisfaction with NYP Nursing — Press Ganey

“Patient Satisfaction

Patient Satisfaction is a priority focus for the Department of Nursing. We’re proud to report that our scores for Overall Patient Satisfaction with Nursing continue to trend in a positive direction.

Nursing care indicators for Patient Satisfaction (Press Ganey) include:

• Overall patient satisfaction with nursing care
• Friendliness of the Registered Nurse
• Prompt response to call bell
• Registered Nurses’ attitude towards requests
• Attention to special personal needs
• Skill of Registered Nurse
• Pain management

“I will never forget the excellent care I received at this hospital. The nurses went beyond their responsibilities to show me care, concern and compassion.”

—NYP Patient

Overall Patient Satisfaction with NYP Nursing — Press Ganey

“Patient Satisfaction

Patient Satisfaction is a priority focus for the Department of Nursing. We’re proud to report that our scores for Overall Patient Satisfaction with Nursing continue to trend in a positive direction.

Nursing care indicators for Patient Satisfaction (Press Ganey) include:

• Overall patient satisfaction with nursing care
• Friendliness of the Registered Nurse
• Prompt response to call bell
• Registered Nurses’ attitude towards requests
• Attention to special personal needs
• Skill of Registered Nurse
• Pain management

“I will never forget the excellent care I received at this hospital. The nurses went beyond their responsibilities to show me care, concern and compassion.”

—NYP Patient

Overall Patient Satisfaction with NYP Nursing — Press Ganey
Nursing Employee Satisfaction

The NYP Employee Opinion survey demonstrated a continued increase in Nursing Employee Satisfaction score across all sites. We’re proud to say that Overall Nursing Employee Satisfaction rates are at their highest levels ever—and, like Patient Satisfaction, continually trending in the right direction.

In 2010, the Nursing Employee Satisfaction score for overall job satisfaction increased three points to 83% from 80% in 2009. This is above the benchmark of 71% for academic medical centers.

Patient-Centered Care

NewYork–Presbyterian is committed to ensuring that all patients and family members receive outstanding, compassionate care and excellent service from every member of our team. The Nursing Department strives to continually provide care that is patient-centered: safe, effective, timely, efficient and equitable. Many of our nurses lead initiatives to improve the patient experience.

Care Initiatives in the Spotlight:

Hourly Rounding

The Department of Nursing rolled out hourly rounding on 150 patient units, with the goal of improving patient care outcomes and patients’ perceptions of care. Hourly rounding is a structured approach to interacting with the patient at regular intervals, incorporating eight basic nursing behaviors.

Congestive Heart Failure (CHF) Compliance

NYP nurses on Cardiac units recognized that compliance with medication and diet instructions is essential for patients with Congestive Heart Failure (CHF). Most notably, our Cardiac nurses found that compliance with these instructions can help reduce and prevent unnecessary patient readmissions. The nursing staff initiated group classes for patients with CHF to review key elements for maintaining compliance with medication and diet instructions. The readmission rate for patients attending these group classes was 17%, as compared to an overall 29% for all patients with CHF.

Other Key Initiatives

Nurses in several areas of the hospital have initiated projects to improve efficiency and enhance the patient and family experience, such as decreasing wait time in procedure areas and removing barriers to patient throughput. Other nursing-inspired initiatives to reduce patient length of stay and patient readmission include patient education on self-administration of insulin, the creation of an “all clear” discharge checklist and improved communication between healthcare providers and community pharmacists.

Annual Patient Centered Care Awards

Across the hospital, awards are presented to individuals and units that show sustained improvement in patient satisfaction scores, as measured by the Press Ganey Survey. In addition to patient satisfaction score awards, three award categories are determined through peer-based nominations. They are: Team, Leadership and Physician Champion Awards.

Nursing units have received team awards for innovations in practice that have resulted in improved patient outcomes. Nurse leaders have received leadership awards in recognition of their extraordinary efforts to support staff in providing quality care.

Care Awards in the Spotlight:

Nursing Team Award, Weill Cornell Medical Center

The Pediatric Unit for Procedures and Sedation (PUPS) at Weill Cornell was the recipient of a Team award for the initiation of “Comfort Rounds” for pediatric patients in the Ambulatory Surgery recovery room. The program has been notably effective for the unit, as indicated by a three-point increase from 2009 to 2010 in their Press Ganey patient satisfaction score.

Nursing Team Award, Columbia University Medical Center

The 6 Hudson South Unit at Columbia University Medical Center was the recipient of a Team award for the implementation of “Team Rounds,” which improved communication between all healthcare disciplines and the patient.
Patient and Family Education

NYP nurses have active involvement in patient and family education. Better-informed patients and families demonstrate not only higher levels of satisfaction but also improved outcomes and increased safety.

Our patient and family education committees have oversight for patient/family education across all departments and disciplines. A formalized review process for all patient education materials is governed by:

- Patient Education Nursing Council – Council members include Patient Care Directors, Clinical Nurse Supervisors and staff nurses; meetings are held monthly, with all five sites represented.
- Patient and Family Education Advisory Committee – Committee members include representation from all disciplines; meetings are held quarterly.

In 2010, our Patient and Family Education teams reviewed and approved 124 Health Matters, our written communication tool for patient/family education. In addition, we held a Patient Education Symposium to inspire our nurses with new ideas to educate the patient.

Interdisciplinary Collaboration

In October, NYP Nursing recognized the dedication and commitment of our more than 5,000 Nursing Ancillary and Support Services staff.

Many of these individuals work in the Department of Nursing. They serve as the eyes and ears of our nurses, contributing in countless ways to the well-being of our patients and smooth operation of the patient care unit.

The Department of Nursing leads many interdisciplinary initiatives across the hospital, including efforts to improve patient safety in the areas of pressure ulcer reduction, infection reduction and medication administration.

Through close collaboration across disciplines, many comprehensive aspects of patient care are identified as opportunities to improve. Current practices are evaluated and best practices are adapted through a variety of communications, including engaging the hospital staff in daily huddles.

Length of Stay

The Department of Nursing actively partners across disciplines with physicians, social workers, care coordinators, performance improvement groups and other clinicians to manage and reduce patient length of stay.

In 2010 at NYP, the average length of stay was 0.41 days lower than the expected length of stay.

Collaborations in the Spotlight: Medication Safety-Zone of Silence

As part of NYP’s goal to Enhance Communication/Culture of Safety, the Department of Nursing partnered with physicians, allied health professionals and more to create a “Zone of Silence” pilot program in 2010.

Evidence supports that when a provider is interrupted during the process of medication administration, the opportunity for an error to occur increases. In response to these findings, a multidisciplinary team led by nursing members determined the need to have an interruption-free time and environment in which to perform these crucial tasks.

The group adopted the concept of a “Zone of Silence” when a provider is involved in any aspect of medication administration to improve patient safety.

Pain Management-PRN Program

In 2010, an interdisciplinary team led by the Department of Nursing was convened to address the topic of pain management. The team recognized that unrelied pain prevents patients from healing and participating in their care.

This is a challenge in healthcare organizations due in part to a lack of knowledge about contemporary strategies for pain control. The team of nurses, pharmacists and physicians worked together to identify best practices, with the goal to solidify pain management strategies and improve the patient’s experience with pain.

The result was the creation of the Pain Resource Nurse (PRN) role. Prior to assuming the role, the PRN attends a two-day workshop to prepare the nurse to serve as a unit-based consultant regarding pain management to other staff members.

Ventilator Associated Pneumonia (VAP)

The Department of Nursing coordinated an interdisciplinary initiative to reduce the occurrences of Ventilator Associated Pneumonia (VAP) throughout the hospital.

Nationally, VAP is the leading cause of death amongst hospital-acquired infections. VAP can prolong time spent on a ventilator, lengthen ICU stays and extend the total hospital stay after discharge from the ICU.

Our efforts to reduce VAP emphasize a highly organized approach, in addition to early recognition and consistent application of evidence-based practices.

Catheter Associated Urinary Tract Infection (CAUTI)

The NYP nursing team reached across disciplines to emphasize the reduction of Catheter Associated Urinary Tract Infection (CAUTI) rates throughout the hospital.

CAUTI is the most commonly acquired form of infection in a hospital setting. Catheters can cause discomfort for patients, impair recovery and decrease mobility. In addition to placing patients at risk for other complications and increasing the length of hospital stay, nurse-driven protocols—which include daily care, daily evaluation of the need for the catheter and discussions with members of the medical staff—were implemented with a resulting decrease in the CAUTI infection rates for 2010.
Quality Outcomes

The Department of Nursing maintains an integrated quality program in keeping with the hospital’s strategic goals and vision. As nurses, we are continually improving on our level of excellence. For us, nursing quality is about steadfast attention to the detailed elements of care—which add up to a more positive healing experience and better patient outcomes.

NYP Quality Initiatives at a Glance:
- Reduction of patient falls/falls with injury
- Reduction of hospital-acquired pressure ulcers
- Reduction in restraint use and compliance with restraint management
- Core Measures - meeting or exceeding national benchmarks
- Reduction of Catheter Associated Urinary Tract Infections (CAUTI)
- Improve Hand-off Communication/SBAR
- Improve Immunization Rates
- Enhance Medication Safety/Zone of Silence
- Improve Pain Management
- Prevention of Ventilator Associated Pneumonia (VAP)

Quality and Patient Safety

In 2010, the Department of Nursing achieved many accomplishments in quality and patient safety. As part of these efforts, staff nurses are leading or co-leading site Quality Councils to develop initiatives that target improvements in patient outcomes. NYP Nurses have initiated such projects as:
- Reducing noise on units.
- Creating a contrast reaction pack for MRI and CT.
- Exploring long-term 1:1 observation on Medical Surgical units.
- Debriefing Behavioral Health patients after seclusion or restraint.
- Improving peripheral intravenous management for inpatient organ transplant patients.

Quality Programs in the Spotlight:

Nursing Fellowships

The Department of Nursing established the Nursing Fellowship in Quality and Patient Safety, 38 staff nurses completed the Quality Fellowship program in 2010. The goal of the fellowship is to provide high-performing nurses with an opportunity to advance quality and safety at the bedside. Nursing Quality Fellows work closely with Patient Care Directors on a Quality Improvement Project and deliver a presentation to the Campus Quality Council.

Great Catch Program

In 2010, NYP nursing launched the “Great Catch” program to not only prevent errors but also to provide an opportunity for staff to focus on positive opportunities to improve patient safety.

“Working here, you have a voice in the quality of patient care. You learn to be a patient advocate. Every hour, every minute.” — Clarissa Barbon, BSN, RN

Clinical Nurse

Pediatric Cardiac ICU

Quality Indicators and Benchmarks

In an effort to continually improve the quality of patient care, the Department of Nursing stringently monitors key clinical indicators. Working together, nursing sensitive indicators are selected by nursing teams and nursing leadership.

Quality indicators are reported on an integrated scorecard across all inpatient sites. We benchmark performance against internal and external databases, such as the National Database of Nursing Quality Indicators (NDNQI) and the Maryland Indicator Project. Data is used for trending outcomes, benchmarking performance and monitoring results of implemented strategies.

National Database of Nursing Quality Indicators

The Department of Nursing has participated in the National Database of Nursing Quality Indicators (NDNQI) since 2002. Participation gives NewYork-Presbyterian the means to compare patient outcomes and staffing patterns with other facilities of the same bed size. Current indicators include:
- Nursing Hours per Patient Day
- Fall and Fall-Injury Rates (adults)
- Nosocomial Pressure Ulcers (adults)
- RN Education
- Perioperative Intraoperative (PI) Infections (pediatrica)
- Pain Management Pain Assessment/Intervention/Reassessment Cycle (Pain AIR Cycle)

Fall and Fall-Injury Rates

Reduction of falls is an on-going challenge and remains a strong focus for nursing at the unit level. The reduction of falls with injury is another way we strive to keep our patients safe. In 2010, we standardized falls documentation and reporting. It enabled us to provide consistent data to analyze and trend fall occurrences and identify root causes.

In an effort to continually improve the quality of patient care, the Department of Nursing participates in a multi-hospital initiative to reduce falls. Reduction of falls is an on-going challenge and remains a strong focus for nursing at the unit level. The reduction of falls and falls with injury is another way we strive to keep our patients safe. In 2010, we standardized falls documentation and reporting. It enabled us to provide consistent data to analyze and trend fall occurrences and identify root causes.

1,920 2003
1,848 2004
35 2003
52 2004

NYP Total Falls
NYP Total Falls with Major Injury.
Pressure Ulcer Prevalence

The Department of Nursing continues to monitor pressure ulcer prevalence. Pressure ulcers can cause considerable harm to patients, hinder functional recovery, cause pain and serve as vehicles for infections. They are also associated with extended length of stay and increased mortality.

Multiple nursing strategies have assisted in the successful and continuing reduction of the pressure ulcer prevalence rate across all sites in 2010. These include:
- Unit-based skin care champions.
- The utilization of Wound Ostomy and Continence Nurses (WOCN).
- Ongoing staff education.

Restraint Management

Patients deserve to feel safe and to be treated with dignity. It has been demonstrated that, in some cases, the use of restraints can cause more harm than was intended to prevent. Recognizing the need to preserve the patient’s right to have safe and compassionate care, our nursing staff has made reduction in restraint use a priority.

Restraint use is limited to situations where other alternatives have been explored and were not successful. On occasion, some patients may need to be restrained for their own safety. In all instances, the least restrictive method is used for the shortest amount of time.

Nursing Hours per Patient Day

Nursing hours per patient day at NewYork-Presbyterian Hospital are reviewed on a regular basis by nursing leadership and compared to statewide and national benchmarks. Efforts continue to assess the changing needs of patients and assure that appropriate recommendations and considerations for nurse staffing are made.
Advanced Practice Nurses Activities for 2010, including:

- Nursing Credentialing Services (NCS) facilitated the appointment and reappointment of 258 Advanced Practice Nurses reappointed for the 2010-2012 period
- 103 initial appointments
- Evaluation of an Automated Approach to Quality Metrics in Telemetry—$150,000 grant from the National Institute of Mental Health
- Evaluation of an Automated Approach to Quality Metrics in Telemetry—$150,000 grant from the American Foundation for Echocardiography (AFIP-BH)
- Stress At The Bedside Utilizing HeartMath
- Utilizing Omnicell Mobile Carts
- Active Research
  - Rivera, R. & Bulle, G. (2008). [Site Investigator]. Post-Racialaustrate Nurse Residency Program Demonstration Project Evaluation Study. (Multi-Site Principal Investigator: Krugman, M. PhD, RN, University of Colorado Hospital)

Nursing Publications


NYU Wagner Master of Science in Public Administration Program for Nurse Leaders

In 2008, the Department of Nursing partnered with the NYU Wagner Graduate School of Public Service to develop a Master of Science in Public Administration Program for Nurse Leaders. Over the history of our partnership, over 39 NYP nurses have graduated. An additional 43 NYP nurses are currently enrolled. The program addresses the educational needs of nurses who seek to advance to leadership positions. It’s designed to offer current and potential leaders the skills necessary to assume administrative roles in complex organizations.

Nurses in the Community

The Ambulatory Care Network supports many community partnership events. In alignment with our strategic goal to have an increased community presence, nurses have volunteered and provided education in areas such as:

- Hand hygiene
- Hypertension identification
- Diabetes awareness
- Healthy eating
- Shaken baby syndrome
- Stroke awareness
- Organ donation
- Pediatric hospital stay education (through such programs as the Teddy Bear Clinic)

In the Spotlight:

Tanzania Take-Two

Fundraising for Operation Bootstrap.

The New Nurses Forum at NYP/Westchester Division completed their second annual fundraising event for Maasai nursing students in the East African nation of Tanzania. These nurses (who are in their first and second year of NYP employment) raised funds that were donated to Operation Bootstrap, an organization that assists with nursing student tuition at Haydom Hospital in the Manyara area of Tanzania. Over fifty employees participated in Tanzania Take-Two. As fellow nurses, we are grateful for everyone’s contribution as responsible global citizens and support in educating our fellow nurses throughout the world.

Recruitment and Retention

The hospital’s nursing leadership works closely with Human Resources to strategically plan and address recruitment and retention. The Department of Nursing is proud of its low vacancy and turnover rates, both of which are below the national average. In 2010, our vacancy rate was 4.84%, compared to a national rate of 8.80% and a New York State rate of 4.60%. Our turnover rate in 2010 was 6.55%, compared to a national rate of 16.2% and a New York State rate of 7.10%.

Low vacancy and turnover rates speak to NewYork-Presbyterian Hospital’s continued standing as an employer of choice among qualified nursing candidates. In 2010, 610 nurses were hired; 190 (33%) were new graduates.

Through there is a waiting list for new graduate positions, recruitment and retention of experienced and specialty nurses continues to be a challenge. Each site has developed a recruitment, retention and recognition council to address this need.

Additional initiatives include:
- UHC Nurse Residency Program - in collaboration with UHC, a Nurse Residency Program supports new graduates in their transition into practice. Nurses who have participated in the Nurse Residency Program had a greater than 93% retention rate after the first year and an 88% retention rate after three years.
- Leadership Development Programs - Leadership progression programs, such as our collaboration between the Department of Nursing and NYU Wagner’s Executive MPA for Nurse Leaders program, and leadership competency and development courses through the Center for Organization Leadership Effective-ness prepare frontline nurse managers to drive outcomes in a fast-changing healthcare environment.
- NYU Wagner Master of Science in Public Administration Program - Leadership progression programs, such as our collaboration between the Department of Nursing and NYU Wagner’s Executive MPA for Nurse Leaders program, and leadership competency and development courses through the Center for Organization Leadership Effective-ness prepare frontline nurse managers to drive outcomes in a fast-changing healthcare environment.

The following initiatives also continued in 2010 as part of our focused effort:
- Enhanced Recruitment and Retention Councils at each site
- Staff awards and recognition
- Nurse Residency/Intern Programs
- Summer Nurse Extern Program
- Strengthened school affiliations and relationships
- Redesigned NYP.org Careers & Nursing website

NYU Wagner Master of Science in Public Administration Program for Nurse Leaders

In 2008, the Department of Nursing partnered with the NYU Wagner Graduate School of Public Service to develop a Master of Science in Public Administration Program for Nurse Leaders. Over the history of our partnership, over 39 NYP nurses have graduated. An additional 43 NYP nurses are currently enrolled. The program addresses the educational needs of nurses who seek to advance to leadership positions. It’s designed to offer current and potential leaders the skills necessary to assume administrative roles in complex organizations.

Nurses in the Community

The Ambulatory Care Network supports many community partnership events. In alignment with our strategic goal to have an increased community presence, nurses have volunteered and provided education in areas such as:

- Hand hygiene
- Hypertension identification
- Diabetes awareness
- Healthy eating
- Shaken baby syndrome
- Stroke awareness
- Organ donation
- Pediatric hospital stay education (through such programs as the Teddy Bear Clinic)

In the Spotlight:

Tanzania Take-Two

Fundraising for Operation Bootstrap.

The New Nurses Forum at NYP/Westchester Division completed their second annual fundraising event for Maasai nursing students in the East African nation of Tanzania. These nurses (who are in their first and second year of NYP employment) raised funds that were donated to Operation Bootstrap, an organization that assists with nursing student tuition at Haydom Hospital in the Manyara area of Tanzania. Over fifty employees participated in Tanzania Take-Two. As fellow nurses, we are grateful for everyone’s contribution as responsible global citizens and support in educating our fellow nurses throughout the world.

Recruitment and Retention

The hospital’s nursing leadership works closely with Human Resources to strategically plan and address recruitment and retention. The Department of Nursing is proud of its low vacancy and turnover rates, both of which are below the national average. In 2010, our vacancy rate was 4.84%, compared to a national rate of 8.80% and a New York State rate of 4.60%. Our turnover rate in 2010 was 6.55%, compared to a national rate of 16.2% and a New York State rate of 7.10%.

Low vacancy and turnover rates speak to NewYork-Presbyterian Hospital’s continued standing as an employer of choice among qualified nursing candidates. In 2010, 610 nurses were hired; 190 (33%) were new graduates.

Through there is a waiting list for new graduate positions, recruitment and retention of experienced and specialty nurses continues to be a challenge. Each site has developed a recruitment, retention and recognition council to address this need.

Additional initiatives include:
- UHC Nurse Residency Program - in collaboration with UHC, a Nurse Residency Program supports new graduates in their transition into practice. Nurses who have participated in the Nurse Residency Program had a greater than 93% retention rate after the first year and an 88% retention rate after three years.
- Leadership Development Programs - Leadership progression programs, such as our collaboration between the Department of Nursing and NYU Wagner’s Executive MPA for Nurse Leaders program, and leadership competency and development courses through the Center for Organization Leadership Effective-ness prepare frontline nurse managers to drive outcomes in a fast-changing healthcare environment.
- NYU Wagner Master of Science in Public Administration Program - Leadership progression programs, such as our collaboration between the Department of Nursing and NYU Wagner’s Executive MPA for Nurse Leaders program, and leadership competency and development courses through the Center for Organization Leadership Effective-ness prepare frontline nurse managers to drive outcomes in a fast-changing healthcare environment.

The following initiatives also continued in 2010 as part of our focused effort:
- Enhanced Recruitment and Retention Councils at each site
- Staff awards and recognition
- Nurse Residency/Intern Programs
- Summer Nurse Extern Program
- Strengthened school affiliations and relationships
- Redesigned NYP.org Careers & Nursing website
2010 Day of Hope

May 10, 2010 Cosmetology Health Fair