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2010

Spirit & Practice

Maine Medical Center

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Spirit & Practice



Maine Medical Center
MaineHealth
centered around you



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I am proud to present this Report on Nursing for 2009 & 2010. Always looking to the future, the nursing staff at Maine Medical Center are highly engaged in professional activities to provide the best care while seeking new knowledge to continuously improve the care they provide. Maine Medical Center Staff make the Magnet Model come alive through their transformational leadership and exemplary professional practice. This report only highlights a sampling of the accomplishments of the nursing staff at MMC, but should provide the reader with a sense of commitment to excellence that lives here. To our nursing staff and all those who provide or support our patients and families, Congratulations for making Maine Medical Center a Magnet Hospital.



Marjorie S. Wiggins, DNP, MBA, RN, NEA-BC
Vice President of Nursing/Chief Nursing Officer



Vision, Mission, Philosophy

Nursing Vision

Nursing at Maine Medical Center is the *spirit and practice* of caring for patients, families, and the community through leadership, knowledge, and compassion.

Nursing Mission

- We create environments of care, which support patient and family needs and optimal patient outcomes.
- We provide equitable and culturally competent care to all patients and their families.
- We strive for excellence in health and healing for the body, mind, and spirit.
- We respect, support, and collaborate with one another and with other health care team members.
- We recognize we are part of a complex and evolving health care system and respond with flexibility and openness to new ideas and techniques.
- We engage in and promote ongoing professional education and advancement for ourselves and our colleagues.
- We play a critical role in coaching, mentoring, and retaining professional nurses in our practice setting.
- We are dedicated to providing progressive care through Evidence-Based Practice.

Nursing Philosophy

We believe that nursing is both an art and a science incorporating multiple realms of care, including the physical, developmental, emotional, social, psychological, cultural, and spiritual. Nursing exemplifies the highest degrees of accountability, integrity, and honesty in all relationships with patients, families, colleagues, and the community. The nurse is a patient advocate committed to upholding The American Nurses Association's Code of Ethics for Nurses and other professional and regulatory standards of nursing practice and patient care.

As professionals, we practice in partnership with the patient, family, physician, and other health care providers to deliver quality patient care across the continuum. Our goal is to realize and surpass excellence in nursing practice and patient care. Integral to this goal is the provision of education for patients, families, and ourselves to facilitate the very best in health care decision-making and healing.

As leaders, we support and applaud competency, creativity, teamwork, and compassionate care for a diverse patient population and community of caregivers. We recognize our fiscal responsibility and act to promote Maine Medical Center's mission, vision, and viability as a premier health care organization.

Nursing and interdisciplinary research as well as performance improvement efforts form the basis of our clinical practice. Through Evidence-Based Practice and outcomes evaluation, we promote critical thinking and the expansion of nursing knowledge and expertise. In order to achieve excellence in practice, we commit to personal and professional development in a dynamic learning environment.

Professional Practice Model – Partnering to Empower

Nurses at Maine Medical Center (MMC) are committed to ensuring our Professional Practice Model (PPM) reflects the tenets of our profession and is well grounded in the value and belief systems of nurses at MMC. As a result, our PPM is a mature, dynamic, sophisticated, and comprehensive model which represents and reflects the core concepts and boundaries of our profession as defined by the American Nurses Association (ANA), the ANA Code of Ethics, the State of Maine Nurse Practice Act, the Mission, Vision, and Values of our organization, and the Philosophy of Nursing at MMC.

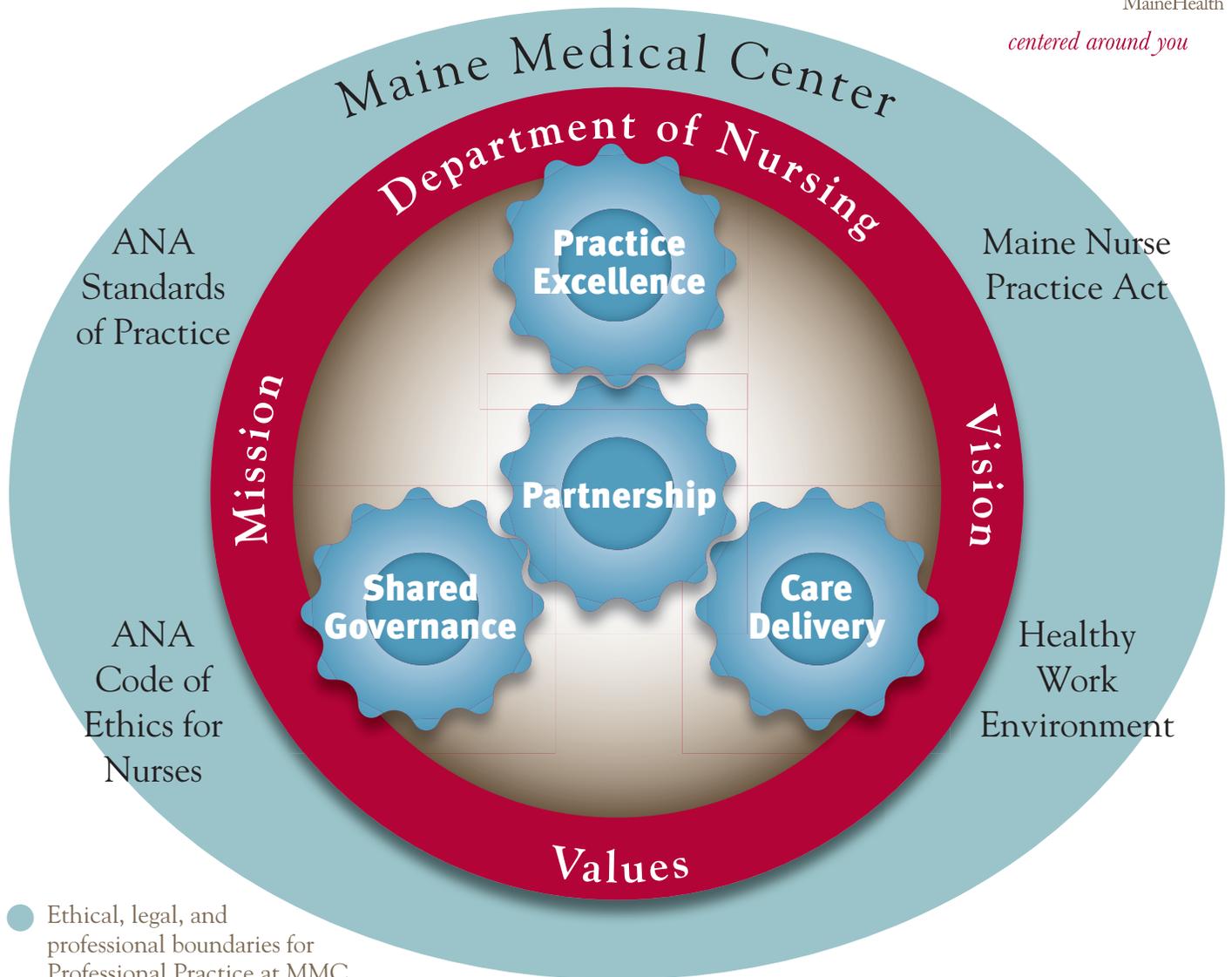
Our professional practice model is called the ***Partnering to Empower Professional Practice Model*** and features the interconnection of three core components:

1. Practice Excellence
2. Shared Governance
3. Care Delivery

Partnership is the core concept and catalyst which impels each of the three components of our PPM. Our beliefs of nursing and our model are grounded in a theoretical framework based on Dr. Margaret Newman's

grand theory of nursing, Health as Expanding Consciousness. According to Newman, as nursing enters into the integrative stage of its development, a partnership approach becomes the predominant way of life. In this stage, the nurse is the primary coordinator of care among disciplines and across settings. Nursing facilitates the connections that form a healthy network of partnership (Newman, 1994).

Our model embraces MMC's values and the spirit of collaboration to provide safe patient and family centered care. Partnership indicates equality between the care giver and the patient/family as well as care givers with each other. In partnership, the patient and the clinician are both considered experts: the patient expert in his or her life, abilities, resources, motivation and wishes; the clinician expert in scientific information that can be shared with the patient. Together they can determine the best approach for care and a plan to help the patient be successful. These elements constitute and drive our beliefs and definition of professional nursing practice at MMC and come together in an integrative fashion to frame our Partnering to Empower model.



- Ethical, legal, and professional boundaries for Professional Practice at MMC
- Foundation for Professional Nursing Practice

Practice Excellence

- Transformational Leadership
- Safe Patient & Family Centered Care
- Evidence-based Practice
- Research
- Quality
- Nursing Education
- Professional Development
- Peer Review
- Advancement
- Recognition
- Relationships
- Microsystems
- Community

Shared Governance

- Magnet Marketing & Communications Council
- Quality Council
- Practice Council
- Research Council
- Clinical Nurse Advancement Council
- Ethics Council
- Organizational Decision-Making Groups
- Unit Based Councils

Care Delivery

- Team Based
- Modified Primary
- Navigators
- Clinical Nurse Leaders
- eICU
- Case Management
- Advanced Practice Nurses
- Follow Up Phone Calls
- Disease Management
- Population Based Health Care

Magnet

Designation

The Magnet Recognition Program® distinguishes health care organizations for high quality patient care, nursing excellence and innovations in professional nursing practice. It is considered to be the Gold Standard and the ultimate credential for exceptional nursing. Developed by the American Nurses Credentialing Center (ANCC) over 25 years ago, Magnet has become a significant driving force for successful nursing practices and strategies worldwide.

Maine Medical Center obtained Magnet designation in 2006 and has maintained a strong commitment to exceed its standards of excellence. Magnet is a journey rather than a destination and, as such, all recognized organizations must apply for re-designation every four years. This ensures that Magnet principles are embedded within the culture and that staff are constantly striving for discovery and innovation.

In 2008, the Commission on Magnet presented a new model for the program which provides a framework for nursing practice and research, while also serving as a road map for organizations seeking designation. The model reflects a strong focus on measuring patient, nurse, organizational and community outcomes.

Magnet Action Team

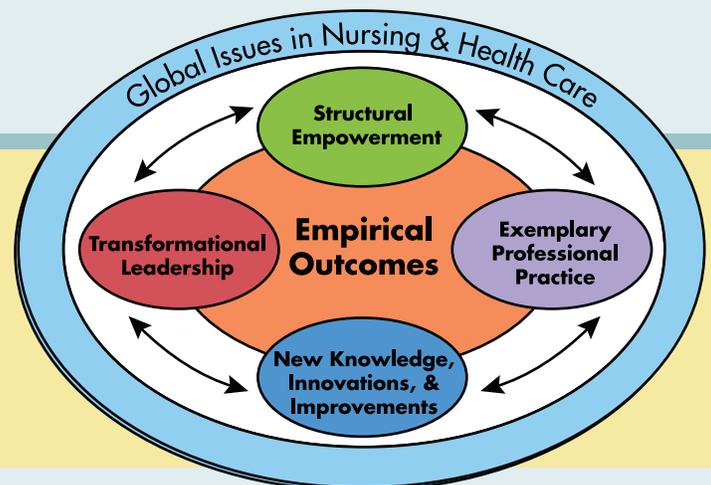
A team of multidisciplinary leadership and clinical staff dedicated time, energy, and talent to identify, compile and review exemplars and outcomes that would best support our application for re-designation. Each source of evidence required a description of structures and processes, accompanied by illustration of how each is operationalized. Examples were provided representing a variety of specialties and levels of practice to demonstrate enculturation of Magnet values everywhere in the organization where nurses practice. Many staff were involved in writing the narratives and graphically presenting our outcomes.

Magnet Council Champions

While the Magnet Action Team was working on creating our written documents, the Magnet, Marketing and Communication Council was focused on educating nurses about the new Magnet model and our professional practice model, Partnering to Empower. They employed many creative strategies including poster display sessions, power point presentations, and unit celebrations.

The New Magnet Model and its Components

Overarching the new Magnet Model is an acknowledgment that there are Global Issues in Nursing and Health Care within which all nurses practice.





Our Evidence

We submitted our evidence in June 2010 to our four Magnet Appraisers. In September 2010, following a thorough review of the documents, a request was made for more in-depth clarification of processes and outcomes. For the remainder of 2010 and into the early months of 2011, we worked to answer all of our appraisers' questions and successfully submitted additional evidence in April 2011.

Magnet Conferences

Each year, more than 6,000 nurses and nursing executives gather for an annual conference which is both a celebration of accomplishment for newly designated Magnet organizations and a showcase of best nursing practices. It is a significant achievement to present at a Magnet Conference and the selection process is highly competitive. In 2009, there were over 1,300 abstract submissions for the 242 available presentation opportunities. Since our designation, we have been pleased to have Maine Medical Center nurses represented with presentations every year.

October 1-3, 2009 Louisville, Kentucky

The Clinical Nurse Leader as a Community and Healthcare Advocate for Our Aging Population. Nina Swan, MS, RN, CNL

Transforming Uncertainty: Building Confidence and Satisfaction through Leadership and Education. Janet Oliver, BSN, RNC, FHMPP, PCE

Facilitating Innovative Nursing Practices, Improved Outcomes, and Cost Savings with Clinical Nurse Leaders. Nichole Manchester, MS, CCRN, CNL

At the 2009 conference, ANCC awarded the first Magnet Prize which recognizes extraordinary innovations and acknowledges peak performance within credentialed Magnet organizations. The Magnet Prize recognizes cutting-edge research, practices, services, technologies, programs, or other exemplary innovations with demonstrated positive outcomes. Maine Medical Center was within the top six finalists vying for this award and we received a positive letter of support and commendation from the ANCC Board of Directors.



Nina Swan, MS, RN, CNL, presenting at the Magnet Conference, October, 2009

October 13-15, 2010 Phoenix, Arizona

Clinical Microsystems: A New Framework for Improvements in Patient Care and Service Strategies. Margaret Hiler, MS, RN, CNL and Danielle Tabor, MS, RN, CNL.

Sustaining Magnet Culture: Staff-Empowered Peer Evaluation. Joanne Chapman, MSN, MEd, RN, NE-BC; Katrina Melvin, ADN, RN, Carole Maynard, ADN, RN, CMSRN.

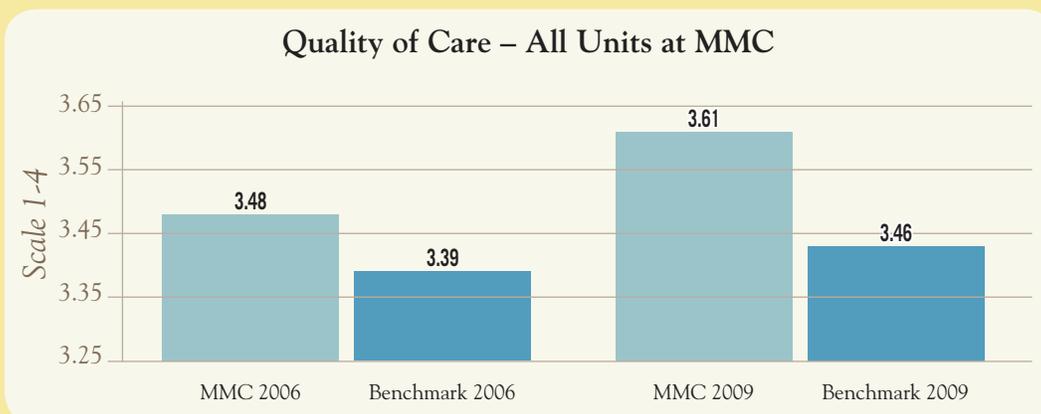
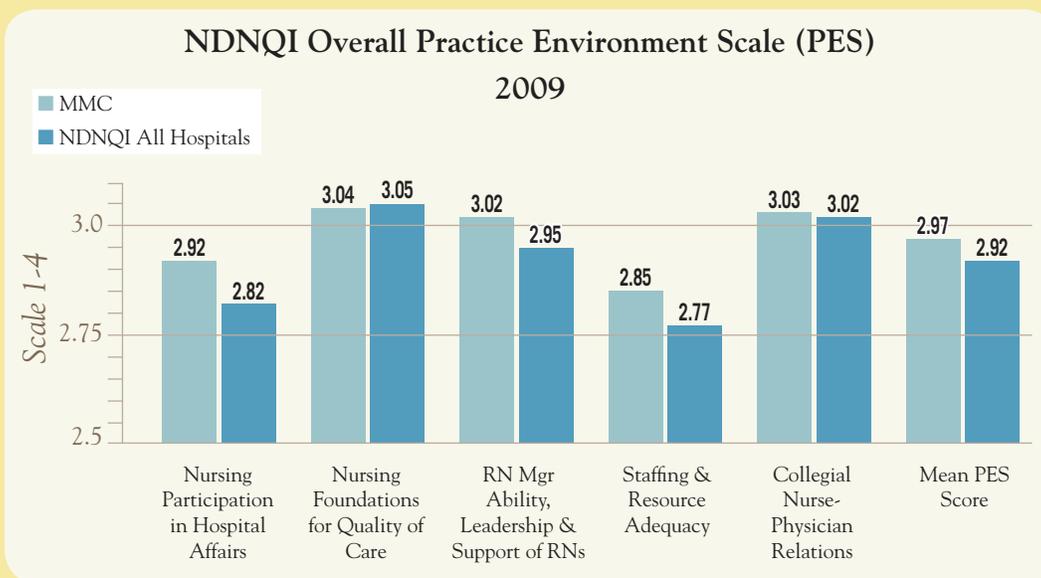
In addition to the two podium presentations in 2010, we were also proud to present our Magnet Quilt in the Art of Magnet Nursing Gallery. The quilt was the product of a two-year vision of the Magnet Art workgroup of the Magnet, Marketing & Communications Council. Nursing units across the organization created slides for the quilt and Brenda Clark, BSN, RN, CMSRN, lead the workgroup in transforming the slides into the quilt which is now proudly on permanent display at MMC for all patients, families, visitors and staff to enjoy. This beautiful piece of art work demonstrates the creativity and passion of our nurses who truly embody the spirit of excellence.



Brenda Clark, BSN, RN, CMSRN with our Magnet Quilt

Key Measures of Success

Maine Medical Center (MMC) leaders recognize that creating a healthy work environment with a high degree of staff satisfaction is key to attracting, engaging and retaining nurses. MMC values nurses' opinions and conducts satisfaction surveys on a regular basis. Surveying and integrating results are essential to continually be responsive to nurses' perceptions and to ensure high quality patient care is achieved and maintained.



Education

Maine Medical Center (MMC) is committed to its role in the provision of education for health care professionals not only within MMC but throughout and beyond the State of Maine.

Maine Medical Center and University of Southern Maine Education Collaborative

Since 2009, Maine Medical Center Department of Nursing (MMC) and the University of Southern Maine School of Nursing (USM) have collaborated in the development of a pilot project to:

- 1) Increase capacity in the undergraduate nursing program,
- 2) Support the acquisition, development, and retention of clinical faculty, and
- 3) Strengthen the link between clinical and classroom teaching.

MMC is looking to ensure a workforce sufficient in both quantity and competence to meet the demands of a complex and increasingly technologic workplace. USM is looking to create a sustainable education model which ensures quality of educational outcomes and has the potential to build the next generation of nurse educators. Through this engagement, we are enhancing our existing and ongoing partnership to create opportunities for future initiatives.

The creation of this collaborative was the initiative of MMC's Vice President of Nursing/Chief Nursing Officer, Marge Wiggins and began with several full day retreats in 2009 and 2010. National Consultants, Mary Mundt, PhD, RN, Professor and Dean, Michigan State University, School of Nursing and Carolyn Williams, PhD, RN, FAAN, Professor and Former Dean, University of Kentucky, College of Nursing participated in a number of the retreats and advised the Steering Group, comprised of MMC and USM staff, in the development of the model.

The process has been influenced by state, regional and national initiatives on partnerships between practice and education, the Institute of Medicine (IOM), and research from the Carnegie Foundation on the professions that calls for radical transformation in nursing education. In May 2010, at the invitation of Marge Wiggins, Carnegie Report authors **Molly Sutphen, MS, PhD** and **Patricia Benner, PhD, RN, FAAN** (pictured at right) participated in a full day Steering Group retreat which was followed by their presentation of a full day conference at MMC, open by invitation to representatives from all Maine hospitals and Schools of Nursing.



In partnership, we created this vision:

Through academic and practice partnership, we develop innovative, high quality and sustainable models of nursing education and practice to meet *the community's need for nursing*.

The Pilot Design

Admission of 24 additional students into an Accelerated BSN Program in January of 2011 through May of 2012. (21 actually in the cohort)

Establishment of a new Maine Certified Nursing Assistant (CNA) prerequisite

A dedicated 200 hour Maine Medical Center CNA Course provided in the fall of 2010 at no cost to students. Seventeen of the 21 students attended the program as four were already Maine CNAs

Creation of teaching teams comprised of academic faculty and four practice-based clinical experts fully supported by MMC

Redesign of the curriculum by academic and practice partners to build upon the CNA prerequisite with stronger integration of classroom, simulation, and clinical immersion experiences. The courses are more clinically intensive and involvement of the faculty extends beyond the classroom into and from the clinical into the classroom

Development of clinical experts as faculty

Research design

Ongoing assessments and supports

In addition to the Steering Group, subcommittees were formed and included Admissions, Curriculum Development, Faculty Development, and Research. The working committees comprised of academic and practice partners collectively worked over many months to make this pilot a reality and continue to oversee and monitor the project.

This initiative is based upon a multi-year commitment which expands beyond year one. Faculty needs to support the teaching teams will progressively increase over successive semesters to provide for the increasing student capacity through 2013. Evaluation of the pilot is underway with plans for a second USM student cohort starting in May 2012 with another 200 hour MMC CNA course open to 24 students in the summer of 2012 to meet the Maine CNA prerequisite.

Continued

Maine Health Care Workforce Development Initiative

In the fall of 2010, MMC's Department of Nursing was the recipient of a Maine Health Care Sector Training Grant in response to a proposal to support clinical faculty development. The award included student stipends for books throughout the pilot program and also funding to support the development of MMC clinical experts as educators.

MMC & USM Education Collaborative Members

USM-School of Nursing Members	MMC Members
Judith A. Spross, PhD, RN, FAAN <i>Interim Dean, Professor</i>	Marjorie S. Wiggins, DNP, MBA, RN, NEA-BC <i>Vice President of Nursing/Chief Nursing Officer</i>
Liz Elliott, MS, RN <i>Coordinator, Undergraduate Nursing Program</i>	Martha Riehle, MBA, MSN, RN, NEA-BC <i>Associate Vice President of Nursing/ Associate Chief Nursing Officer</i>
Krista M. Meinersmann, PhD, RN <i>Director, School of Nursing</i>	Paula White, MS, RN <i>Director, Center for Clinical & Professional Development</i>
Janis C. Childs, PhD, RN <i>Professor of Nursing & Director of the Learning Resource & Simulation Center</i>	Kristiina Hyrkäs, PhD, LicNSc, MNsc, RN <i>Director, Center for Nursing Research & Quality Outcomes</i>
Helen Peak-Godin, MN, RN <i>Associate Professor</i>	Andria Moore, BSN, RN <i>Nursing Director – Geriatrics Medical/Surgical</i>
Allie Haynes, BSN, RN <i>Staff Nurse & Recent USM Graduate</i>	Geri Tamborelli, MS, RN <i>Nursing Director – Family Birth Center</i>
Carla E. Randall, PhD, RN <i>Associate Professor</i>	Allie Haynes, BSN, RN <i>Staff Nurse & Recent USM Graduate</i>
	<p>Consultants:</p> <ul style="list-style-type: none"> • Mary Mundt, PhD, RN <i>Professor & Dean Michigan State University-School of Nursing</i> • Carolyn Williams, PhD, RN, FAAN <i>Professor & Former Dean University of Kentucky-College of Nursing</i>

63% of MMC RNs are BSN prepared

MaineHealth Chief Nursing Officers and Nursing Academic Partnerships

Marjorie S. Wiggins, DNP, MBA, RN, NEA-BC, Chief Nursing Executive at MaineHealth and the MaineHealth Chief Nursing Officers (CNOs) recognized the need for a system approach to partnerships with all Maine nursing academic programs given the impending critical shortage of nursing professionals in Maine and across the country. In order to create stronger linkages, shared goals, and resources in addressing this challenge, the MaineHealth CNOs invited academic leadership from all over Maine to a series of joint meetings in 2010 to examine current and evolving issues and explore potential strategies for solutions which benefit both academic and practice partners, and ultimately, our Maine communities. As a kick-off event, nursing leadership and faculty from all Maine schools of nursing and the CNOs from all Maine hospitals participated on May 25, 2010 in a full day presentation at MMC featuring Patricia Benner, PhD, RN, FAAN and Molly Sutphen, MS, PhD who addressed the Carnegie Foundation research findings relative to the need for transformation of nursing education.

In successive meetings throughout the year, key issues/points discussed by academic and practice-based leaders included:

- Increasing student capacity to decrease the pipeline of waiting applicants
 - Increasing student enrollments in academic programs
 - ~ Addressing infrastructure related limitations
 - ~ Increasing academic faculty across curricula
 - Increasing Clinical Faculty
 - ~ Recruitment & Retention
 - ~ Faculty Development & Salary Structure
 - Increasing Clinical Sites & Placements
 - Standardize academic and practice expectations/best practices
 - Consistent linkages between curriculum and clinical experiences
 - Creation of academic and practice teaching teams
 - Increased clinical immersion time
 - Incentives for academic progression post licensure:
 - Acceptance of prior academic course credit
 - Seamless bridges from ADN to BSN progression
 - Promotion of advanced degrees beyond the BSN
 - Flexibility in program design and accessibility
 - Expanding financial resources/tuition assistance
 - Easy information access regarding academic programs/options in Maine
 - Hiring & retention of new graduates
 - Options during the present conditions of decreased turnover and reform
 - Clinical residency programs for new graduates
- As plans progress to address the above, we are engaged in:
- Implementation of a Centralized Electronic Management System for Student Placements;
 - Adoption of an Evidence-Based Nurse Residency Program for new graduates;
 - A new “pilot” with UNE in their new accelerated program; and
 - Identification of opportunity for shared resources.

Center for Clinical & Professional Development Accomplishments

In support of our mission and organizational priorities, the Center for Clinical & Professional Development (CCPD) operates in partnership with colleagues in nursing and other disciplines to promote best practices, quality health care and outcomes, and professional advancement. The Center offers a continuum of services designed to provide and impact direct patient care and to build upon the educational and professional bases of nurses, students, and other members of the health care team in accordance with the complex demands of today's health care environment.

- 1,200+ clinical placements for nursing students each year.
- Senior Student Practicums:
 - 2009: 125 (25% increase from 2008)
 - 2010: 134 (7% increase from 2009)
- Graduate Student Practicums & Specialties:
 - 2010: 14
- Student Nurse Employment Program (SNEPs):
 - 2009: 31 (12 Geary Co-ops; 19 Nurse Associates)
 - 2010: 36 (16 Geary Co-ops; 20 Nurse Associates)
- 512 new Department of Nursing staff (2009); 300 (2010).
- Fast Track Orientation:
 - 2009: 86 experienced RNs (48 in 2008)
 - 2010: 25 experienced RNs
- Contact Hours Awarded (as an ANCC Accredited Provider Unit):
 - 2009: 14,000+
 - 2010: 13,000+
- CNA Program (*initiated in 2000 – 200^o course offered three times/year*):
 - 11 years; 32 sessions since inception
 - Graduated: 650
 - 60% retention of CNAs graduating from program and working at MMC; many have gone on to become RNs.
 - 2009: Graduated 63; hired 53
- 2010: Hired 30 of 33 out of two programs. Fall 2010 reserved for USM-MMC pilot cohort as prerequisite (17 students) for entry January 2011 RN accelerated program.
- Overall Hire: 90-95%
- New Basic & Advanced CNA skills to be rolled out
- Certified 40 new BLS instructors; recertified 90 (2009).
- Support for two part-time clinical faculty positions through Betterment Fund.
- Support & Guidance in partnership with academic faculty for Clinical Nurse Leaders (CNLs).
- Increased academic affiliate partnerships from 12 to 17.
- Building capacity initiative and proposal September 2010 for stimulus money in support of clinical faculty development with \$192,000 grant awarded fall 2010.
- Lead and/or participate in ongoing nursing quality & safety initiatives.
- Initiated & oversee multi-center national PULSE trial as one of only 17 sites. Cynthia Honess, MSN, RN, CCRN, ACNS-BC, Principal Investigator.
- 2009 Nursing Sabbatical Study: Elizabeth Sterling, BSN, RN-BC: *Effects of afternoon & evening recreational activities on geriatric patients on inpatient psychiatric unit*).

- Redesign of selected programming for customer focus & cost efficiency (*electronic Basic ECG Day 1*).
- Leading role in Inpatient Glucose management project – ongoing – with removal of sliding scale and total conversion to basal bolus.
- Representation on (not limited to):
 - Organizational Simulation Center Task Force
 - Academic Affiliate Advisory Groups – USM, UNE, SMCC, SJC
 - Tufts University – MMC Curriculum Development Committee
 - Tufts-MMC Faculty Development Sub-committee
 - MMC Interprofessional Education Committee, Paula White, Co-Chair
 - UNE Interprofessional Education Council – Paula White, Member
 - Councils, Committees, and Organizational Task Forces
 - Magnet Action Team and creation of initial evidence – Paula White, MS, RN, primary member, and other CCPD staff contributed.
- Maine Pressure Ulcer Collaborative was initiated in 2010 with Tricia Foley, BSN, RN, CWOCN and Nikki Shaffer, BSN, RN, CWOCN, joining as MMC representative.
- Rhonda Babine, MSN, RN-BC, ACNS-BC participated in the HELP pilot project on R2 where delirium prevention interventions were instituted to prevent falls in patients over 70.
- Clinical Nurse Specialists group participated in an interdisciplinary team evaluating delirium and falls and replicated a research study by Lakatos, et al, of MGH. Since then, Patricia Todorich, MSN, RN, PMHCNS-BC has lead a delirium project group.
- Medication Adherence Conference, February 24, 2010 – Marge Wiggins, DNP, MBA, RN, NEA-BC and Paula White, MS, RN in partnership with Rosemary Unnold and the Home Health Visiting Nurses.
- First CNLA Regional Conference held at MMC, September, 2010; coordination and provision of accreditation.
- Created the job description for the Nursing Education Specialist for Simulation Center and continue to participate in initiatives to promote incorporation of simulation.
- New RN employee orientation created with a focus on safety, quality metrics, patient outcomes and patient experience with incorporation of simulation as a new methodology (Jean Fecteau, MSN, RN and Deb McPherson, MSN, RN).



Paula White, MS, RN, Director, Center for Clinical and Professional Development

Nursing Scholarships 2003 - 2010

Recipients by Year



Nursing Scholarship Program

Maine Medical Center is fortunate to be able to offer nursing scholarships to MMC employees who are pursuing a nursing degree. Through our generous donors, this makes education reachable to those who might not otherwise be able to pursue their dream of becoming a nurse. During the past two years, 141 MMC employees received \$118,112 in scholarship monies.

2009
Nursing
Scholarship
Recipients



2010
Nursing
Scholarship
Recipients
and their
families



Individual Accomplishments— APRNs



**Deborah Hoch, DNP,
ACNP-BC**

Completed her Doctor of Nursing Practice (DNP) at MGH Institute of Health Professions



**Valerie Fuller, DNP,
FNP-BC**

Completed Acute Care Nurse Practitioner program at MGH Institute of Health Professions



**Jeannie Ross, MSN,
PNP-BC**

Item writer for national pediatric nurse practitioner exam by ANCC

Surgical Technologist Program

- In 2009, celebrated 40 years (established in 1969)
- Since 1969, graduated 80 classes
- 961 Graduates
- More than 88% of MMC current OR Surgical Technologists are graduates of MMC's program
- Exceeding National standards:
 - Student graduation: 83% (benchmark: 70%)
 - Graduate Certification Pass: 85% (benchmark: 74%)
 - Graduate Placement: 94% (benchmark: 80%)
- In 2010, Full accreditation by CAAHEP (Commission on Accreditation of Allied Health Education Programs)

Recognition

Individual Recognition



Carrie Walker, BSN, RN, ENPC
(Emergency Department)
2009 Heroes with Hearts Award presented by
Community Counseling Center.

Kim Tierney, ADN, RN

(Circ Disease Administration)

Cardiovascular Nursing Excellence Award presented by American Heart Association at their 59th Annual Maine Scientific Sessions, February 7-8, 2009, Sunday River, Bethel, ME.



Betsy St. Germain, MSN, RN, AOCN

(Breast Care Center)

Maine Breast Health Leadership Award – 2009;
nominated by Maine Breast Nurses Network
recognized September 30, 2009 at the Blaine
House by First Lady Karen Baldacci.



Jane Cleaves, BS-PA, RN-BC

(R7-Telemetry/Medical Unit)

Homecourt Hero Award by TD Bank for her
American Heart Association volunteerism.



Kelly Bowden, MS, RN

(Perinatal Outreach)

Maine Champion 2010 – Maternal & Child
Health within States & Jurisdictions.



Amy Strum, BSN, RN. CEN (Emergency Department)
2010 Heroes with Hearts Award from Community Counseling Center presented at their 5th Annual Heroes with Heart celebration, April 2010.

Amy Strum, RN, (far right) receiving Heroes with Hearts award from Community Counseling representatives



Deb Kramlich, MSN, RN, CCRN (Special Care Unit)
Deb Jackson, BSN, CCRN (Special Care Unit)
Su Sepples, PhD, CCRN (Special Care Unit)
Amy McLellan, BSN, RN
(Cardio-Thoracic Step-Down Unit –R1)

As board members of the Southern Maine Chapter of AACN, chapter was awarded Circle of Excellence for Community Education and Pubic Service for their helmet project, 2010.

(Front to back: Amy McLellan, BSN, RN (R1); Su Sepples, PhD, CCRN (SCU); Deb Jackson, BSN, CCRN (SCU); Deb Kramlich, MSN, RN, CCRN (SCU).

Cindy Bridgham, BSN, RN, CPHQ (Risk Management)
Distinguished Member Award presented by the Maine Association for Healthcare Quality.



Cathy Palleschi, BSN, RN (Cardiac Intensive Care Unit/R9W-Cardiac Interventional/Medical Unit) recipient of the 2009 Agnes E. Flaherty Leadership Award presented by ANA-Maine.

Cathy Palleschi, RN (left) receiving Agnes E. Flaherty Leadership Award. Barbara Kilroy, RN (right) one of the nominators.

Department/Unit Recognition

Breast Care Center Nurses

All nurses have achieved 100% certification.

R6 Nursing Staff

Partnership Rounding – one of six finalists for the 2009 Magnet Prize awarded by ANCC.

Bariatric Surgery Center

ACS BSCN Level 1A (American College of Surgeons' Bariatric Surgery Center Network) Accreditation – 2009; only hospital in New England to earn both Level 1A accreditation for inpatient bariatric services as well as ACS BSCN accreditation for our Outpatient Bariatric Surgery Center.

Clinics

- **Internal Medicine, Internal Medicine/Pediatric and Barbara Bush Children's Hospital Pediatric Clinics** - Bridges to Excellence Awards for their use of electronic medical record systems. This Level Three Advanced Certification places MMC in the 90th percentile nationwide.
- **Cystic Fibrosis Clinic** - Quality Care Award: Recognizing Outstanding QI Processes & Accomplishments presented by Cystic Fibrosis Foundation – 2009.

Ventricular Assist Device (VAD) program

Joint Commission certification – 2009.

MMC Cancer Institute

Chosen by the Association of Community Cancer Centers' Prostrate Cancer "Best Practices" Project – MMC is one of five programs in the nation chosen.



Maine Abusive Head Trauma Workgroup

National Center on Shaken Baby Syndrome (NCSBS) recognition for outstanding implementation of the Period of Purple Crying® - Kelly Bowden, MS, RN, Perinatal Outreach nurse led the effort with Dr. Lawrence Ricci. They traveled the state of Maine providing education to birthing hospital teams, public health nurses, home visitors, and other community partners. Within one year, they had provided education to at least one staff member from each of the 30 birthing hospitals in Maine.

MMC – 35th

Nursing Professionals Top 100 Hospitals to Work for in 2009.

Employer of the Year – 2009

Awarded by Coastal Counties Workforce Investment Board (CCWI) for MMC's work with CCWI's New Mainers class.

Nursing Excellence Awards



2009

FRONT Row (left to right): Cecilia Quimby, RN-BC, (CICU—Nursing Excellence); Sara Kovacs, BSN, RN (R9W—Nurses as Teachers); Sarah Vreeland, BSN, RN, ONC (R6—Nursing Excellence); Susan Jurgilas, RN, HP-ASCP (Dialysis & Hemotherapeutics—Nursing Excellence); Sharon Lepich, RN (Bariatric Center—Nursing Excellence); Wendy Farr, BSN, RN (Barbara Bush Children’s Hospital—Nursing Excellence); Marge Wiggins, DNPc, MBA, RN, NEA-BC (VPN/CNO).

SECOND Row: Linda Brady, ADN, RNC-NIC (NICU—Nurses as Teachers); Linda McLaughlin, BSN, RN (NICU—Laura Vogel Humanitarian); Brenda Clark, BSN, RN (P3CD—Nursing Excellence); Sonja Orff, MS, RN, CNL (SCU—Nursing Research).

THIRD Row: Shawn Taylor, BSN, RN (CICU—Nursing Excellence); Louise Wakefield, MS, RN, CEN (ED—Nursing Research); Suzanne Farnsworth, BSN, RN (P3CD—Nurses as Teachers); Lisa Marion, BSN, RN (P3CD—Nursing Excellence).



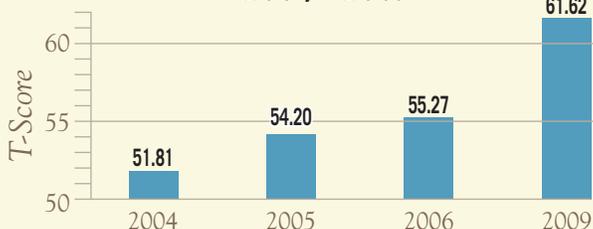
2010

FRONT Row (left to right): Sharon Wallace, BSN, RN (R3-Nurses as Teachers); Paulette Gallant, MS, RN, CNL (R1-Research Mentor); Elizabeth Stuart, RNC, CCE (Prenatal Center-Nursing Excellence); Renee Fortin-Shoemaker, BSN, RN (ACCU-Research); Kelly Chicoine, BSN, RN, (P3CD-Nursing Excellence); Kathryn Caiazzo, MS, RN, CNL (BBI-Nursing Excellence); Marge Wiggins, DNP, MBA, RN, NEA-BC, (VPN/CNO).

MIDDLE Row: Susanne Delisle, BSN, RN, CWCN (Surgical Clinic-Nursing Excellence); Deborah Cobb, MS, RN (R5-EBP & QI); Rachel Goode, ADN, RN (PACU-Laura Vogel Humanitarian); Cynthia Honess, MSN, RN, ACNS-BC, CCRN (CCPD-Research); Rhonda Babine, MSN, RN-BC, ACNS-BC (CCPD-Research).

BACK Row: Glenn Angell, ADN, RN (CICU-Nursing Excellence); Jessica Loney, RN (Midcoast Hospital-EBP & QI); Susan Fielding, MSN, RN, NP-C (OPD-Advance Practice Nursing Excellence); Tracie Lowe, BSN, RN (P3CD-Nursing Excellence); Paula Viarello, BSN, RN (R1-Nursing Excellence); Shawn Taylor, BSN, RN (CICU-Nurses as Teachers).

**MMC Overall Average - RN Job Satisfaction
2004 - 2009**



Nursing Excellence Team Awards



2009 - Cystic Fibrosis Team

FRONT Row (left to right): Marge Wiggins, DNPc, MBA, RN, NEA-BC (VPN/CNO); Cailyn Fowler, CF Patient; Ann McPhee, RN, Interim Director BBI.

SECOND Row: Vickie Young, ADN, RN (BBI); Gerry Yates, BSN, RN (BBI); Wendy Farr, BSN, RN (BBI); Amy Douglas, RN (BBI).

THIRD Row: Mary Buteyn, RD (Nutrition Services); Tammy Dion, PT (Physical Therapy); Sue Dube, RN (BBI); Cindy Fletcher, RN (BBI); Cindy Fowler (Cailyn's Mother).

FOURTH Row: Anna Cairns, DO (Pediatric Pulmonology); Renee Fallon, PharmD (Pharmacy); Mary Ellen Corrigan, PNP (Maine Medical Partners Pediatric Specialists).

2010 - Joint Replacement Center

FRONT Row (left to right): Julie Lake, BSN, RN; Deborah Gregoire, RN, CCRN, CPAN; Deborah Bachand, BSN, RN, NE-BC; Sandra Colello, BSN, RN; Peggy Estee, RN; Danielle Tabor, MS, RN, CNL; Richard Esterl, Gabrielle Petruccelli, Chris Delenick, Marge Wiggins, DNP, MBA, RN, NEA-BC.

SECOND Row: Holly Beaulieu, BSN, RN, CMSRN; Betty Grant, BSN, RN, CMSRN; Beth Andreason, Cindy Kilbride-Johnson, ADN, RN, ONC; Elizabeth Winship, Nora Bowne, Dr. Brian McGrory, Beth Burke, Michael Belcher.

THIRD Row: Darcie Harkins, BSN, RN; Elizabeth Pontius, Karen Dumond, MSN, RN, CNOR; Linda Philbrick, RN; Katrina Anderson, BSN, RN, CNOR; Katie Jones, Ally Nye, Jack Packhem, Josh Barnes-Livermore.

FOURTH Row: Marty Riehle, MBA, MS, RN, NEA-BC; Carrie Beals, Dave Cote, Rich Saklad, Dr. Ted Rintel, Dr. Brad Cushing, Steve Webster.

Clinical Nurse Advancement Program



2009

FRONT Row (left to right): Jennifer LaFlamme, BSN, RN-BC, CN3 (R7); Deborah Gregoire, RN, CCRN, CPAN, CN4 (PACU); Melissa Gallant, RN, CN3 (BBI); Cynthia O'Brien, BSN, RN, ONC, CN4 (Radiation Oncology); Jenny Gilmore, BSN, RN, CMSRN, CN3 (R5); Pamela Tozier, BSN, RN, RNC-OB, CLC, CCE, CN3 (FBC).

SECOND Row: Katherine Warner, RN, CN3 (OR); Bobbi Shirley, BSN, RN, CN4 (Gibson); Mary Charest, BSN, RN, CAPA, CN3 (ASU); Heidi Gwinn, ADN, RN, CMSRN, CN3 (SSU); Melissa Marsh, BSN, RN, CN3 (SSU).

THIRD Row: Julie Beecher, BSN, RN-BC, CN4 (BBI); Lori Heseltine, RN, CN3 (P6); Linda Brady, ADN, RNC-NIC, CN3 (NICU); Gail Kolbe, RN, CN3 (Gibson).



2010

FRONT Row (left to right): Marge Wiggins, DNP, MBA, RN, NEA-BC (VPN/CNO); Janet Russell-Duggan, BSN, RN, CN3 (R6/Bean2); Cecilia Inman, BSN, RN-BC, CN3 (R9); Ellen Hopkins, BSN, RN, CN3 (ACCU); Nicole Hubbard, BSN, RN, CN3 (R7).

BACK Row: Paula Viarello, BSN, RN, CN3; Pamela Tozier, BSN, RNC, CCE, CLC, IBCLC, CN4 (FBC); Kathleen Bouchard, BSN, RN, CN3 (1st Care); Cheryl Coyne, BSN, RN, CN3 (ACCU).

Clinical Support Staff Advancement Program



2009

FRONT Row (left to right): Sara Pardi, CST III (Scarborough Surgery Ctr); Frances Caterina, NUS II (Medical/Surgical-R3); Debra Barrett, Periop Services Tech II (Scarborough Surgery Ctr); Lisa Sukeforth, Periop Services Tech II (Scarborough Surgery Ctr).

SECOND Row: Dolly Barcebal, LPN II (BBCH); Sharon Stetson, NUS II (Endo); Samuel Vancil, III, Periop Services Tech II (OR); Slavica Radosavljevic, CNA III (Medical/Surgical-R3); Mary Walker, Endo Tech II (Endoscopy).

THIRD Row: Stephen Savage, Periop Services Tech II (OR); Brenton Rioux, CST III (OR); Diane Davis, NUS II (OR); Duncan McLean, Periop Services Tech II (OR); Marc Blais, Endo Tech II (Endoscopy).



2010

FRONT Row (left to right): Dorothy Young, CNA III (SCU); Nina Giescke, CNA II (Floats); Betty Fuessel, NUS II (Gibson); Tori Cross, CNA III (R2); Lisa Lemieux, Periop Services Tech II (OR); Elizabeth Auger, CST III (OR).

SECOND Row: Tammy Cote, CNA III (Gibson); Kristen Cantara, Periop Services Tech II (OR); Wanda Michaud, NUH II (R2); Erin Noll, CST III (OR); Donna Libby, CST III (Scarborough Surgery Ctr); Kathy Kramer, CST III (OR); Mendi O'Connor, CST III (Scarborough Surgery Ctr).

THIRD Row: Dana Trufant, NUH II (PACU); Nebojsa Simatovic, CNA III (R7); Wided Zige, NUH II (Labor/Delivery); Cynthia Pappas, NUA (Ambulatory Cardiac Care Unit); Stephanie Cooper, CST III (Scarborough Surgery Ctr); Patrick Tremblay, CNA III (R7).

Community

Each year, the Magnet, Marketing & Communications Council leads MMC RNs and other MMC staff in a community outreach project. Over the years, nurses have provided health clinics and career fairs through a variety of venues – a local Mall, Casco Bay Islands, local schools, and local shelters.

October 27, 2009 Portland High School Health and Career Fair

Portland High School (PHS) is one of the largest schools in Portland and has a very diverse population with over 50 languages spoken by students. The Magnet, Marketing & Communications Council decided to formulate a program that could address some of the health care needs of this teen community. They contacted the school's nurse and the Portland Public Health Division and asked for input on what they saw as some of the top health care needs of local teens.

The school social worker and guidance department enthusiastically signed on to offer assistance and support. From MMC, four clinical nurse leaders, 11 registered nurses, a certified nursing assistant, two nurse practitioners, an occupational therapist, a speech language pathologist, a nurse manager, a pharmacist, two phlebotomy trainers, a family medicine resident physician, an internal medicine resident physician, an ECG technician, two University of New England students, and three pharmacy students donated their time to staff a health fair event at the school.

Almost 1,000 students visited the health stations placed throughout the school's gymnasium. Some of the booths that seemed to generate the most excitement and have the most impact were:

- **Nutrition** – Portion Control - Interactive opportunity for the students to make a “right-size” hamburger and salad.
- **Hand washing** – Ultra-violet light was used and student's skin “glowed” where they hadn't washed thoroughly.
- **Safety** – Unprotected melons were dropped from the top of a ladder and were smashed into pieces; melons protected in a safety helmet were dropped and stayed intact.
- **“Secret” Sugar** – Empty bottles of popular sodas and “power” drinks were filled with the actual amount of sugar in each product.
- **Smoking** – Two resident physicians provided educational literature and individualized information to students who wanted to quit, and students who wanted to help a friend or family member to quit.
- **Controlling Relationships** – Students watched a skit with a male controlling a female and then a female controlling a male, and were asked to give suggestions on phrases they could use to stop the behaviors.
- **Portland High School Health Club** – A student organization that promotes all aspects of healthy living and had information about activities and opportunities within the school. Students and the school social worker manned this booth.
- **Floor Games** – Students ran this area – a version of a “yellow brick road” to health. When participants answered a health question correctly they moved along the paper pathway towards “better health” and “healthy behaviors.”

Continued

Immediately following the health fair, a health care career information session was held with a variety of health care occupations represented. The representatives were available to talk with students one-on-one about their careers, education requirements, and a day-in-the-life-of to give students an idea of what their jobs were like.

January 5-6, 2010 – H1N1 and Community Vaccination

At the request of the Maine CDC, MMC nurses, along with various disciplines and operational colleagues, hosted a free H1N1 immunization clinic on January 5 and 6, 2010. The two-day event was well publicized in local papers, on digital traffic informational signs, and news broadcasts.

A Clinical Nurse Leader utilized components of the hospital's pandemic plan and worked with clinic staff to set up twelve stations. The plan allowed the pediatric population a quick entry and exit to decrease the stress of receiving immunizations. The flow plans also involved assuring that our handicapped and elder population would have the room to move through the clinic without barriers and obstacles. Inpatient staff RNs from every type of unit met outpatient clinic RNs and Employee Health RNs to work side by side as a team for this event.

Despite the large volume of participants, the lines moved very quickly. MMC provided water for those waiting, and MMC nursing staff were posted along the waiting line to chat, answer questions, address any needs, and thank every person from the community for attending. Feedback from those vaccinated was extremely positive and included: "I cannot believe how easy that was," "It was the quickest flu shot I've ever received," and "That was so organized."

Forty-eight RNs worked the H1N1 clinic and managed to give an average of 17 vaccines per hour for a total of 3,300 vaccines in the two-day clinic.



October 28, 2010 – Logan Place

Logan Place is Maine's first "Housing First" project. It is based on the philosophy that providing a stable, independent living environment for homeless people is an effective way to combat homelessness. There are 30 efficiency apartments and services are provided by Preble Street Resource Center. Logan Place is named for Bruce Logan, a long-time social worker, Preble Street board member, and advocate for the poor. Most of the residents are men, but there are some women.

Volunteers from the Magnet, Marketing & Communications Council as well as other MMC volunteers set up health stations (BP checks, nutrition information, smoking cessation programs, and hand hygiene) to share information with residents. In addition to the health stations, volunteers prepared and served a meal with donated food by MMC staff. This event was very well received by residents and very much appreciated.



Debbie Martin, BSN, RN-BC and Jessica Stevenson, BSN, RN demonstrating proper hand washing technique.

34% of MMC RNs volunteer in a variety of organizations throughout our communities – locally, nationally and internationally.

Research

Research and Research Mentor Awards 2009-2010

The Center for Nursing Research and Quality Outcomes at Maine Medical Center has recognized and awarded nurses at Maine Medical Center conducting evidence-based practice, quality improvement and research projects.

The Nursing Research award was instituted in 2006 to recognize an outstanding clinical nurse scholar or team of scholars who have made a significant contribution to the advancement of nursing science or evidence-based clinical practice leading to substantial positive effects on patient or professional outcomes.

4th Annual Research and Evidence-based Practice Awards – 2009

Sonja Orff, MS, RN, CNL: A Collaborative Effort between the Clinical Nurse Leader, the Department of Epidemiology, and Information Services to Improve Flow, Patient Outcomes, and the Environment for the Patient Being Ruled Out for Clostridium Difficile. May 7, 2009

Louise Wakefield, ADN, RN, ENPC: Evaluating a Physical Environment Assessment Tool (The PEAT Scale) May 7, 2009

5th Annual Research and Evidence-based Practice Awards – 2010

Rhonda Babine, MS, RN, ACNS-BC, Renee Fortin-Shoemaker, BSN, RN, and Cindy Honess, MSN, RN, CCRN, ACNS-BC: A Comparison in Nitroglycerine Ointment Application Methods to Enhance Vasodilatation: Applicator versus Plastic Wrap, May 4, 2010

Deborah Cobb, MS, RN, CNN, CMS and Jessica Loney, MSN, RN: A Prospective Review on Hospital Collection on Patient's Race and Ethnicity Data, May 4, 2010

With an annual influx of clinical scholars since 2004, the Center for Nursing Research and Quality Outcomes was pleased to introduce a new nursing award in 2010 which is designed to honor the practice of mentoring our scholars. The purpose of this award is to recognize an outstanding research nurse mentor who has made a significant contribution in mentoring a staff nurse or a team in the completion of a Nursing Research, Evidence-based Practice or QI project. The award recognizes demonstrated excellence in mentoring novice researchers by encouraging relationships among colleagues, and conveying high regard for contributions made by such members of the research community. The award is granted to a mentor who is supportive and encouraging while helping the clinician focus on the research project(s) and continues to follow through with mentoring to ensure implementation and dissemination of results.

1st Research Mentor Award – 2010

Paulette Gallant, MS, RN, CNL, May 4, 2010

Nursing Research Studies – (IRB* Approved, Open)

Boiselle, Richard, MSN, RN, CEN, ENPC
CHAT Study in the Emergency Department (#3596X) (Open 9/15/09)

Brennan, Pam, BSN, RN
Providing Educational Intervention to Low Income Obstetrical Patients in Greater Portland to Improve Breast Feeding Rates. (#3601) (Open 9/1/2009)

Chapman, Joanne, MSN, RN; Fuller, Valerie, DNP, FNP, ACNP; Bradstreet, Peg, APRN, PMHCNS-BC; Todorich, Pat APRN, PMHCNS-BC
Relationship between Delirium and Falls in the Hospitalized Patient (#3724) (Open 5/6/2010)

Cleaves, Jane, BS-PA, RN-BC, CNIV; Anderson, Marguerite (Doliner) BSN, RN
Patient's Perceptions of the Use of Patient Journaling During their Hospital Stay (#3526) (Open 4/8/2009)

Cobb, Deborah, RN, CNL
RN and Patient Partnership Rounds and Had-Off Improvement on R5 (#3638X) (Open 11/13/2009)

Curtis, Guy, RN; Martin, Deb, BSN, RN
Quality Improvement Project to Assess Current Practice of Peripheral Intravenous (IV) Insertion. (#3540QI) (Open 4/16/2009)

Farrington, Stacey, MS, RN-BC
HELP Prevent Falls (#3773X) (Open 08/27/2010)

Fielding, Susan, BSN, RN, CFNP
Testing the Reliability of a Fall Risk Screening Tool for an Elderly Population in an Ambulatory Clinic Setting (#3654) (Open 1/25/2010)

Gallant, Paulette, MS, RN, CNL, principal investigator
Evaluating a Continuous Insulin Infusion Protocol after Cardiac Surgery to Reduce the Risk of Hyperglycemia (#2348) (Open 1/12, 2010)

Gallant, Paulette, MS, RN, CNL, principal investigator
Assessing the Reliability of the Visual Infusion Phlebitis Scale (#3001) (Open 04/05/2010)

Goran, Susan, MS, RN; Jahrsdoerfer, Mary, MHA, RN, Clinical Researcher, Philips Healthcare
Family Perceptions of the eICU: A Multi-Site Collaborative Study (#3542X) (Open 4/21/2009)

Honess, Cindy, MSN, RN, CCRN, ACNS-BC, principal investigator at Maine Medical Center
Implementation of Practice Standards for ECG Monitoring (#3432) (Open 8/20/2010)

Devlin, John MD; Eldrup-Jorgenson, Jens, MD; Lucas, Lee, MD; Hyrkäs, Kristiina, PhD, LicNSc, MNSc, RN
Improving Outcomes in Vascular Surgery Through Glycemic Control (IRB #3513) (Open 11/3/2009)

Kaikini, Kara, MS, IBCLC
Breastfeeding Duration Rates: the Effect of Hospital Practices, Support and Education. (#3800) (Open 11/08/2010)

LeRoy, Thomas, BHS; Aucoin, Jason, MSN, ANP-BC, COHN
A Randomized Controlled Trial Evaluating Foot-ware and Fall Prevention Education for Environmental and Food Service Workers in Acute Care Settings. (#3783) (Open 09/29/2010)

Lyden, Cathy, BSN, RN, principal investigator
Assessing the Validity and Reliability of the Sedation-Agitation Scale in a Pediatric Population (#3529) (Open 4/20/2009)

Manchester, Nicole, MS, RN, CNL, principal investigator.
Adult Tracheostomy Team (#3477X) (Open 1/9/2009)

Moody, Joy, MSN, RN, principal investigator, Boiselle, Richard, RN, Haskell, Wendy, RN, CEN, Jordan, Pamela, RN, McMahan, Elaine, Maine Health, Program Manager, Elder Care Services, Partnership for Healthy Aging, Randall, Cindy, RN, Sinclair, Judy, RN, MMC ED, Varnum, Andrea, RN, Ware, Kathy, RN, and Worthing, Barry, RN.
Emergency Department Care Transitions Program: Quality Improvement Pilot (#3656NR) (Open 1/6/2010)

Morse, Carol Jo, BSN, RN, CMSRN; Knutson, Jill A., BSN, RN
A Comparison of the Ankle Brachial Index (ABI) to Pulse Palpation/Doppler Assessment in Infrainguinal Bypass Patients (#3308) (Open 04/06/2009)

O'Brien, Cindy, BSN, RN, OCN, principal investigator
A Comparison of Treatment Options for Oral Mucositis in Head and Neck Radiation Oncology Patients (#3281) (Open 12/7/2009)

Parker, Sheila, MSN, MBA, RN, NE-BC, principal investigator
CDC AHRQ MRSA Collaborative Study – Phase II (#3758) (Open 7/22/2010)

Rouleau, Darlene MS, RN, CMSRN, CNL
Pilot Study of the Survey Instruments Used in the Education Adherence Initiative at Maine Medical Center. (#3476X) (Open 12/29/2009)

Shirley, Bobbi, MS, RN, CNL
Opportunities to Raise the Standard of Central Venous Catheter Care using a Multimodal Education Approach for Nursing Staff (Open 12/10/2009)

Smith, David, D.P.T., principal investigator; Tabor, Danielle, MS, RN, CNL; Becker, Michael, MD; Grant, Bettyanne, BSN, RN, CMSRN; Roberts, Jesse, PA; Winship, Elizabeth, PT
Range of Motion and Pain Score as Determinants for Continuous Passive Motion Following Total Knee Arthroplasty: An Empirical Study Using Cross Over Design (#3658) (Open 1/29/2010)

Swan, Nina, MS, RN, CNL
Evaluation of the Clinical Nurse Leader Role by unit staff (#3492X) (Open 1/23/2009)

Taylor, Shawn, BSN, RN; Seder, David, MD; Brown, Susan, RN; Lord, Christine, BSN, RN; and Riker, Richard, MD
Blood Glucose Measurement During Therapeutic Hypothermia after Cardiac Arrest (#3641) (Open 11/22/2009)

Wiggins, Marjorie, DNP, MBA, RN, NEA-BC, CNE and Hyrkäs, Kristiina, PhD, LicNsc, MNsc, RN
Improving Post-Discharge Medication Adherence by Multiple Interventions. (#3512) (Open 3/20/2009) ■

* IRB = Institutional Review Board – conducting ethical reviews.

Nursing Research Studies – (IRB Approved, Closed)

Cobb, Deborah, MS, RN, CNL; Loney, Jessica, MSN, RN

A Prospective Review on Hospital Collection of Patient's Race and Ethnicity Data (#3409) (Closed 06/24/2010)

Coyne, Cheryl, BSN, RN; Hopkins, Ellen, BSN, RN; Kent, Gertrude, BSN, RN

Use of Berlin Questionnaire in an Outpatient Setting to Screen Adult Patients for the Risk of Obstructive Sleep Apnea. (#3239) (Closed 02/17/2009)

Crosby, Patricia, BSN, RNC; Oliver-Palanca, Janet, BSN, RNC; Giles, Shirley, BSN, RNC; Furey, Lorande, BSN, RNC; Stuart, Elizabeth, BSN, RNC

Reduction of Nausea and Vomiting in the Postoperative Cesarean Section Patients. (#3100) (Closed 02/17/2009)

DiFiore, Gail, MSN, RN

Is Personal Hardiness a Predictor for CNA Retention? (#3274) (Closed 01/12/2010)

Eisenhard, Elizabeth, MD; Lacombe, Patricia, RN; Schimelman, Brad, MD; Parker, Mark, MD; Zimmerman, Robert, MD

A Prospective Observational Study on the use of Iodinated Contrast for AV Fistula Salvage in the Stage 4/5 KCD using Bicarbonate Prophylaxis. (#3230) (Closed 06/24/2010)

Harvey, Kimberly, BS, MPH; Kramlich, Debra, MSN, RN, CCRN; Chapman, Joanne, MSN, RN, MEd, CNA-BC; Parker, Jeanne, ADN, RN, CPN; Blades, Elizabeth, RN

Assessing the Sensitivity, Specificity and Reliability of Five Pediatric Fall Risk Assessment Tools. (#3347) (Open 04/13/2009; Closed 03/17/2010)

Hiler, Margaret, MS, RN, CNL

Glucose Control Baseline Data for Vascular Surgery Patients. (#3464) (Closed 11/20/2009)

Honess, Cindy, MSN, RN, CCRN, CNS-BC; Babine, Rhonda, MS, RN; Fortin-Shoemaker, Renee, BSN, RN

A Comparison in Nitroglycerine Ointment Application Methods to Enhance Vasodilatation: Applicator Versus Plastic Wrap. (#3141) (Closed 1/28/2010)

Keane, Kathleen, MS, RN, CNL, CCRN; Harkless, Gene, DNSc, ARNP
Validity and Reliability of the Critical Care Pain Observation Tool (CPOT): A Pilot (replication) study. (#3366) (Closed 06/10/2009)

Lancaster, Kelly, BSN, RN, CAPA
Family Centered Care: A Survey of Perceptions and Practices in the Perianesthesia Setting. (#3109) (Closed 02/02/2010)

McClusky, Theresa, BSN, RN; Thompson, Elizabeth, BSN, RN
A Comparison of Prilokaine/Lidocaine Cream to Tetracaine/Lidocaine as an Anesthetic for Pediatric Vainpuncture. (#3186) (Closed 06/24/2010)

Parisien, Carole, MSN, RN, principal investigator at Maine Medical Center
Healthy Work Environment Unit Socialization and Graduate Nurse Transition. (#3603) (Open 9/2/2009; Closed 08/04/2010)

Sterling, Elizabeth, MEd, BSN, RNC
A Quantitative Study of the Effects of Afternoon and Evening Recreational Therapy Activities on the Behavior, Mood and Level of Function of Geriatric Patients on P6 (#3479) (Open 01/09/2009; Closed 10/14/2010)

Wakefield, Louise, ADN, RN, ENPC
Pre-hospital Observations: Integration into Emergency Department and Inpatient Care. Evaluation of Physical Environment Assessment Tool (PEAT). (#3066) (Closed 10/13/2010) ■

Poster Presentations

Bachand, D.; Burton, L.; Call, K.; Grant, B.; Hyrkäs, K.; Pretorius, J.; Wilson, J.; Wilson, L.; Winship, B. *Patient and Nurse Perceptions and Experiences of Bedside Reporting*. 21st Annual Eastern Nursing Research Society (ENRS) Scientific Sessions. March 19-21, 2009. Renaissance Boston Waterfront Hotel, Boston, MA.

Bachand, D.; Colello, S.; Grant, B.; Hyrkäs, K. *Literature and Empirical Research as Guides for Evidenced Based Practice*, Florida Magnet Nursing Research. February 12-13, 2009. Gaylord Palms Resort and Convention Center, Kissimmee, FL.

Bachand, D.; Colello, S.; Grant, B.; Harvey, K.; Hyrkäs, K. *A Longitudinal Study of Nurses and Managers Perception of Partnership Rounding*. Sigma Theta Tau (STTI) 40th Biennial Convention, Clinical Sessions, October 31-November 4, 2009, Indianapolis, IN.

Bachand, D., Hyrkäs, K., Pretorius, J., Wilson, L., Burton, L., Call, K., Grant, B., Stevenson, J., Wilson, J., Winship, B. *Longitudinal of Nurses' Perceptions of Partnership Rounding*. 7th Annual Florida Magnet Research Conference. February 11-12, 2010. Naples, FL.

Barbee, A.; Tourangeau, J. *Reducing the Use of Foley Catheters for the Prevention of Catheter Associated Urinary Tract Infections* 2010 Maine Nursing Summit, March 25, Augusta, ME.

Bergeron, D.; Hyrkäs, K. *Developing a Clinical Informatics System Which Supports a Model of Partnership Among Caregivers, Patients, and Families*. 10th Annual International Nursing Informatics (NI) Congress. June 28-July 1, 2009. Helsinki Faire Centre, Helsinki, Finland.

Boisselle, R. *Using CHAT in the Emergency Department for Handoff Communication*, 2010 Maine Nursing Summit, March 25, Augusta, ME.

Bowdoin, K.; Bridge, E. *Using a Collaborative Regional Approach to Perinatal Nursing*, 2009 Maine Nursing Summit, March 24, Augusta, ME.

Annual Clinical Scholar Program 2009 – 2010

The Center for Nursing Research and Quality Outcomes was pleased to offer the Clinical Scholar Program (CSP) to health care practitioners within Maine Medical Center and also to nurses from other MaineHealth facilities. There were representatives from the following hospitals: Spring Harbor, Stephens Memorial, Midcoast, Miles Memorial, Maine General, and Southern Maine Medical Center. CSP offered this year the chance for other disciplinary members to join the program, creating a multidisciplinary research program. New members included two from the MMC Physical Therapy Department and two MMC Registered Dietitians.

- Brown, J.; Taylor, S.; Lord, C.; Palleschi, C. *Fostering a Culture of Excellent Safe Patient and Family Centered Care*, 2009 Maine Nursing Summit, March 24, Augusta, ME.
- Caiazzo, K. *The Barbara Bush Children's Hospital Cardiovascular Education Program*, 2010 Maine Nursing Summit, March 25, Augusta, ME.
- Caiazzo, K. *The Bedside Pediatric Early Warning System: Best Practice for Evaluating Pediatric Patient Acuity*, 2010 Maine Nursing Summit, March 25, Augusta, ME.
- Chapman, J.; Bachand, D.; Hyrkäs, K.; Harvey, K. *Fall Prevention in the Hospitalized Patient from Critical Care to Discharge*, TRENDS in Critical Care Nursing conference SePA Chapter AACN October 29, 2009, King of Prussia, PA.
- Chop, G. *Team Driven Advanced Total Joint Replacement Care*, IHI, December 5-7, 2010, Orlando, FL.
- Cobb, D. *RN and Patient Partnership Rounds Improvement Project*, 2010 Maine Nursing Summit, March 25, Augusta, ME.
- Cobb, D.; Caiazzo, K.; Gerry, T.; Shirley, B. *The Role of the CNL at MMC*, 2009 Maine Nursing Summit, March 24, Augusta, ME.
- Dende, D.; Hyrkäs, K.; Harvey, K. *Clinical Microsystems Focus Groups- A Starting Point for the Development of a new Protocol*. Florida Magnet Nursing Research, February 12-13, 2009, Gaylord Palms Resort and Convention Center, Kissimmee, FL.
- Douglass, A.; Fletcher, C.; Messitt, T.; Wilde, K.; (Maine Medical Partners, Pediatric Specialty Care) *Getting the Bug Out: Culture Based Scheduling in the Cystic Fibrosis Outpatient Clinic*, 2009 Maine Nursing Summit, March 24, Augusta, ME.
- Estee, M.; Herman, T. *Building a Collaborative, Patient-Centered Work Environment*. 2009 Maine Nursing Summit, March 24, Augusta, ME.
- Frank, S.; Enochs, E. *Improving Interdepartmental Relations*, 2009 Maine Nursing Summit, March 24, Augusta, ME.
- Gallant, M. *Quality Communication for Sage Pediatric Patient Transfer*, 2010 Maine Nursing Summit, March 25, Augusta, ME.
- Gregoire, D. *Improving the Overall Experience for the Total Joint Replacement Patient*, 2010 Maine Nursing Summit, March 25, Augusta, ME.
- Griffin, M.; Reid, S. *Improving Preoperative Communication*, 2010 Maine Nursing Summit, March 25, Augusta, Maine.
- Hardman, A. (MidCoast); Palmer, D. *The Graduate Nurses' Perceptions of the Work Environment*, 2009 Maine Nursing Summit, March 24, Augusta, ME.
- Herman, T.; Estee, M.; Lerman, J. *Building a Collaborative, Patient-Centered Work Environment*, 2009 Maine Nursing Summit, March 24, Augusta, ME.
- Hiler, M. *Improving Patient Satisfaction Indicators: Pain*. Clinical Nurse Leader Summit 2010, January 21-23, Town and Country Resort & Convention Center, San Diego, CA.
- Hyrkäs, K.; Bergeron, D.; Chapman, J., Bachand, D.; Currie, L. *Transforming the Fall-Injury Risk Assessment Tool from Paper to Electronic*. 10th Annual International Nursing Informatics (NI) Congress. June 28-July 1, 2009. Helsinki Faire Centre, Helsinki, Finland.
- Jordan, P.; Robinson, C. *Triaging Psychiatric Patients in a Hospital Emergency Department*, 2009 Maine Nursing Summit, March 24, Augusta, ME.
- Kolbe G.; Linscott, D.; Hyrkäs, K. *Preceptors' Perception of Their Role and Job Satisfaction Today*. 2009 Maine Nursing Summit, March 24, Augusta, ME.
- Leroy, T.; Johnson, A. *Best Practice: The Use of An Air Mattress to Prone Anesthetized Patients in the OR*, 2010 Maine Nursing Summit, March 25, Augusta, ME.
- Llilig, K.; Tourangeau, J. *Implementing the Gold Standard of ST Segment Monitoring to Detect Silent Ischemia*, 2010 Maine Nursing Summit, March 25, Augusta, ME.
- Manchester, N.; Reeder, S.; Orff-Ney, S. *Reducing Pressure Ulcers in the ICU through Point of Care Education and Product Standardization*, 2010 Maine Nursing Summit, March 25, Augusta, ME.
- Mynahan, L. (Mercy, MMC, SMMC, MidCoast & Acadia) *Using the Magnet Recognition Program to Guide a Statewide Mentorship Network to Advance Nursing Practice and Quality Patient Care*, 2009 Maine Nursing Summit, March 24, Augusta, ME.
- Nayak, S.; Oliver-Palanca, J.; Brady, L. *Training and Preparing Staff for Transitioning to New and Improved Care Environments*, 2009 Maine Nursing Summit, March 24, Augusta, ME.
- Nayak, S.; Oliver-Palanca, J.; Brady, L. *When New Born Babies Die: Embracing the Grieving Family*, 2009 Maine Nursing Summit, March 24, Augusta, ME.
- Nayak S., Oliver-Palanca J., Brady L. *Transforming Uncertainty: Building Confidence and Satisfaction through Leadership and Education*, ANCC National Magnet Conference, 1-3 October, 2009, Louisville, KY.
- Orff, S. *Clostridium Difficile: A Clinical Nurse Leader's Initiative to Improve Flow, Patient Outcomes, and the Environment for the Patient Being Ruled Out for Clostridium Difficile*, Clinical Nurse Leader Summit 2010, January 21-23, Town and Country Resort & Convention Center, San Diego, CA.
- Parker, M. G.; Valenti, A.; Parker, S.; Blenkhorn, R.; Duval, M.; Lindberg, C.; Munger, M.; Chingos, P.; Harvey, K.; Doebbeling, B. *Novel MRSA Reduction Practices in Inpatient Renal Care*, American Society of Nephrology, November 16-21, Denver, CO.
- Shirley, B.; Hyrkäs, K.; Dende, D. *Systematic Literature Review: Nursing Uniforms*. Florida Magnet Nursing Research. February 12-13, 2009. Gaylord Palms Resort and Convention Center, Kissimmee, FL.
- Swan, N. *Hourly Rounding as Intentional Nursing Practice for Best Outcomes*, 2010 Maine Nursing Summit, March 25, Augusta, ME.
- Taylor, S.; Lord, C.; Harvey, K.; Brown, S.; Riker, R.R.; Seder, D.B. *Accuracy of Blood Glucose Measurement During Therapeutic Hypothermia after Cardiac Arrest*. Neurocritical Care Society (NCS) Annual Meeting, Sept. 15-18, 2010, San Francisco, CA.
- Tozier, P. *A Peer Centered Nurse Internship Program...Blending the Science of AWHONN and the HEART of Nursing*. Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN) 2009 Convention. June 21-July 1, 2009. San Diego Convention Center, San Diego, CA.
- Wiggins, M.; Hyrkäs, K. *Partnership Care Delivery: An Evidenced Based Practice Model*. 21st Annual Eastern Nursing Research Society (ENRS) Scientific Sessions. March 19-21, 2009. Renaissance Boston Waterfront Hotel, Boston, MA. ■

Podium Presentations

- Babine, R.; Swan, N. *Improving Communication: Implementation of Huddles* 2009 Maine Nursing Summit, March 24, Augusta, ME.
- Bachand, D., Hyrkäs, K., Pretorius, J., Wilson, L., Burton, L., Call, K., Grant, B., Stevenson, J., Wilson, J., Winship, B. Longitudinal of Nurses' Perceptions of Partnership Rounding. 7th Annual Florida Magnet Research Conference. February 11-12, 2010. Naples, FL.
- Bachand, D., Hyrkäs, K., Grant, B., Colello, S. Longitudinal Study of Patients' Perceptions of Partnership Rounding. 21st International Nursing Research Congress. Sigma Theta Tau. July 12-16, 2010. Orlando, FL.
- Fuller, V.J., *Delirium: A Medical Emergency*, Clinical Nurse Leader Association Summit, October 2009.
- Fuller, V.J., *A Regional Example of Organizational Development for DNP's*, Second Annual DNP, LLC Conference, September 2009, Miami, FL.
- Fuller, V.J., *Three Views on Practice in the Clinical Nursing Doctorate: Limiting or Liberating?* Second National Conference on the Doctor of Nursing Practice: The dialog continues, March 2009, Drexel University, Philadelphia, PA.
- Goran, S. *The Voice of the Family: Family Perceptions of the Tele-ICU*, AACN Philips-VISICU Annual Director Meeting, May 11-12, 2010, Baltimore, MD.
- Goran, S. *The Voice of the Family: Family Perceptions of the Tele-ICU*, National Teaching Institute, May 18-20, 2010, Washington, DC.
- Hill, N.; Hunt, E. *The Use of Focus Groups to Better Understand Immigrant Somali Women's Prenatal Needs*. Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN) 2009 Convention. June 21-July 1, 2009. San Diego Convention Center, San Diego, CA.
- Hyrkäs, K.; Kolbe, G.; Linscott, D. *Evaluating preceptors' and preceptees' satisfaction concerning preceptorship and the preceptor-preceptee relationship*, 2nd Annual Eastern Nursing Research Society (ENRS) Scientific Sessions. March 24-26, 2010. Westin, Providence, RI.
- Kolbe, G.; Linscott, D.; Hyrkäs, K. *Evaluating Preceptors' and Preceptees' Satisfaction Concerning Preceptorship*. Sigma Theta Tau (STTI) 20th International Nursing Research Congress Focusing on Evidenced-Based Practice. July 13-17, 2009. Vancouver, Canada.
- Kolbe, G.; Linscott, D.; Hyrkäs, K. *Exploring preceptorships in order to develop a successful preceptorship program*. Sigma Theta Tau (STTI) 40th Biennial Convention, October 31st- November 4th, 2009, Indianapolis, IN.
- Kramlich, D. *Development of Guidelines for Support of Families during Resuscitation of a Loved One*. The 4th International Conference on Patient and Family Centered Care. Partnerships for quality and safety. August 17-19, 2009, Philadelphia, PA.
- Manchester, N. *CDC/AHRQ Collaborative: A MRSA Reduction Initiative*, Clinical Nurse Leader Summit 2010, January 21-23, Town and Country Resort & Convention Center, San Diego, CA.
- Marchigiano, G.; Eduljee, N.; Harvey, K. *Developing Critical-Thinking Skills from Clinical Assignments: A Pilot Study on Nursing Students' Self-Reported Perceptions*. 22nd Annual Eastern Nursing Research Society (ENRS) Scientific Sessions. March 24-26, 2010. Westin, Providence, RI.
- Oliver-Palanca, J.; Brady, L.; Nayak, S. *When New Born Babies Die: Embracing the Grieving Family*, Sigma Theta Tau (STTI) 40th Biennial Convention, October 31st- November 4th, 2009, Indianapolis, IN.
- Roussel, L.; Lee, T.; Gerry, T. *Designing and Sustaining the Capstone Project*, panel discussion, Clinical Nurse Leader Summit 2010, January 21-23, Town and Country Resort & Convention Center, San Diego, CA.
- Swan, N. *The Clinical Nurse Leader Approaching Illness Prevention by Reaching into the Community*, Clinical Nurse Leader Summit 2010, January 21-23, Town and Country Resort & Convention Center, San Diego, CA.
- Swan, N. *The Clinical Nurse Leader as a Community and Healthcare Advocate for our Aging Population*, ANCC National Magnet Conference, October 1-3, 2009. Louisville, KY.
- Tabor, D.; Gallant, P.; Orff, S.; Wilson, L. *Facilitating Innovative Nursing Practices, Improved Outcomes, and Cost Savings with Clinical Nurse Leaders*, ANCC National Magnet Conference, October 1-3, 2009. Louisville, KY.
- Tozier, P. *Unraveling the Mystery of Amniotic Fluid Embolism and Its Catastrophic Devastation*, Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN) 2009 Convention. June 21-July 1, 2009. San Diego Convention Center, San Diego, CA. ■

Publications

- Bergeron, D.; Hyrkäs, K. (2009) Developing a clinical informatics system which supports a model of partnership among caregivers, patients, and families. *Studies in Health Technology and Informatics*, 2009;146:754-5.
- Chapman, J.; Bachand, D.; Hyrkäs, K (2010) Testing the sensitivity, specificity and feasibility of four falls risk assessment tools. *Journal of Nursing Management*, January 2011, Vol. 19 Issue 1, 133-142.
- Cook, M.; Hyrkäs, K. (2010) Editorial: Interprofessional and team work. *Journal of Nursing Management* 18, 245-247.
- Cutcliffe, C.; Hyrkäs, K.; Fowler, J. (Eds.) (2010) Introduction: Global perspectives on fundamental themes in clinical supervision. *Routledge Handbook of Clinical Supervision* Second Edition. pp.1-7 Routledge Publications, New York, NY.
- Cutcliffe, C.; McKenna, H.; Hyrkäs, K. (2009) Nursing Models – Application to practice. *Quay Books*, Division of MA Healthcare Limited, London, England.
- Cutcliffe, J.; Hyrkäs, K. (2010) Multi-disciplinary attitudinal positions regarding clinical supervision: a cross sectional study. In: C. Cutcliffe, K. Hyrkäs & J. Fowler J (Eds.) *Routledge Handbook of Clinical Supervision*. Second Edition. 261-277, Routledge Publishing, New York, NY.
- Goran, S. (2010) A second set of eyes: an introduction to tele-ICU. *Critical Care Nurse*, 30 (4), 46-55.
- Grant, B.; Colello, S (2009) Patient Safety. Engaging the patient in handoff communication at the bedside. *Nursing*, 39 (10), 22 - 24.
- Grant, B; Colello, S; Riehle, M; Dende, D (2010) An Evaluation of the nursing practice environment and successful change management using the new generation Magnet Model. *Journal of Nursing Management*, 18 (3), 326-31.
- Grant, B; Colello, S (2010) Culture change through patient engagement. *Nursing*, 40(10), 50-2.
- Harvey, K. (2009) Commentary. SPSS Survival Manual: A Step-by-Step Guide to Data Analysis using SPSS Version 15, 16(3), 89, McGraw Hill, New York, NY.

Harvey, K.; Kramlich, D.; Chapman, J.; Parker, J.; Blades E. (2010) Exploring and evaluating five pediatric falls assessment instruments and injury risk indicators: an ambispective study in a tertiary care setting. *Journal of Nursing Management*, 18(1), 531-541.

Honess, C.; Gallant, P.; Keane, K. (2009) The Clinical Scholar Model: Evidence-based practice at the bedside. *Nursing Clinics of North America*, 44 (1), 117-30.

Hyrkäs, K.; Bergeron, D.; Chapman, J.; Bachand, D.; Currie, L. (2009) Transforming the fall-injury risk assessment tool from paper to electronic. *Studies in Health Technology Informatics*. 146:807-8.

Hyrkäs K. & Bearor J. (2010) A Research Project Manager's role in facilitating successful outcomes in a hospital organization. *Pro Terveys* 4, 10-11.

Hyrkäs, K.; Dende, D. (2010) Empowering the professional nurses to change practice with research at the patient's bedside. *Pro Terveys* 4, 30-31.

Hyrkäs, K.; Harvey, K. (2010) Editorial: Leading innovation and change. How should we approach innovations and change in clinical settings today? *Journal of Nursing Management*, 18, 1-3.

Hyrkäs, K.; Nieminen, P. (2009) *English – Finnish Glossary for Clinical Nurses*. Werner Söderström Corporation. WSOY Publishing, Helsinki, Finland.

Hyrkäs, K. (2010) Multiplicity of clinical supervision from international perspective. *Osviitta* 3, 4-7.

Hyrkäs, K.; Dende, D. (2009) Perspectives on nursing job satisfaction, the work environment and burnout. *Journal of Nursing Management* 17, 267-268.

Hyrkäs, K.; Appleqvist-Schmidlechner, K.; Metsänoja, R. (2010) Efficacy of clinical supervision: influence on job satisfaction, burnout and quality of Care. In: C. Cutcliffe, K. Hyrkäs & J. Fowler J (Eds.) *Routledge Handbook of Clinical Supervision. Second Edition*. 250- 259. Routledge Publishing, New York, NY.

Koivu, A.; Hyrkäs, K.; Saarinen, P. (2010) Who attends clinical supervision? The uptake of clinical supervision by hospital nurses. *Journal of Nursing Management* 19, 69-79.

Koivu, A.; Saarinen, P.; Hyrkäs, K. (2010) Stress relief or practice development: varied reasons for attending clinical supervision. *Journal of Nursing Management* 19, 644-654.

Lancaster, K.; Schultz, A.; Strout, T. (2009) Development and implementation of an inductive model for Evidence-Based Practice: A grassroots approach for building Evidence-Based Practice capacity in staff nurses, *The Nursing Clinics of North America*, 44(1), 93-102.

Lyden, C (2009) Caring for the victim of child abuse in the pediatric intensive care unit. *Dimensions of Critical Care Nursing*, 28 (2), 61-6.

Newbold, D.; Hyrkäs, K. (2010) Editorial: Managing in economic austerity. *Journal of Nursing Management* 18, 495 – 499.

Phee, Ann (2010) Interdisciplinary and peer communication. *Patient-Provider Communications: Caring to Listen*. (ed.) Valerie Hart pp 243-251. Jones & Barlett Publishers, Sudbury, MA.

Porter-O'Grady, T.; Clark, J. S.; Wiggins, M. (2010). The Case for clinical nurse leaders: guiding nursing practice into the 21st century. *Nurse Leader*, 52-56.

Samuel, P. S. ; Pringle, J. P. ; James, N. W. ; Fielding, S. J. ; Fairfield, K. M. (2009). Breast, cervical, and colorectal cancer screening rates amongst female Cambodian, Somali, and Vietnamese immigrants in the USA. *International Journal for Equality in Health*, 8 – 30.

Sirola-Karvinen, P.; Hyrkäs, K. (2010) Clinical supervision for nurses in Administrative and leadership positions: A systematic review of studies focusing on an Administrative clinical supervision. In: C. Cutcliffe, K. Hyrkäs & J. Fowler J (Eds.) *Routledge Handbook of Clinical Supervision. Second Edition*. 289-299. Routledge Publishing, New York, NY.

Strout, T.D.; Lancaster, K.; Schultz, A.A. (2009) Development and implementation of an inductive model for evidence-based practice: A grassroots approach for building evidence-based practice capacity in staff nurses. *The Nursing Clinics of North America* 44(1), 93-102. ■

Reviews

Reviewers are an integral part of the selection process as they evaluate applicants' written submissions for potential presentations. The reviewers are volunteers, which must participate in online training. Abstract submissions get evaluated through a blinded, peer review process for clarity, content, and relevance to the conference goals and objectives.

2009 – **Carole Parisien, MSN, RN**, reviewed abstracts to be presented at the National Magnet Conference in Louisville, KY, October 1-3, 2009.

2010 – **Kristiina Hyrkäs, PhD, LicNSc, MNSc, RN** reviewed abstracts to be presented at the National Magnet Conference in Phoenix, AZ, October 13-15, 2010.



Kristiina Hyrkäs, PhD, LicNSc, MNSc, RN
Director, Center for Nursing Research & Quality Outcomes
Adjunct Associate Professor,
University of Southern Maine
Editor, *Journal of Nursing Management*

Nursing Councils

Our nursing councils are vibrant, working councils. The nurses on these councils are empowered and engaged – in their practice, work environment, care delivery, professional development, and our communities – in delivering patient and family centered care. Our councils embrace the challenges of our ever-changing health care environment and work collaboratively across all disciplines in not only moving the Department of Nursing forward, but our organization. Nurses are an integral member on our interdisciplinary teams and their input is sought from other team members - making our shared governance model, truly shared.

These pages list just a few of our Nursing Councils' accomplishments in the past two years.

For a complete list of their accomplishments, please go to our website:

<http://www.mmc.org/nursingcouncils>

Council Co-chairs



Beth Thompson, RN

CNAP



Deb Aylward, RN

CNAP



Cynthia Kilbride-Johnson, RN

CNAP



Gail Beals, RN

Magnet, Marketing & Communications



Christine Lord, RN

Magnet, Marketing & Communications

Clinical Nurse Advancement Program Council

- 36 RNs advanced:
 - 29 to CN III
 - 7 to CN IV
- Continuously review and update program
- Electronic (Going Green) Application process
- Marketing of program

Magnet, Marketing & Communications Council

- Peer Review Tool for RN, CNA
- Community Outreach
 - October 27, 2009 - Portland High School Health & Career Fair – saw over 1,000 students; interdisciplinary staff participation
 - October 27, 2010 – Logan Place (men's shelter), Health Fair and meal
- Magnet Redesignation
- Professional Practice Model

Nursing Practice Council

- Approved: 117 policies; 128 SOC; 1 Clinical Practice Guideline; 2 Nursing Care Protocols
- Informatics Consultation
 - SCM Flowsheet charting: Fall Risk Assessments; Braden Scale Assessments, Intake & Output, Suicide Risk, Urinary Catheter and Immunization Manager

- SCM Worklist Revision: Central Line Bundle Order Sets, Urinary Catheter ordering in SCM
- Magnet Redesignation Preparation
- Policy Management
- Safe Surgery Checklist Form/Time out
- Partnership Care Delivery Model
 - Hourly Rounding [R1, R7]
 - Bedside Reporting [R1, R3, R6, R7, ACCU, GPV, P3CD]
 - Motivational Interviewing [R1, R3, R5, R7, P3CD]
- Practice Innovations: Patient Safety
 - IV Decision Tree
 - Fluid Restriction Signs
 - Glycemic Control: Carb Counting, Insulin Protocols, Basal, Prandial
 - Fall Risk Assessment Updates
 - Patients at Risk for Suicide: Patient Safety Screening
 - Independent Verification of IV infusions: Transfer/ Transport
 - Clinical Institute Withdrawal Assessment (CIWA)
- Accreditation & Regulatory
 - Best Practice Points [Tracer Methodology]
 - Periodic Performance Review (PPR) Updates
 - CMS Guidelines: NPSG #7 Infection Prevention [Hand hygiene, Central line, Surgical site, DRO]
 - CMS Guidelines: Indwelling Urinary Catheter Date/Time Insertion/Removal and Indication for Surgical Catheter >48 Hours
- Infection Prevention Updates
 - UTI Prevention Initiative
 - Management of Patient with C-Difficile Update
 - Immunizations: Influenza and Pneumococcal
 - C Diff Decision Tree
 - Infection Prevention Documentation of Patient/ Family Teaching
 - Sani Cloths for Cleaning Equipment
 - CMS Guidelines: Indwelling Urinary Catheter Date/Time Insertion/Removal and Indication for Surgical Catheter >48 Hours
 - VIPAS Updates: Chlorhexidine Prep for IV Sites
 - Teaching Infection Prevention: Hand Hygiene, DRO, Central Lines, Surgical Sites
 - Hand Washing Initiative
- Evidence-Based Practice Resources
 - “Nursing Consult” [EBP Clinical Practice Guidelines]
 - Electronic Procedure Manuals/ Drug Handbooks [Lexicomb in Pyxis Medstation]
 - Tobacco Cessation Program
 - VIPAS Staging Key
- Medication Safety
 - ISMP Alerts
 - Warfarin SCM FlowSheet
 - Dedicated Pumps - High Alert Medications
 - Medication Adherence Research
 - “Read Back” Medication Orders
 - Teaching Purpose / Side Effects of Medications
 - Infusion Pumps for IV Infusion



Jackie Bourque, RN

Nursing Practice



Jen LaFlamme, RN

Nursing Practice



Jane Cleaves, RN

Nursing Practice



Laurie Tardif, RN

Nursing Practice

Nursing Quality Council

- Hand Hygiene Campaign – improved hand washing adherence from 39% to 90%; contributed to creating observation tools; participated in hand washing eLearn and competency; train-the-trainers; hand washing soap product trial; teach patients hand hygiene rates posted each patient care area.
- UTI Prevention: CMS guidelines require documentation of date and time of catheter insertion; use SCM Urinary Flow Sheet; document reason surgical patient’s catheter remains greater than 48 hours; CAUTI Committee initiatives; emphasize securing catheter, using closed system, keeping bags off floor; CAUTI Prevention Cheat Sheet handout; revise urinary catheter orders; present Case Study patient acquires UTI & C-Diff from indwelling urinary catheter.
- Falls Prevention: daily fall risk assessments in SCM; eliminate purple bracelets; Fall Risk Precautions in SCM; Annual ‘Falls Prevention Fair; Falls-Free Days chart graph on nursing scorecard; demonstrate Peminic reporting; conduct Fall Debriefing after a fall; pigtails replaced all inpatient beds.
- Leadership at unit level with quality measurement & improvement
- Chart Audit indicator added to balanced scorecard
- Immunization Manager instruction and monthly updates
- New algorithm – management of C-Difficile
- Medical History & reconciliation form
- Unapproved abbreviations
- ISMP alerts sent to council members
- New Magnet Model
- 24 Nursing posters at MMC’s annual Performance Improvement Fair

Nursing Research Council

- Created a process to partner with Nursing Practice and Nursing Quality Councils for purpose of reviewing and updating policies and standards. This included the development of an algorithm for all three councils. The purpose of this work is to ensure that nursing policies and standards at MMC are evidence-based.
- Clinical Scholar Program
 - 2009: 25 attendees – 10 MMC staff; 10 outside of MMC
 - 2010: 32 attendees – 22 MMC staff; 10 outside of MMC
- Restructuring of subgroups so that the work of NRC is more visible to staff to assist them with EBP, research and quality improvement projects.
- Annual Research Awards & Research Mentor Award (new in 2010)
- Research Grand Rounds

Council Co-chairs



Andrea Varnum, RN
Nursing Quality



Alleen Eastwood, RN
Nursing Quality



Betty Grant, RN
Nursing Quality



Paulette Gallant, RN
Nursing Research



Trudy Kent, RN
Nursing Research



Deb Gregoire, RN
Nursing Research

Professional Organizations

Nurses in Leadership Roles

Maine Medical Center Nurses value sharing current evidence-based professional practices with colleagues across the country and around the world. Of the 1,658 RNs at MMC, 48% are active in a professional organization and 21% are members of two professional organizations. As demonstrated below, several of our RNs hold leadership positions in these professional organizations.

Judith A. Aiken, MSN, RN, secretary for the Association for Radiologic & Imaging Nursing

Colleen Allen, BSN, RN, CAPA, Chair of the Membership Committee, Maine Society of Peri Anesthesia Nurses

Diane Allen, BSN, RN, President-Elect, Nebraska Association for Healthcare Quality, Risk and Safety

Linda D. Aspinall, RN, CAPA, Treasurer, Maine Society of Peri Anesthesia Nurses

Jason A. Aucoin, MSN, ANP-BC, COHN, Treasurer, Association of Occupational Health Professionals

Suzanne M. Beaudry, BSN, RN, OCN, Chair of Membership Committee, Southern Maine Oncology Nursing Society

Daniel F. Bergeron, MPH, BSN, RN, Research Committee Leader, Sigma Theta Tau International

Cheryl A. Bougie, ADN, RN, OCN, President-Elect, Southern Maine Oncology Nursing Society

Kelley A. Bowden, MSN, RN, Board of Directors, American Academy of Pediatrics - Maine Chapter

Keri P. Breuer, BSN, RN, CPAN, Website Committee, Maine Society of Peri Anesthesia Nurses

Cynthia I. Bridgham, BSN, RN, CPHQ, Board member, Maine Association for Healthcare Quality

Jennifer G. Bussiere, ADN, RN, CDN, Secretary, American Nephrology Nurses Association

Shannon M. Cappen, BSN, RN, CPON, Secretary, Maine Chapter for the Association of Pediatric Hematology/Oncology Nurses

Veronica Carter, ADN, RN, IBCLC, Web Hostess, Maine Lactation Consultant Association and Chairperson, Lactation Consultants Collaborative, Portland, ME

Mary B. Charest, BSN, RN, CAPA, Newsletter Editor, Maine Society of Peri Anesthesia Nurses

Robin L. Chase, ADN, CCRN, Past President and Board Member at Large, American Association of Critical-Care Nurses

Jane Cleaves, BS-PA, RNC, Board Member, American Heart Association

Russell A. Eastman, ADN RN, CNOR, Secretary, Association of periOperative Registered Nurses

Stacey Farrington, BSN, RN-BC, Past President, National Gerontological Nursing Association

Clarence A. Fenton, MSN, RN, CNOR, Community Council member, Sigma Theta Tau International

Cindy L. Frost, MSN, ANP-BC, CHPN, Treasurer, local chapter of Hospice & Palliative Nurses Association

Valerie J. Fuller, DNP, RN, NP-C, ACNP-BC, GNP-BC, former President of Maine Nurse Practitioners Association

Kathleen Hale, MS, RN, NE-BC, President, Association of Women's Health Obstetric & Neonatal Nurses

Margaret A. Heney-Bergen, MSNA, RN, CRNA, Captain, US Army Nurse Corps

Deborah A. Hoch, DNP, MSN, RN, ACNP-BC, Planning Committee, American Society of Transplant Surgeons Congress and Chair of Advanced Practice Education, American Society of Transplant Surgeons

Deborah J. Jackson, BSN, CCRN, Treasurer and Horizons Committee member, Southern Maine Chapter of American Association of Critical-Care Nurses

Anita Johnston, BSN, RN, CNOR, Vice President, Association of periOperative Registered Nurses

Cynthia A. Jones, BSN, RN, CNOR, Secretary/President, Association of periOperative Registered Nurses

Linda M. Josti, BSN, CCRN, Chair, Membership Committee and Program Coordinator, American Association of Critical-Care Nurses

Continued

48% of MMC RNs belong to professional nursing organizations

Suzanne K. Klock, BSN, CCRN,
Ambassador, American Association of
Critical-Care Nurses

Jill A. Knutson, BSN, RN, Board of
Directors, Society for Vascular Nursing

Debra L. Kramlich, MSN, RN, CCRN,
President, Southern Maine Society of
Critical Care Medicine

Susan P. LaSala, BSN, RN, Secretary,
Sigma Theta Tau International

Donna L. Libby, MSN, RN, NE-BC,
Organization of Maine Nurse Executives
(OMNE) seat on the Board of Directors,
Maine Hospital Association

Robin A. Matthews, RN, CEN, ENPC,
President-Elect, Emergency Nurses
Association

Michael A. McKay, MSN, RN,
ANP-BC, Education & Professional
Development, West Virginia Nurse
Practitioner Association

Dorothy Melanson, ADN, RN,
Secretary, MSBON

Jennifer L. Morton, PhD-NP, RN,
Advisory Board-Research, Sigma Theta
Tau International

Sonja C. Orff, MS, RN, CNL, Board
member, Sigma Theta Tau International

Amy L. Owens, BSN, RN, CEN,
Chairperson, Emergency Nurses
Association

Rosemarie T. Powers, BSN, RN,
CGRN, President and Education
Committee Chairperson, Society of
Gastroenterology Nurses & Associates -
Maine Chapter

Melinda M. Rankin, MSN, RN, CCRN,
Secretary, American Association of
Critical-Care Nurses

Shannan L. Reid, ADN, RN, CNOR,
President, Association of periOperative
Registered Nurses – Maine

Christine L. Robbins, BSN, RN, OCN,
Secretary, Southern Maine Oncology
Society

Gwen A. Rogers, BSN, RN, CIC,
President-Elect, Secretary-Board of
Directors, Association of Professionals in
Infection Control and Epidemiology

Pamela W. Rowell, RN, Secretary/
Treasurer, Association of Women's Health
Obstetric & Neonatal Nurses

Bobbi Shirley, MS, RN, CNL, OCN,
Chair, Society of Gastroenterology Nurses
& Associates - Maine Chapter and Chair,
Southern Maine Oncology Nursing
Society

Ruth G. Smilie, MSN, RN, Secretary,
Kappa Zeta Society

Elizabeth B. St. Germain, MSN, RN,
AOCN, Board Member, Maine Breast RN
Network

Patricia M. Stasinowsky, BSN, RN,
OCN, Secretary, Southern Maine
Oncology Nursing Society

Lise M. Stone, RN, CRNA, member
of Government Affairs Subcommittee,
Maine Association of Nurse Anesthetists

Geraldine Tamborelli, MS, BSN, RN,
National Finance Board, Association of
Women's Health Obstetric & Neonatal
Nurses

Lynda M. Tanabe, BSN, RN, CAPA,
Board of Directors Dartmouth-Hitchcock,
American Society of peri-anesthesia
Nurses

Donna M. Thorpe, ADN, CMSRN,
President (2009), Academy of Medical-
Surgical Nurses

Pamela K. Tozier, BSN, RNC-OB, CLC,
CCE, Planning Committee, Association
of Women's Health Obstetric & Neonatal
Nurses

Noreen B. Vincent, MSN, CMSRN,
Board of Directors, American Nurses
Association and Counselor, Sigma Theta
Tau International

Martha L. Weatherhead, AND, RN,
Membership Chair, American Association
of Critical-Care Nurses

Anne White, RN, CSPDM, Board
– Osteopathic Fund, International
Association of Healthcare Central Service
Material Management

Kelleryn V. Wood, MSN, RN, NP-C,
Chair, Professional Relations Committee,
Maine Nurse Practitioner Association

Gina M. Zilio-Smith, BSN, RN, OCN,
CHPN, Membership/President, Southern
Maine Oncology Nursing Society

Certifications

Rachel R. Abbott, BSN, RN	OCN	Kathleen Bermingham-Mitchell, RN	CEN
Katharine Addicott, MSN, RN	NP-C	William H. Bezanson, ADN, RN	CEN, ENPC
Sandra D. Ahlquist,	RN-BC	Tyse J. Biasuz, ADN, RN	CEN
Caroline P. Ahonen, BSN, RN	OCN	Joanne E. Biery, RN	CPAN
Cheryl L. Ainsworth, BSN, RN	CMSRN	Mary E. Biggar, BSN, RN	CCTC
Donna Akerson Green, BSN, RN	OCN	Ann F. Bishop-Kodis, ADN, RN	CEN
Angela M. Albert, MSN, RN	PMHNP-BC	Rosalie A. Blenkhorn, BSN, RN	CNN
Pamela Allard, ADN, RN	CEN	Mary E. Blue, BSN, RN	CMSRN
Margaret P. Allegretta,	RNC-NIC, CLC	Bradley K. Boehringer, BSN, RN	CEN
Colleen Allen, BSN, RN	CAPA	Richard P. Boisselle, MSN, RN	CEN, ENPC
Heidi J. Alpern, BSN, RN	CRNA	Ann Marie C. Bolduc, BSN, RN	CEN
Jennifer J. Altenburg, MSN, RN	ANP-BC	Cheryl A. Bougie, ADN, RN	OCN
John W. Ambrose, MSN, RN	CRNA	Theresa R. Boulos, BSN, RN	CEN, CCRN
Katrina A. Anderson, BSN, RN	CNOR	Melissa E. Bowden, ADN, RN	SANE, ENPC
Glenn P. Angell, ADN,	RN-BC	Heidi L. Bowen, ADN, RN	SANE, ENPC
Joshua M. Asbury, MSN, RN	CRNA	Linda M. Boyd, BSN, RN	CNOR
Linda D. Aspinall, RN	CAPA	Amy M. Boyington, BSN, RN	OCN
Ellen R. Assante, MSN, RN	PMHNP-BC	Jonathan B. Bradstreet, MSN, RN	CRNA
Ann M. Atherton, RN,	CCM	Margaret Bradstreet, MSN, RN	PMHCNS-BC
Joshua G. Atticks, BSN, RN	OCN	Linda K. Brady, ADN, RN	RNC-NIC
Jason A. Aucoin, MSN, RN	ANP-BC, COHN	Katherine F. Brancelly, BSN, RN	CCM
Roland D. Auger, BSN, RN	CEN, ENPC	Pamela C. Brennan, BSN	RNC-OB, CLC
Deborah L. Aylward, BSN, RN	CNOR	Keri P. Breuer, BSN, RN	CPAN
Terri A. Babb, RN	RNC-NIC	Jennifer S. Bridges, BSN, RN	CCM
Rhonda L. Babine, MSN	RN-BC, ACNS-BC	Cynthia I. Bridgham, BSN, RN	CPHQ
Deborah T. Bachand, BSN, RN	NE-BC	Janice M. Broda, BSN, RN	CCRN
Caroline A. Baker, MSN, RN	ANP-BC, CGRN	Myra K. Brooker, BSN, RN	CMSRN
Linda J. Barajas, ADN, RN	CRA	Heidi M. Bruce, BSN, RN	CCTC
Laura R. Barra, BSN	RN-BC, CCRN	Roniecia A. Brulotte, ADN, RN	IBCLC
Lori A. Barron, MSN, RN	ACNS-BC, CMSRN	Sandra L. Bryan, RN	CNN
Gayle A. Barstow, ADN, RN	CMSRN	Diane Bryant, ADN, RN	RN-BC
Mary H. Bauer, BSN, RN	CNN	Jennifer L. Bubar, BSN, RN	SANE
Jane G. Baxter, BSN, RN	CEN	Joanne S. Burgess, BSN, RN	CRA
Gail Beals, RN	CNOR	Bridget A. Burke, BSN	RN-BC, CPON
Suzanne M. Beaudry, BSN, RN	OCN	Laura P. Burke, ADN, RN	CMSRN
Holly A. Beaulieu, BSN, RN	CMSRN	Kelly Burns, BSN, RN	CRNA
Julie M. Beecher, BSN	RN-BC	Ashley L. Burton, BSN, RN	CEN
Beth E. Bejcek, BSN, RN	IBCLC	Jennifer G. Bussiere, ADN, RN	CDN
Cindy I. Belanger, ADN, RN	CMSRN	Susan J. Buthlay, ADN	RNC-OB
Emily A. Benevento, BSN	RN-BC, CMSRN, CCRN	Susan L. Cahoon, ADN, RN	CCM
Jeanne M. Bengier, BSN, RN	CCRN	Kathryn R. Caiazzo, MSN, RN	CNL
Deirdre L. Bennett, MSN	NP-C, CNM	Rachel S. Caiola, BSN, RN	CMSRN
Kathleen C. Bennett, BSN, RN	CMSRN, CCRN	Karol E. Call, BSN, RN	CMSRN
Kristi A. Bennett, MSN, RN	RNC-NIC	Maureen E. Callnan, MSN, RN	PMHCNS-BC
Claire M. Berg, BSN, RN	CRA	Marie I. Calvert, ADN, RN	CCM



Scarborough Surgery Center staff celebrating National Certified Nurses Day (left to right): Denis Dean, CRNA; Danielle Nelson, RN, CAPA; Rhonda Quirk, RN, CNOR; Sara Pardi, CST III

Certifications

Sarah A. Camire, MSN, RN	NP-C	Nancy F. Craig, ADN, RN	CMSRN
Erica M. Campbell, BSN, RN	CLNC	Patricia Crosby, BSN	RNC-MNN
Jacqueline M. Campbell, MSN, RN	PNP	Lori J. Crowley, BSN, RN	CEN
Shannon M. Cappen, BSN, RN	CPON	Carla E. Cutting, BSN, RN	CEN, CCRN, CCTN
Celine A. Carland, ADN, RN	CNOR	Gregory A. Cyr, RN	CRNA
Gloria D. Carlton, BSN, RN	CMSRN	Helen M. Cyr-Alves, BSN, RN	CRA,
Kimberly L. Carnevale, BSN	RNC-OB	Kristine B. D'Agostino, MSN, RN	CRNA
Ann T. Carroll, BSN, RN	RNC-NIC	Tamiko N. Davies, MSN, RN	NP-C
Stephanie J. Carroll, AND	RN-BC	Brigitte N. Davis-Vanasse, BSN, RN	SANE, ENPC
Jennifer R. Carter, BSN, RN	CMSRN	Niki A. Day, MSNA, RN	CRNA
Veronica Carter, ADN, RN	IBCLC	Dennis A. Dean, MSNA, RN	CRNA
Tina A. Casali, BSN	RNC-OB, IBCLC	Tonja Delaware, ADN, RN	CCRN
Anita L. Chadbourne, BSN, RN	CMSRN	Susanne M. Delisle, BSN, RN	CWCN
Carrie L. Chamberlin, BSN, RN	CMSRN	Judy L. Demena, BSN, RN	CRA
Donna M. Chamoff, MSN, RN	APMHNP-BC	Kathleen A. Demmons, ADN, RN	CMSRN
Darcy L. Chandler, ADN, RN	CEN	Marie Dempsey, ADN, RN	CEN
Joanne L. Chapman, MSN, RN	NE-BC	Cynthia A. Deveau, BSN, RN	IBCLC
Janice B. Charek, MSN, RN	PNP	Cynthia K. Dexter, MSN, RN	WHNP-BC
Mary B. Charest, BSN, RN	CAPA	Gina DiBiase, ADN, RN	CNOR
Deborah S. Charles, MSN, RN	CMSRN, CNN, CNL	Georgann S. Dickey, MSN, RN	ANP-BC
Janet Chartier, RN	CPAN	Diane M. Diconzo, ADN, RN	CRA
Robin L. Chase, ADN, RN	CCRN	Paul E. Dionne Jr, RN	CRNA
Jennifer Chatfield, BSN, RN	OCN	Patricia Dobriko, BSN, RN	CEN
Brian C. Chipman, ADN, RN	CLNC	Cynthia J. Dongo, ADN, RN	CMSRN
Micheline Chipman, MSN, RN	CCRN	Deborah M. Donovan, ADN, RN	CMSRN
Gail W. Chop, BSN, RN	NE-BC	Karen E. Donovan, MSNA, RN	CRNA
Danielle Claffey, RN	CSPI	Cynthia S. Dreher, MSN, RN	WHNP-BC
Brenda T. Clark, BSN, RN	CMSRN	Alison L. Drury, MSNA, RN	CRNA
Elaine E. Clark, RN	CEN	Susan C. Dube, MSN, RN	CRNA
Kristin D. Clark, MSNA, RN	CRNA	Emily S. Dubord, BSN, RN	IBCLC
Jane Cleaves, BS-PA	RN-BC	Louis M. Dudek, BSN, RN	RN-BC
Kimberly D. Clement, MSN, RN	CMSRN	Janice E. Dudley, MSN, RN	PNP
Kendra A. Cline, BSN, RN	CEN, ENPC	Nathan R. Dukhey, ADN, RN	CEN
Olia S. Cobb, ADN, RN	CCM	Karen M. Dumond, MSN, RN	CNOR
Kyle A. Coelho-Herron, ADN, RN	CMSRN	Melissa J. Dumoulin, BSN, RN	CNOR
Justyna B. Coleman, ADN, RN	CCE	Dawne-Marie S. Dunbar, MSN, RN	CNE
Jacqueline Collins, MSN, RN	IBCLC	Colette L. Dunfee, BSN	RNC-OB
Kimberly Collins, BSN, RN	CEN	Carole B. Duperre, ADN, RN	CIC
Barbara Condike-Furlong, BSN, RN	CNOR, CLNC	Catherine A. Duplinsky, BSN, RN	CCE
Sarah J. Connolly, BSN, RN	OCN	Theolonius W. Dutton, BSN, RN	CEN
William J. Connolly, BSN, RN	CEN	Danielle Duval, MSN, RN	FNP-BC
Lora L. Cook, BSN, RN	CEN	Michelle Duval, BSN, RN	CMSRN
Valerie M. Cook, MSN, RN	NNP-BC	Teresa M. Dye, ADN, RN	CEN
Kellie A. Coombs, ADN, RN	CNOR	Janna P. Dyer, BSN, RN	OCN
Kristen N. Cooper, BSN, RN	CNOR	Russell A. Eastman, ADN, RN	CNOR
Ruth D. Corbett, BSN	RN-BC	Alleen Eastwood, BSN	RN-BC
Amy Cormier, BSN, RN	CEN	Linda A. Edgerton, BSN, RN	CCM
Robin S. Corrao, BSN, RN	OCN	Deborah E. Edwards, ADN, RN	IBCLC
Ruth S. Cote, BSN, RN	CPAN	Mary E. Ekholm, ADN, RN	CMSRN
Jeanie K. Coyne, RN	CPAN	Ashley D. Eldridge, BSN, RN	OCN

40% of MMC RNs are certified

Karen A. Eldridge, BSN, RN	CCM	Roxann L. Gregory, ADN, RN	CST
Carmen Elliott, ADN, RN	CEN	Leslie A. Grimes-Fischer, BSN	RNC-OB
Catherine M. Elliott, MSNA, RN	CRNA	Deborah Groff, BSN, RN	RN-BC
Edwin A. Emerson III, BSN, RN	CMSRN	Janet T. Gross, BSN, RN	CMSRN
Heather Emerson, MSN, RN	PMHNP-BC	Elizabeth Guerdan, BSN, RN	CEN, CCRN, CSC
Elaine Enochs, ADN, RN	CAPA	Kimberly A. Gullikson, BSN, RN	CEN
Anne H. Esposito, BSN, RN	CMSRN	Heidi A. Gwinn, ADN, RN	CMSRN
Dana L. Eustis, RN	CNOR	Catherine P. Hagerman, MSN, RN	CRNA
Patricia A. Fahey, MSN, RN	NP-C	Donna M. Hahnel, BSN, RN	CEN, CA-SANE
Dawn M. Fairfield, BSN, RN	CEN	Kathleen Hale, MS, RN	NE-BC
Melissa A. Fairfield, BSN, RN	CEN	Kathryn D. Hale, BSN, RN	CNOR
Andrea J. Farrar, BSN, RN	RNC-NIC, CLC	Ellen R. Hall, ADN, RN	CMSRN
Diane E. Farren, RN	CMSRN	Tracy L. Hall, RN	CMSRN
Stacey Farrington, BSN	RN-BC	Lance P. Hamilton, MSN, RN	CRNA
Patricia Faulk, ADN, RN	CAPA, CMSRN	Linda M. Hanscom, RN	CMSRN
Diane L. Fecteau, RN	CASC	Marianne N. Harmon, MSN, RN	ANP-BC
Clarence A. Fenton, MSN, RN	CNOR	Susan Harper, RN	CCM
Susan Fielding, MSN, RN	NP-C	Mindy V. Hart, MSN, RN	CRNA
Lori R. Fields, MSN, RN	PNP-BC	Wendy J. Haskell, RN	CEN
Patricia G. Fischer, ADN, RN	CAPA	Lois M. Hayworth, BSN, RN	CPAN
Michelle L. Fisher, ADN	RNC-OB	Melissa S. Heckman, BSN, RN	CMSRN
Patricia L. Fitzpatrick, BSN, RN	CCRN	Margaret A. Heney-Bergen, MSNA, RN	CRNA
Erin Foley, MSNA, RN	CRNA	Rosemary D. Herd, ADN	RN-BC
Tricia P. Foley, BSN, RN	CWOCN	Dawn R. Hersom, ADN, RN	CEN
Leslie E. Foreman, BSN, RN	OCN	Diane M. Higgins, RN	CMSRN
Nicole M. Fortier, ADN, RN	CMSRN	Marshall J. Higgins, MSN, RN	CRNA
Alexandra L. Foster, BSN, RN	CEN	Michele D. Higgins, BSN, RN	CMSRN
Amy L. Fournier, ADN, RN	CNOR	Olga L. Higuera, ADN, RN	CMSRN
Jacquelyn D. Fournier	RNC-OB	Jami S. Hill-Graffam, BSN, RN	CMSRN
Leslie A. Fournier, ADN, RN	CSPI	Deborah A. Hoch, DNP, RN	ACNP-BC, CCRN
Sandra L. Fournier, RN	RNC-NIC	Laurie J. Hodgdon, ADN, RN	IBCLC
Deborah A. Fralich, BSN, RN	IBCLC	Susan S. Holloran, MSNA, RN	CRNA
Janna M. Frank, RN	CAPA, CMSRN	Cynthia A. Honess, MSN, RN	ACNS-BC, CCRN
Cindy L. Frost, MSN, ANP-BC	CHPN	Bonnie L. Hopper, MSN, RN	NNP-BC
Valerie J. Fuller, DNP, RN	NP-C, ACNP-BC, GNP-BC	April R. Hothersall, ADN, RN	OCN
Lorande J. Furey, BSN	RNC-OB, CCE	Judith E. Howes, BSN	RN-BC
Kathleen J. Gagne, ADN, RN	CNOR	Diane C. Howitt, ADN, RN	CMSRN
Paulette S. Gallant, MS, RN	CMSRN, CNL	Lynn M. Huck, MSN, RN	ANP-BC
Walda J. Gallant, BSN, RN	CRA	Marjorie D. Humeniuk, ADN, RN	CRNA
Leslie A. Gatcombe-Hynes, MSN, RN	PMHNP-BC, PMHCNS-BC	Carla R. Hutchinson, BSN, RN	OCN
Jennifer L. Geistert, ADN, RN	IBCLC	Sarah A. Hutchinson, BSN, RN	CCRN
Rae D. Geren, MSNA, RN	CRNA	Mary L. Hutchison, BSN	RNC-OB
Terilee Gerry, MSN, RN	CNL	Cecilia M. Inman, BSN	RN-BC
Jaclyn Gilbert, RN	CAPA	Tina M. Inman, ADN, RN	CEN
Ann M. Gill, ADN, RN	CNOR	Debra L. Irish, BSN, RN	CNOR
Jenny L. Gilmore, BSN, RN	CMSRN	Nicole Y. Irvin, ADN, RN	CMSRN
Rachel H. Girard, MSN, RN	CDE, BC-ADM	Deborah J. Jackson, BSN, RN	CCRN
Samuel Glueckert, BSN, RN	CEN	Michael J. Jackson, ADN, RN	CNOR
Jennifer J. Goddard, ADN, RN	CMSRN	Jana L. Jacobs, BSN, RN	CMSRN
Catherine A. Godfrey, MSNA, RN	CRNA	Linda H. Jacobson, MSN, RN	PMHCNS-BC
Jacqueline Gogan, BSN, RN	CMSRN	Melanie L. Janosco, BSN	RN-BC
Lisa M. Golden, ADN, RN	CEN	Cynthia L. Jesseman, BSN, RN	RNC-NIC
Georgia L. Golder, ADN, RN	CEN	Christine V. Johnson, ADN, RN	CMSRN
Patricia A. Goodwin, ADN, RN	RNC-NIC	Anita Johnston, BSN, RN	CNOR
Brandi L. Gordon, BSN, RN	CMSRN	Christine M. Jones, BSN, RN	CMSRN
Donna L. Gordon, MSN, RN	ANP-BC	Cynthia A. Jones, BSN, RN	CNOR
Janene S. Gorham, MSN, RN	NP-C	Constance W. Jordan, MSN, RN	ANP-BC
Nancijean S. Goudey, BSN, RN	CEN	Pamela J. Jordan, BSN, RN	CEN
Bettyanne H. Grant, BSN, RN	CMSRN	Patricia A. Jordan, ADN, RN	CCRN
Anne-Marie P. Gray, BSN, RN	CCRN	Stephanie A. Jordan, BSN, RN	CEN
Margaret M. Grazewski, BSN	RNC-OB	Virginia C. Jordan, ADN, RN	CMSRN
Mary R. Greene, BSN, RN	CMSRN	Lisa T. Joseph, BSN, RN	CNOR
Deborah A. Gregoire, RN	CCRN, CPAN	Linda M. Josti, BSN, RN	CCRN

Certifications

Susan A. Jurgilas, RN	HP-ASCP	Kathleen Marlowe, BSN, RN	CNOR
Jane C. Kane, BSN, RN	CRA	Debbie A. Martin, BSN, RN	CMSRN
James R. Kavanagh, BSN, RN	CNN	Kristen M. Martin, MSN, RN	ANP-BC
Kathleen M. Keane, MSN, RN	CCRN, CNL	Nichole Martin, BSN, RN	CEN, CPEN
Sarah M. Keller, BSN, RN	CMSRN	Margaret K. Mason, BSN, RN	CEN
Patricia Kempton, RN	IBCLC	Nelma A. Mason, BSN	RN-BC
Judith Kerr, MSN, RN	ANP-BC	Robin A. Matthews, RN	CEN, ENPC
Cynthia L. Kilbride-Johnson, ADN, RN	ONC	Carol E. Maynard, ADN, RN	CMSRN
Andrea C. Killinger, ADN, RN	CRRN	Patrick J. McAlary, MSN, RN	CNL
Barbara L. Kilroy, BSN, RN	CMSRN	Kathleen McCarthy, RN	CRNA
Barbara L. Kirby, ADN, RN	PCCN	Tammy W. McCleish, RN	CAPA
Annette M. Kissin, MSN - NNP, RN	NNP-BC	Maura A. McDonald, MSN, MPH	FNP-BC, AHN-BC, TTS-C
Suzanne K. Klock, BSN, RN	CCRN	Heather L. McDougal, BSN, RN	CNOR
Debra L. Kramlich, MSN, RN	CCRN	Tina M. McGowan, ADN, RN	CNOR
Kristan S. Kramlich, BSN, RN	CMSRN	Kimberlee A. McInnis, ADN, RN	OCN
Brandy E. Kulaga, ADN, RN	ACNP-BC	Michael A. McKay, MSN, RN	ANP-BC
Gail E. Labbe, ADN, RN	CAPA	Dorothy L. McLaughlin, BSN, RN	RNC-NIC
Jennifer A. Laflamme, BSN	RN-BC	Karen K. McLeod, ADN, RN	CNOR
Pamela LaJeunesse, MSN, RN	ANP-BC	Rani J. McLeod, ADN, RN	OCN
Denise E. Lambert, BSN, RN	ONC	Kathleen A. McNally, MSNA, RN	CRNA
Julie A. Lamson, ADN, RN	CMSRN	Paulette J. Melanson, RN	CMSRN, ENPC
Kelly E. Lancaster, BSN, RN	CAPA	Katrina M. Melvin, ADN, RN	CMSRN
Catherine E. Langella-White, RN	CCRN	Carole B. Messenger-Rioux, RN	RNC-NIC
Catherine S. Lapointe, MSN, RN	ANP-BC	Philip D. Meyers, RN	CRNA
Lawrence LaPointe, ADN, RN	CCM, COHN	Dawne E. Miller, MSN, RN	NP-C
Carmine J. Laporta, BSN, RN	CCM	Rebecca L. Miller, MPH, BSN, RN	CSPC
Shelley A. Larain, ADN	RN-BC	C Mimeault, BSN, RN	CEN
Elizabeth A. Largey,	RN-BC	Claire A. Miner, MSNA, RN	CRNA
Joanne M. Leary, RN	CMSRN	Ann E. Misterovich, MSN, RN	CRNA
Kandy J. Lefebvre, BSN, RN	CEN	Martha Mita, RN	CGRN
Angela M. Legassey, BSN, RN	IBCLC	Heather L. Mitchell, ADN, RN	CEN, CA-SANE
Kristi Leland, ADN	RNC-OB	Steve P. Moody, ADN, RN	CEN, ENPC
London C. Leland, MSN, RN	ACNP-BC	Norma I. Moore, ADN, RN	CMSRN
Kerry L. Lepage, BSN, RN	CNOR	Jessica L. Morgan, BSN	RN-BC
Darlene D. Lessard, MSN, RN	NP-C	Mary J. Morgan, RN	CAPA
Jeffrey S. L'Heureux, BSN, RN	CEN	Teresa A. Morgan, BSN	RN-BC
Kimberly L'Heureux, ADN, RN	CPON	Rebecca D. Morin, BSN, RN	ANP-BC
Donna L. Libby, MSN, RN	NE-BC	Carol J. Morse, BSN, RN	CMSRN
Michael A. Lightbown, BSN, RN	CNOR	Susan M. Mortenson, ADN, RN	CRA
Barbara S. Lincoln, MPH, RN	CCM	Ellen M. Moulton, MSN, RN	PMHNP-BC
Amy L. Liston, MSN, RN	PMHNP-BC	Jeanne M. Mullen, MSN, RN	PMHCNS-BC
Janice S. Littlefield, RN	CNOR	Katarzyna E. Nason, ADN, RN	CNOR
Emily Longacre, BSN, RN	OCN	Dennis J. Nasto, ADN, RN	CIC
Adelaide C. Lord, BSN, RN	OCN	Danielle M. Nelson, ADN, RN	CAPA
Kendall Lord, ADN, RN	CAPA	Marylou Nesbitt, MSN, RN	AOCN
Lisa D. Love, MSN, RN	PMHCNS-BC	William F. Nevins, MSN, RN	NP-C
Janet L. Lund, ADN, RN	CSPI	Jennifer L. Newcomb, ADN, RN	SANE
Danielle M. Lutz, ADN, RN	CPON	Nancy S. Noyes, MSN, RN	PMHNP-BC
Catherine Lyden, BSN, RN	CCRN	Cynthia E. O'Brien, BSN, RN	OCN
Marcia V. Lynch, BSN, RN	CCM	Carrie L. O'Connor, ADN	RNC-OB
Patricia R. MacDonald, BSN, RN	CMSRN	Amy O'Donnell, BSN, RN	OCN
Salena J. Mackell, ADN, RN	OCN	Annette O'Gorman, MSN, RN	NP-C
Daniel J. MacLeod, BSN, RN	OCN	Michel Ohayon, BSN, RN	CMSRN, CCRN
John A. Macone, ADN, RN	CCTC	Janet M. Oliver, BSN	RNC-OB
Janet P. Maguire, BSN, RN	CCRN	Shaanon O'Neill, MSN, RN	CRNA
Heather L. Mailhot, MSNA, RN	CRNA	Julianne B. Ontengco, MSN, RN	ANP-BC
Deborah P. Malia, BSN, RN	NCSN	Sonja C. Orff, MS, RN	CNL
Nicole L. Manchester, MS, RN	CNL, CCRN	Joanne Orr, BSN, RN	CEN
Aileen R. Mann, BSN, RN	IBCLC	Deborah J. Osborn, RN	CCM
Eleanor Mann, BSN, RN	RN-BC	Anthony T. Otis, RN	CCRN
Lora L. Manning, MSNA, RN	CRNA	Marilyn R. Otis, BSN, RN	CMSRN
Gail Marchigiano, MSN, RN	ACNP-BC	Mary C. Otis, MSN, RN	CCRN
Kelly M. Markowski, MSNA, RN	CRNA	Amy L. Owens, BSN, RN	CEN

Rita M. Pakulski, BSN	RN-BC	Jessica L. Rubashkin, MSN, RN	PNP
Annette Palanda, ADN, RN	IBCLC	Shari L. Salisbury, ADN, RN	CSPI
Jo A. Palmacci, MSN, RN	PMHCNS-BC	Stephanie M. Salmon, BSN, RN	CMSRN
Lisa J. Paquet, BSN, RN	CAPA	Karen J. Sanborn, RN	CMSRN
Carol L. Parcher, BSN, RN	CMSRN	Suzanne Satterfield, BSN, RN	CCRN
Jeanne A. Parker, ADN	RN-BC, CPON	Vicki L. Schaffer, BSN, RN	RNC-NIC
Sheila J. Parker, MSN, MBA, RN	NE-BC	Amy E. Schallert, ADN, RN	CNOR
Pamela J. Patten-Pahel, BSN, RN	CEN	Kristine W. Scher, BSN, RN	IBCLC
Elizabeth A. Pavao, MSN, RN	NP-C	Danielle C. Scott, ADN, RN	CSPI
Paul M. Pelletier, ADN, RN	CCRN	Seth I. Seder, ADN, RN	CEN
Tami W. Perron, ADN, RN	CSPI	Vonnett T. Seeger, MSN, RN	CRNA
Patricia B. Peters, BSN, RN	CPAN	Ann Marie Sellinger, MSN, RN	CRNA
Theresa L. Peterson, BSN, RN	CEN	Barbara L. Senko, ADN, RN	CEN
Linda A. Philbrick, ADN, RN	CNOR	Susan B. Sepples, PhD, RN	CCRN
Melinda A. Philippon, BSN, RN	OCN	Nicole A. Shaffer, BSN, RN	CWOCN
Carrie Ponte, ADN, RN	CEN	Elizabeth R. Sheehan, ADN, RN	CEN
Carrie Ponte, ADN, RN	ENPC	Christine G. Sheetz, MSNA, RN	CRNA
Carrie N. Porcelli, ADN, RN	CNOR	Michelle Sheridan, BSN, RN	CEN
Bertha Porter, ADN, RN	CCM	Laurie B. Shields, BSN, RN	CCRN
Michelle M. Powell, ADN, RN	CRNI, OCN	Bobbi R. Shirley, MSN, RN	CNL
Jennifer R. Powers, BSN, RN	CRA, OCN	Rona Shriner, RN	CMSRN
Rosemarie T. Powers, BSN, RN	CGRN	Danielle L. Silva, ADN, RN	CMSRN
Jeanette Pretorius, BSN, RN	CMSRN, OCN, NE-BC	Judith A. Sinclair, BSN, RN	CEN
Caren M. Priest, BSN, RN	RNC-OB	Brenda K. Slivinsky, BSN, RN	CEN
Sally A. Prokey, ADN, RN	OCN	Cindy E. Smith, ADN, RN	CMSRN
Sandra T. Putnam, MSN	FNP-BC, PMHNP-BC	David S. Smith, MSNA, RN	CRNA
Cecilia Quimby,	RN-BC	Elizabeth A. Smith, MSNA, RN	CRNA
Nancy A. Quint, MSNA, RN	CRNA	Lori Smith, BSN, RN	RNC-NIC
Rebecca L. Quirk, MS, RN	CPON, CNL	Scott A. Smith, BSN, RN	CEN, ENPC
Rhonda F. Quirk, ADN, RN	CNOR	Kristie J. Souza, ADN, RN	CMSRN
Caryn P. Radziucz, MSN, RN	ANP-BC	Eleanor A. Spear, RN	CMSRN
Melinda M. Rankin, MSN, RN	CCRN	Denise E. Spencer, BSN, RN	RNC-NIC
Jessica L. Ray, MSN, RN	CRNA	Tina M. Sprague, ADN, RN	CMSRN
Phyllis L. Reames, MSN, RN	CNM	Janet L. Springborn, BSN, RN	OCN
Kathryn P. Recknagel, BSN, RN	RNC-NIC	Elizabeth B. St Germain, MSN, RN	AOCN
Cathleen S. Reed, RN	CNOR	Hidi L. St Peter, ADN, RN	CMSRN
Jennie I. Reed, BSN, RN	CMSRN	Jean M. St Pierre, MSNA, RN	CRNA
Jessica A. Reed, BSN, RN	CNOR	Mary E. Stacey, BSN, RN	CNOR
Virginia A. Reed, BSN, RN	OCN	Stacey L. Starbird-Richmond, BSN, RN	CDE
Susan W. Reeder, BSN, RN	CWCN	Patricia M. Stasinowsky, BSN, RN	OCN
Teresa A. Regan, BSN, RN	CNOR	Kyle T. Steen, MSN, RN	CRNA
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