

nsmc *Now!*

THE NEWS OF NORTH SHORE MEDICAL CENTER



Life-Sustaining Treatment – page 3



Employees Rave as New Private Rooms and Breast Health Center Are Unveiled

Salem Campus Makeover

Eager to get a sneak peek of the new inpatient units on Phippen 6 and 7 and the state-of-the-art Breast Health Center on Phippen 4—all part of an ambitious \$30 million project to update facilities and improve the patient experience—hundreds of NSMC employees and physicians attended an open house on October 15 celebrating the completion of the first phase of renovations on the Salem Campus.

“Patients are going to love this!” said an enthusiastic Caitlin Murray, R.N., of the new Phippen 6 unit. Now working on Davenport 8, Murray will be among those working in the new unit when it opens later this month.

“It’s so spacious and airy. It’s like a luxury hotel!” raved Joan Soltys, R.N., of the SurgiCenter as she toured the new inpatient unit. Soltys worked in the original Phippen 6 inpatient unit for 25 years before it was converted to administrative space.

“The emphasis on comfort, privacy and safety in these new patient units and the Breast Health Center are really impressive—it’s a great environment for both patients and caregivers,” said Kathy Clune, R.N., Nurse Manager on Davenport 8 who will be moving over to Phippen 6 when it opens.

Such accolades are well deserved. Most recently used as administrative office space, Phippen 6 and 7 have been transformed into 32 private rooms that will be used primarily for orthopedic, neurosurgery and neurology patients. The rooms feature private bathrooms and showers, individual temperature controls, wireless Internet and window seats that



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Photo above: Caitlin Murray, R.N., currently of Davenport 8 on the Salem Campus, will be among those moving over to the new inpatient unit on Phippen 6.

Salem Hospital ED Renovation Will Improve Operational Efficiency, Patient Flow



As part of an effort to improve patient flow throughout NSMC, a renovation and expansion project is currently underway in the Salem Hospital Emergency Department (ED) that will result in a better use of existing space and the addition of seven new treatment areas. The project is expected to be completed by January 1, 2009.

In addition to improving wait times and reducing the number of patients leaving the ED without being seen, this renovation project will also help NSMC to be better prepared for a new policy being implemented by the Department of Public Health on January 1, 2009 that prohibits hospitals from diverting ambulances due to ED overcrowding.

"The primary goal of this project is to improve operational efficiency and patient satisfaction in the Salem Hospital ED," says Tom Palladino, Administrative Director of Emergency Services. "But, the timing is such that it will also help us to address overcrowding issues that might arise when the 'no divert' policy goes into effect."

Working closely with process improvement specialists from GE Healthcare Solutions, the ED staff has devoted considerable time and energy over the past year to examining workflows and looking for ways to make lasting, measurable changes. "This redesign project is the direct result of in-depth analysis of our internal processes in the ED," says Palladino. "We expect it to have an immediate positive impact on patient flow."

To make room for the seven new treatment areas in the ED, several business offices and psychiatric seclusion rooms are being relocated to a newly constructed area that is being added near the ambulance bay. A designated treatment space for pediatric patients is also being added, as is updated CT scanning equipment.

This project will also include the addition of a CT scanner in the adult ED plus an additional treatment room in the emergency department of NSMC North Shore Children's Hospital.

"The Salem Hospital ED sees approximately 47,000 patients per year," says Everett Lyn, M.D., Chair of the Emergency Department. "It's an incredibly busy unit and these new treatment spaces will help us address some of our volume issues." NSMC will also continue to work with GE Healthcare Solutions to address patient flow concerns in other departments to help ensure that beds are available when patients in the ED need to be admitted.

The kind of end-of-life care we want to receive is a highly personal decision," says Edgar Robertson, M.D., Co-Chair of the NSMC Ethics Advisory Committee. "One patient might want everything possible done to extend their life, while another might want limited resuscitation—everything this side of being put on a ventilator; another might want nothing done at all, just to be made comfortable."

To better honor each patient's preferences, the NSMC Ethics Advisory Committee—following the lead of Massachusetts General Hospital and

Helping Patients Make Informed about End-of-Life Care

Ethics Advisory Committee Rolls Out New Life-Sustaining Treatment Policy

other Partners hospitals—is now rolling out a new Limitation of Life-Sustaining Treatment (LLST) policy. Replacing the current Do Not Resuscitate (DNR) order, this policy will enable physicians and other healthcare providers to document patient preferences for a wide-range of treatment options, including chest compressions, defibrillation and mechanical ventilation.

The LLST policy also comes with a new order set in the Computerized Provider Order Management (CPOM) system, to help formalize the documentation process. Beginning on November 18, all patients will be asked about their LLST preferences at the time of admission.

"Previously, our options for end-of-life care were either 'full code'—meaning do everything possible to save the patient—or Do Not Resuscitate. There was no middle ground," explains Dr. Robertson. "The new LLST policy provides the patient with a wide range of treatment options about how much or how little they would like to have done at the end of their life. It gives them much more autonomy in the decision-making process."

"One of the key benefits to the new LLST policy is that it promotes a conversation between the physician and patient," says Julie Kautz-Mills, Director of Interpreter Services and Community Outreach and member of the Ethics Advisory Committee.





ed Decisions

“It gives the patient and their family an opportunity to better understand exactly what certain treatments will entail and how they might impact the quality of their life.”

“We’ve never really given patients the opportunity to discuss what their end of life experience might be like,” says Dr. Robertson. “With the DNR policy, it was a yes or no question, all or nothing. The LLST policy promotes open discussion and a deeper understanding—the patient becomes more actively engaged in their own treatment plan.”

The LLST policy is not to be confused with the Advance Directive, which is a document executed by the patient that details their healthcare wishes when they are no longer capable of doing so themselves and appoints a healthcare proxy.

To assist NSMC caregivers with the transition to the LLST policy, Ethics Committee members will be attending staff and department meetings to provide education on this important issue. An LLST learning module tutorial is also available on the NSMC Connect home page, under the Ethics Committee link, along with the policy, tip sheet and presentation.

Using laptop computers, NSMC caregivers will now discuss Limitation of Life-Sustaining Treatment (LLST) options with each admitted patient. Pictured here are (L-R) Ethics Advisory Committee members Julie Kautz-Mills, Director of Interpreter Services and Community Outreach, and Edgar Robertson, M.D., an NSMC neurologist.

renovations

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convert to a sleeping area for family a member. With families in mind, comfortable waiting rooms have also been added.

The new Breast Health Center features a spa-like ambiance with a registration and waiting area, private patient interview rooms, two all-digital mammography screening units, an ultrasound unit and stereotactic needle biopsy capabilities for advanced diagnostics. NSMC’s comprehensive Breast Health Center also provides digital mammography at NSMC Union Hospital and the NSMC Women’s Center, and breast MRI services in Peabody.

“This first phase of renovations—which also included a new pre-admission testing area and an expanded and updated Radiology Department—will significantly improve the patient experience at NSMC,” said Pamela Lawrence, Senior Vice President of Marketing, Strategy and Community Relations. “It will help bring Salem inpatient services up to the comfort standard set on West Ground at the Union Campus and the level planned for the new Mass General/North Shore Center for Outpatient Care in Danvers that will open this June.”

Work now begins on the next phase of Salem Campus renovations, including a new 20-bed intensive care unit and an expanded Level II special care nursery.



Among the many employees to attend the open house event on Phippen 6 this October were a number of nurses who had once worked in the unit before it was converted to administrative office space, including (L-R) Joan Soltys, R.N., Kathy Clune, R.N., Cheryl Smith, R.N., and Joyce Woodland Finn, R.N.



Ellen Bennett, C.R.T., T.T.S., Smoking Cessation Counselor, NSMC Salem Hospital

When NSMC's new tobacco-free policy officially goes into effect on November 20, smoking cessation counselor Ellen Bennett expects that a lot of smokers will then—and *only* then—come to the realization that they need to try and quit. "Smoking is a serious addiction and it's incredibly difficult to stop," says Bennett. "I'm sure there are a lot of people in our community who have not wanted to think about quitting until the very last minute. What these people need to know is that plenty of support is available."

As a first course of action, Bennett highly recommends that employees trying to kick the habit enroll in NSMC's own Quit and Quit for Good smoking cessation program. Offered free to employees, this eight-week program has a 62 percent success rate—30 percent higher than the national average for comparable programs. "We also offer individualized counseling and a variety of alternative therapies such as hypnotherapy, acupuncture and Reiki," she adds.

Bennett became a smoking cessation counselor after years of watching family members struggle with nicotine addiction. "I like that I can make a real difference in people's lives," she says. She finds it particularly rewarding to win over a smoker who isn't too keen on quitting. "Sometimes just offering the nicotine patch and a sympathetic ear is all you need to start the conversation."

In addition to her efforts at Salem Hospital, Bennett also runs an NSMC-sponsored teen cessation program called SQUASH, or Salem Quits All Smoking Habits.

A Beverly resident, Bennett has been employed at NSMC for the past 28 years, working primarily as a respiratory therapist. —*Kate Sara Colley*

Achievements

Jane Gaeta, R.N., C.C.R.N., clinical staff nurse in the CSU, recently passed the C.C.R.N. certification exam. The C.C.R.N. exam is administered by the American Association of Critical Care Nurses Certification Corporation.

Lisa Herlihy, R.N., B.S.N., C.C.R.N., clinical educator for the CSU, was nominated by her colleagues for the prestigious 2008 AACN Circle of Excellence Award. This award recognizes the nominee's achievements in promoting patient-driven excellence, modeling standards for healthy work environments and contributing to the leadership of others.

Reverend Robert Labrie, Priest Chaplain at NSMC, received the annual Excellence in Pastoral Care Award from the Office of Health Care Ministry in the Archdiocese of Boston this past September.

Karen Schmidt, R.N., Chaplain, was recently nominated by her CSU colleagues for the 2008 Kenneth B. Schwartz Compassionate Caregiver Award. The award was established in 1999 to honor those caregivers who display extraordinary compassion for their patients and families.

David Slovut, M.D., Ph.D., served as a faculty member at the Transcatheter Cardiovascular Therapeutics Conference in Washington, D.C. this past October. He also participated in a debate on critical limb ischemia at the American Heart Association Conference in New Orleans in early November.

Matthew Manuppelli, R.T.R., radiologic technologist in the Cardiac Cath Lab, successfully passed the American Registry of Radiologic Technologist (A.R.R.T.) exam in Cardiac-Interventional Radiography.

Announcements

Partners Employee Assistance Program. The Employee Assistance Program (EAP) is a workplace-based consultation, short-term counseling, information and referral program for employees and their families. The EAP offers assistance with all types of personal, family or work-related concerns. For more information call 866-724-4327 or visit <http://eap.partners.org>.

Upcoming

November 11 – Quit and Quit for Good Smoking Cessation Program. On November 20, 2008—coinciding with the Great American Smoke Out—NSMC is going tobacco free, inside and out. For those who smoke, we are here to help you every step of the way. We encourage all smokers in the NSMC community to join this successful eight-week program that runs frequently. Employees receive full reimbursement. Next session: NSMC Union Hospital. \$140. Call 978-741-4151 for more information.

November 20 – Free Family Rounds Lecture: NetSmartz: Educating Children on Internet Safety. For parents and professionals. Speaker: Juvenile Justice Program, Essex District Attorney's Office. Held Thursday from noon to 1:30 p.m. in the Lynch Conference Room at NSMC North Shore Children's Hospital. Registration is required. Visit nsmcfamilyresourcecenter.org, call 978-354-2660 or e-mail mroberts2@partners.org.

December 18 – Free Family Rounds Lecture: Current Trends in Autism. For parents and professionals. Speaker: Lorraine Lacotucci, M.Ed. Autism Support Center, Danvers. Held Thursday from noon to 1:30 p.m. in the Lynch Conference Room at NSMC North Shore Children's Hospital. Registration is required. Visit nsmcfamilyresourcecenter.org, call 978-354-2660 or e-mail mroberts2@partners.org.

NSMC Wellness Classes: A full listing of classes, services and online registration is available at nsmc.partners.org or call 978-354-2437.

Making Positive Changes Easier With Hypnotherapy – Free. Learn how hypnosis can assist you in making positive life changes. Pre-registration required. Held Thursday, November 13 at 6:00 p.m. at the NSMC Wellness and Integrative Medicine Center.

Yoga for Hip Flexibility Workshop – Tight hips can limit movement by contributing to knee and back pain. Learn hip anatomy and yoga poses for hip joints and receive handouts for home practice. This one-day workshop will be held on Saturday, November 29, 9:00 a.m. to noon at NSMC Union Hospital. Pre-registration is required. \$50.

November 20, 2008
NSMC Goes Tobacco-Free



Need Help Quitting? Call 978-741-4151
to learn about NSMC's Successful
Smoking Cessation Program

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Do you have news or ideas to share? Let us know. Contact editor Bill Ewing at 978-354-2161 or wewing@partners.org. NSMC Now! is produced by NSMC's Department of Communications and Public Affairs.