

nsmcNow!

THE NEWS OF NORTH SHORE MEDICAL CENTER



When she's not caring for newborns in the Birthplace, Katie Tobyne, R.N., likes to keep busy by tidying up her unit. For her extra efforts, her co-workers nominated her for a "Made Someone's Day?" citation earlier this year.

MADE SOMEONE'S DAY?

MORE THAN 8,000 MEMBERS OF NSMC COMMUNITY HONORED TO DATE IN EMPLOYEE RECOGNITION PROGRAM

Simple gestures of kindness take place every day throughout the North Shore Medical Center community. Doors are held for patients, visitors are given directions, warm greetings are exchanged between colleagues. These are the types of behaviors that make NSMC a warmer and friendlier place to visit and work. These are also the types of behaviors that are celebrated by the "Made Someone's Day?" employee recognition program.

Since it was started in 2009, more than 8,000 members of the NSMC community—physicians, nurses, techs, administrators and volunteers from throughout the organization—have been honored by their patients and colleagues with "Made Someone's Day?" citations. Close to 200 new citations are submitted each month.

"During the past three years, our employees' recognition of their peers continue to make this program a success in the most significant manner. We are proud to participate in the process," says Arthur Bowes, Senior Vice President Human Resources. "The fact

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Promising Results

Multidisciplinary Team Continues to Develop Innovative New Care Model

If the success of an improvement project could be measured in hugs, the first pilot of the innovative new IPACE care model held this past April was a bona fide blockbuster.

"I don't think I ever received more hugs from my patients than I did during that three-day pilot," says Hospitalist Justin Byrne, M.D. "With the changes we introduced, I definitely had more time to spend at the bedside providing patient education and discussing care plans, as did all of the caregivers. Patients and family members really responded positively to the added level of attention."

Short for Inpatient Paced Accountable Care Environment, IPACE is a new care delivery model that is being developed by the multidisciplinary Inpatient Transformation Team focused on Cardiology (ITTC). Their vision is a lofty one: to create a care delivery model that is at once more patient and family centered and improves both the patient and provider experience. In the IPACE model,

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Hospitalist Justin Byrne, M.D., a member of the Inpatient Transformation Team focused on Cardiology, discussing a care plan with a patient at Union Hospital.

The Perfect Patient Experience

Dear Salem Hospital Emergency Department,

I recently dislocated my hip—the worst pain I have ever experienced in my life—and was taken by ambulance to the Salem Hospital Emergency Department. As I was wheeled into the room, my first thought was, “I wonder how long I will be here before someone comes to help me, probably hours...”

Within five minutes, a nurse was at my side asking me exactly what happened and hooked me up to a monitor. I was still talking to her when another nurse arrived and started my IV. Soon thereafter I was hooked up to an IV and on pain meds. An orthopedic tech then arrived and started massaging my foot and ankle. While this

was happening, a doctor explained that he needed an X-ray to determine if I had dislocated my hip. Things just kept happening quickly.

In less than an hour, I was diagnosed, X-rayed and prepared for sedation for a hip reduction, all of which was very well explained to me as they were happening. I didn't even realize I had been sedated when I asked my nurse when they were going to perform the procedure. She replied, “It's already over.” I smiled in relief and realized the excruciating pain was gone.

I wish to commend your ED staff. They performed their duties in a professional, caring manner and with a very quick response time to alleviate the pain of this patient. I feel so fortunate to have such an excellent, state-of-the-art facility so close to home. The North Shore community is very lucky to have the Salem Hospital ED in their backyard.

Debra G.
Marblehead, MA

The Perfect Patient Experience is a regular column featuring letters submitted to NSMC by patients and families that honor and celebrate staff who combine clinical expertise and compassion to deliver a perfect patient experience. Letters may be edited to fit space.



Marshall Lavigne, R.T., a radiologic technologist at Union Hospital, was honored for building customized leg lifts to assist patients who need an X-ray after suffering a hip trauma.

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that we have recognized so many individuals since this program was started just three years ago speaks volumes about the kindness and compassion of our staff.”

To celebrate the 8,000-citation milestone, *NSMC Now* is profiling three recent “Made Someone's Day?” award recipients who have been honored by their peers.

Marshall Lavigne, R.T., Radiologic Technologist, Union Hospital

Prior to becoming an X-ray tech back in 1976, Marshall Lavigne, R.T., co-owned a tractor trailer repair shop. To this day, he still loves nothing more than tinkering with an old car engine in his garage. His reputation as a skilled handyman is well known among his colleagues at Union Hospital. So it came as no surprise to Susan Parker, supervisor of the Union Hospital Radiology Department, when Lavigne stepped forward and volunteered to build a customized leg lift to assist patients who need an X-ray after suffering a hip trauma.

“We've had this piece of equipment on our diagnostic radiology wish list for quite a while, but they cost about \$500 each and, while they're useful, they aren't necessarily crucial to our work,” explains Parker. “When I showed Marshall an image of the unit, he said no problem, he'd make one.” And so he did. Two in fact. Saving the department \$1,000 in the process and improving both patient care and staff satisfaction. Parker thanked Lavigne for his effort by nominating him for a “Made Someone's Day?” citation earlier in the year.

Katie Tobyne, R.N., Birthplace, Salem Hospital

Katie Tobyne, R.N., of the Birthplace is a self-proclaimed “neat freak.” She also doesn't do too well with idle time. So, whenever there's downtime in her unit—which isn't very often—she tends to roll up her sleeves and get busy. “It makes me happy to have things clean and orderly,” laughs Tobyne by way of explanation.



Earlier this year, T Byrne took her tidiness to a new level, tackling a notoriously messy storage area in the Birthplace nursery. “This storage area tends to be a hub of activity and when things get crazy in the unit, people are constantly coming and going and grabbing supplies,” says Lisa Cavallaro, R.N., nurse manager of the Birthplace. “It can get a bit out of control.”

With no prompting, T Byrne reorganized all of the supplies in the storage area, cleaned and otherwise brought harmony to a scene of discord. So pleased were her co-workers that they nominated her for a “Made Someone’s Day?” citation.

“This project took a fair amount of time, planning and determination to complete and resulted in a complete transformation of the area,” remarks Cavallaro. “Katie’s redesign reduced clutter and increased efficiency in the unit, allowing staff more time to focus on the more important aspects of their nursing role.”

For her part, T Byrne says she is still keeping her eye on the storage area, just in case it gets messy again.

Paul Friedman, Clinical Engineering, Salem Hospital

While Paul Friedman is quick to downplay the important role he plays in keeping all of the Salem Hospital operating rooms up and running, his colleagues will hear nothing of it. They see Friedman as a crucial member of their team and depend on him to make sure that all of their medical equipment is always safe and in working condition.

“If we have any kind of issue with our equipment, Paul is right there to fix it,” says Karen Newell Buzon, R.N., who nominated Friedman for a “Made Someone’s Day?” citation earlier this year. “He’s a well-respected jack-of-all-trades in our area who keeps everything in the ORs running smoothly. I’m not sure how we ever got along without him.”

A senior technician in the Clinical Engineering Department, Friedman has been physically based in the Salem OR for the past year. There he is responsible for installing, inspecting, maintaining, calibrating and repairing all of the equipment found in the procedure rooms. He is also an ace troubleshooter, tackling whatever technical issues may arise at any given time—even if it’s right in the middle of a surgical procedure.

“I solve problems,” says Friedman matter-of-factly. “Sometimes they’re small, routine problems, other times they’re more significant. But whatever the size and scope, the goal is always to minimize any possible inconvenience to the surgical team and patient.”

Paul Friedman, a senior technician in the Clinical Engineering Department, was honored for his ongoing diligence in maintaining and repairing all of the equipment found in the Salem Hospital operating rooms.

Information on the Go

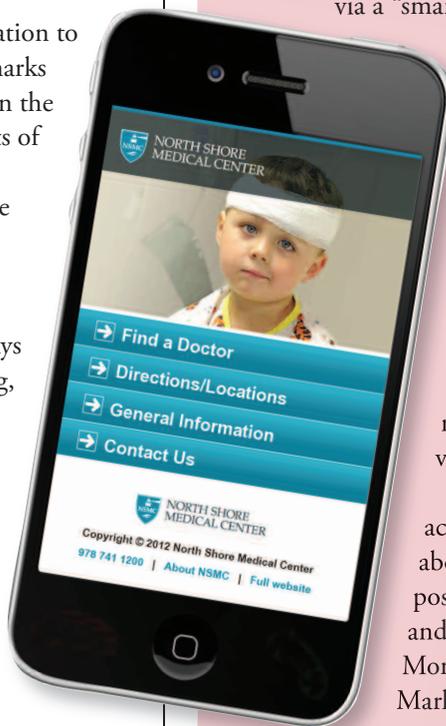
NSMC Launches Mobile Version of Website

At a time when more than a quarter of all visitors to the NSMC website now come via a “smart phone”—that is, an iPhone, Android or other cell phone equipped with advanced computing capabilities and internet connectivity—the NSMC Marketing Department knew the time was right to release a mobile version of the site.

“We want to make accessing information about NSMC as easy as possible for our patients and visitors,” says Jean Monahan, Senior Marketing Associate, who manages the website. “We launched our newly designed website last November, and, when we realized how many people were accessing the site on their phones, creating a mobile version was the obvious next step.”

The NSMC mobile website features some of the most popular components of the full website and is configured to fit on any smart phone or tablet computer screen. With simple graphics and bold navigation, the mobile site enables visitors to quickly find a physician, access Google map directions and locate visiting hours for various units. It also has a “contact us” section and a link to the full website. The mobile web site is currently receiving about a 1,000 unique visitors a month.

To visit the site, search for nsmc.partners.org on your smart phone.





Bojan Zoric, M.D., *Orthopedic Surgeon*

When the U.S. women's national soccer team defeated Japan in a gripping gold-medal match at the London Olympics this past August, Bojan Zoric, M.D., was right there in the thick of it celebrating. On the field, in fact.

"There was no stopping us, we cleared the benches and ran on the field to congratulate all the players," says Dr. Zoric, now in his fourth year serving as one of the team's physicians. "It was an incredible experience, being there in Wembley Stadium in front of 80,000 screaming and yelling fans as the team took gold. They all worked really hard for the win and deserved it—they're

all amazing people and amazing athletes."

Dr. Zoric, who joined the staff at Sports Medicine North in Peabody just over one year ago, became involved with the U.S. women's team through a physician colleague at his previous practice in Los Angeles where he had settled after medical school.

A native of Sweden, Dr. Zoric says he loves just about any outdoor athletic activity, especially mountain biking and skiing. He played both collegiate and professional soccer back in Sweden and still plays in an "old man has-been league" just for fun. He recently added surfing to his list of athletic pursuits.

Now back to his normal life caring for local athletes at his Peabody practice, Dr. Zoric says he'll never forget his time in London and the small part he played in keeping the U.S. women's national team healthy. He's now looking forward to the team's cross-country victory tour planned for this fall.

"It was an incredible experience, being there in Wembley Stadium in front of 80,000 screaming and yelling fans as the team took gold."

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patients progress at their own pace and are less dependant upon caregiver priorities and schedules. Eventually, the goal is to create a model that can be adapted to any inpatient unit at NSMC.

Based on the promising results of their first three-day pilot in April, which improved patient flow, reduced length of stay and enhanced patient and caregiver satisfaction, an expanded follow-up is scheduled to take place on Davenport 5 from September 19 to 27.

"A tremendous amount of work has been done by the Inpatient Transformation Team to date, building on the successful work that was done by the ICARE team to improve patient flow in the Emergency Department," says President and CEO Bob Norton. "These efforts are part of the Partners-wide strategic initiatives designed to bend the cost curve while maintaining consistently high-quality care."

While the IPACE model employs a number of different tools and tactics to achieve its vision—standardized care plans, patient care journals, frequent team huddles and refinements to nurse workflow and documentation procedures—it's the team-based approach that seems to have the greatest impact on patients, according to those involved in the first pilot.

"Patient care is typically delivered in silos," says Kim Ebert, R.N., a member of the ITTC team. "People work independently and intermittently communicate with others involved in a particular patient's care. With IPACE, a team works together for a set of patients. We are communicating constantly throughout the day and everyone is always on the same page. This allows us to deliver care in real time, based on the patient's immediate needs."

For the second IPACE pilot in September, the ITTC team will continue testing and refining its concepts, this time working with a larger patient sample over a longer spans of time. A greater emphasis will also be placed on data collection and analysis.



NSMC Named a Top Hospital in Massachusetts by *U.S. News and World Report*

North Shore Medical Center was recently named to *U.S. News and World Report's* list of the 24 best hospitals in Massachusetts, joining Massachusetts General Hospital, Brigham and Women's Hospital and Dana-Farber Cancer Institute in receiving the honor.

NSMC also received regional accolades from the magazine, earning a Best Hospitals designation in the Greater Boston rankings, and was designated as a high-performing hospital in both geriatrics and pulmonology based on clinical quality data like patient survival, safety and volume. NSMC is the only North Shore hospital on both lists.



Partners in Excellence Awards Online Nominations

This fall, you can submit Partners in Excellence (PIE) nominations online for individuals or teams who go above and beyond the call of duty throughout the year. Help us recognize your colleagues for their creativity, dedication and commitment to excellence by nominating them for a PIE award! All nominations will be reviewed during October 2012, when the selection committees meet. Only individuals employed by the institution during the time of selection will be considered for an award.

The annual Partners in Excellence award ceremonies will be held starting in late November.

For more information, visit: http://pulse.partners.org/about/pie_about.htm

Has Someone Made Your Day?

"Made Someone's Day?" is a simple and easy employee recognition program to acknowledge and celebrate service excellence at NSMC. Honor your colleagues: call 781-581-4567, e-mail NSMCRecognition@partners.org or submit an online recognition form found on the NSMCConnect homepage.