Celebrating the Spirit and Accomplishments of Our Team

Knowledge and Compassion
Focused on You
About Us

MedStar Franklin Square Medical Center is a not-for-profit, 378-bed, community teaching hospital located in the White Marsh section of eastern Baltimore County, Maryland. MedStar Franklin Square provides many medical and healthcare services, including a broad range of healthcare specialties, advanced technologies and treatments not traditionally found at community hospitals. The hospital is ranked third in the number of admissions among all Maryland hospitals and is first in emergency department visits with more than 108,000 visits annually.

MedStar Franklin Square’s staff of 3,800 healthcare professionals includes more than 1,000 RNs, LPNs, care associates, and multifunctional technicians who provide care across the continuum for our patients in the Emergency department, Critical Care, Intermediate Care, Inpatient, Outpatient/Clinics and Outreach programs. We also employ nursing professional development specialists, clinical nurse specialists, nurse practitioners and nurse midwives to provide consultation and resources to the clinical nurses. The philosophy of the professional nursing staff organization at MedStar Franklin Square Medical Center is centered on the belief that each professional nurse accepts accountability for the quality of care he or she provides, for continued professional development and for the ethical and legal responsibilities involved in his or her practice. Each professional nurse accepts responsibility for participating in decisions regarding nursing practice and commits to uphold the standards set by this organization, the nursing profession and those bodies that regulate the practice of nursing in the state of Maryland.
Nursing Vision

MedStar Franklin Square Medical Center’s nurses will be seen across the organization as leaders from the bedside to the boardroom, as well as patient advocates and expert clinicians. MedStar Franklin Square will be known in the community as the employer of choice for nurse leaders, recognized for its commitment to the profession of nursing and the delivery of high-quality service to patients. From day-to-day decisions to large, department-wide policy, nursing will champion the mission to meet the needs of our patients, families and the communities we serve.

- We will create a culture of leadership through continuous development opportunities targeted to meet the strategic needs of the organization and the personal growth desires of our nurses.
- We will assist and support each nurse to develop and implement an individualized career plan.
- We are committed to a highly developed and unique orientation for nurses at all levels, reinforcing the philosophy of shared governance, professional accountability and key concepts and strategies for nurse retention.
- We will continue to develop a professional practice culture using research and evidence-based studies to guide clinical and administrative practices.
- We will provide the resources, tools and technology to support nurses as they manage patient care in their unit(s).
- We will recognize and celebrate creativity and innovation in leadership throughout the organization.
- We will measure targeted outcomes to assure ongoing success of nurses and identify opportunities for continued improvement.
A Message from Debbie Kisner

Vice President and Chief Nursing Officer

From my first day of employment at MedStar Franklin Square Medical Center, I knew that I had become part of a very special team. As I transitioned into a new leadership role this year, I gained a new level of respect for exactly why.

As nurses, you do so much more than provide excellent clinical care. You are compassionate, caring people. When I have conversations with you about ways to improve our approach to patient care, or new systems that we can consider implementing that will better our communication with patients and each other, I hear that passion in your voice. As I make my way through our patient care units and catch glimpses of you doing your job, I see that passion in your eyes—playing out as you are caring for your patients and their families.

It’s the five extra minutes that you take to softly explain, sometimes for the second or third time, exactly what to expect when the patient is preparing for a procedure. It’s the smile or hug you give, to comfort families when they need support. It’s the way you collaboratively work with one another, jumping in to offer a hand when one of our own is in need of your help.

As always, our Nursing Annual Report is designed to recap highlights of our fiscal year and the many accomplishments we have made as a team. But this year’s report emphasizes something more—your SPIRIT. As your chief nursing officer, this tops the list of what makes me most proud. Your spirit, as nurses, as individuals, and as a team, shines day in and day out. And I want you to know that it’s noticed and appreciated more than you can possibly realize.

Thank you so much, for all you do.

Warmly,

Debbie Kisner, PhD, RN, CNOR, NEA-BC
Vice President and Chief Nursing Officer
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An Exemplary Professional Practice Model

MedStar Franklin Square Medical Center's nursing professional practice model is the guiding framework for how nurses deliver the highest quality care, collaborate to make decisions, communicate with patients and their families, and work together to achieve the best possible outcomes for our patients. The model, developed and implemented by our own nurses, emphasizes the role of MedStar Health’s mission, vision and values in our day-to-day work, while promoting the value of relationship-based care. We embrace the opportunity to create meaningful, respectful and positive relationships with our patients, families, colleagues and ourselves, in healthy and healing environments of care.

We are proud to be a Magnet-designated hospital. This four-year designation for excellence in nursing services from the American Nurses Credentialing Center’s (ANCC) Magnet Recognition Program® was first achieved in November 2008. In July 2013, our organization made history, becoming the first community hospital in Maryland to receive re-designation.

Collectively, our Magnet designation and nursing professional practice model position MedStar Franklin Square’s Nursing department as an exemplary professional practice. Structural empowerment, transformational leadership, knowledge and innovation are key priorities as we work to optimize patient care as well as personal and professional growth opportunities for nurses who are part of our team.
APPLAUDING OUR NURSE OF THE YEAR

Patricia Walker, RN, CCRN

In May 2016, Patty Walker, RN, CCRN, experienced one of her proudest moments—both personally and professionally—when she was named MedStar Franklin Square Medical Center’s Nurse of the Year.

“When they called my name as the winner of the award and I heard the crowd roar, I was so proud of myself,” said Patty, who was nominated for the annual award by two colleagues, Carol Delacruz and Patti Gordon, RN. “It’s the best honor of my life.”

Following in the footsteps of her mother, who served for many years as a nurse at Mercy Medical Center, Patty has worked at MedStar Franklin Square for 26 years. In that time, she has earned a reputation as one of the busiest nurses on her unit, not only caring for patients, but also serving as an active participant and leader on several hospital work groups. She chairs the Daisy Award Committee and co-chairs the Safe Patient Handling Committee.

Taking care of people is something Patty has done for as long as she can remember. One of 13 children, she recalls that, growing up, there was always someone who needed help with an ache or pain, a bump or bruise, or some type of household illness. She was always quick to step in and offer a helping hand unless, of course, blood was involved.

“I was the kid that screamed and ran in the other direction when I saw blood,” Patty said. “So when I came home at the age of 22 and told my mom I wanted to be like her, and go to nursing school, she actually laughed. She couldn’t believe that I, of all people, was going to become a nurse. But she also believed in me and encouraged me.”

After earning her LPN in 1983 from the Johnston School of Professional Nursing at MedStar Union Memorial Hospital, Patty worked as a floater, filling in as needed on various clinical units at MedStar Franklin Square. She learned quickly that her true passion lay in the Intensive Care unit, where critical, lifesaving work is part of the day-to-day routine. Years later, she returned to the MedStar Union Memorial School of Nursing to complete her RN degree in 1996, and has worked in the ICU ever since.

“I love what I do,” she said. “It’s certainly not easy work, but it’s also so rewarding to help patients and their families, to be there for some of their special moments and to help them remember the reasons to smile.”

Patty is married and enjoys traveling, gardening, baking and throwing parties.

“Anyone who knows me knows I like to have fun!” Patty said.
ANNUAL INNOVATION AWARD PRESENTED TO
Kathy Bristow, MSN, RN, CEN

Kathy Bristow was pursuing her master’s degree in nursing from Western Governors University when a class assignment led to an opportunity for real-world innovation and process improvement. Challenged by her instructor to identify a problem that existed in her work environment, along with a solution, Kathy thought back to a seminar she had recently attended at the Emergency Nurses Association Conference which addressed strategies to reduce or prevent CAUTI (catheter associated urinary tract infections).

“Many experienced nurses consider the insertion of a catheter to be a relatively quick and simple process, but mistakes can happen, especially in the Emergency department, where everything that is happening is at a fast pace,” Kathy said. “And when they do, patient safety is compromised and hospital-based infection rates can rise, which impact the hospital’s reimbursements based on CMS regulations.”

Kathy began conducting research and compiling data to demonstrate how CAUTI rates and errors related to the insertion of catheters could be decreased. The solution she presented, both to her class instructor as well as nursing leadership at MedStar Franklin Square Medical Center, was quite simple: require that a nurse be present in the patient room, serving as a witness, each time a colleague is inserting a catheter. With a witness on board, the likeliness that a catheter will be placed in the wrong area of a patient’s body, or that a break in aseptic technique will occur, is reduced.

“The new process was implemented in the emergency room and after the first quarter, our rate of CAUTI infections dropped by 40 percent,” Kathy said. “The infection rate continued to decrease and by the fourth quarter, we documented zero cases of infection. Clearly, having a witness on board made sense, and was helping us provide better, safer patient care.”

In March 2016, Kathy’s concept was presented to MedStar Franklin Square’s Nursing Quality Patient Safety Council, and a decision was made to implement the new and improved process hospital-wide. As word spread about the impact of this simple yet innovative idea, other MedStar Health hospitals began implementing the same process. Today, Kathy’s idea is a new requirement, system-wide.

“This was a very simple idea that cost the organization nothing,” said Kathy. “It’s really about keeping our nurses informed and aware, making them part of the solution. I am proud of my project and the impact it’s had, and am honored to be chosen as the winner of the Annual Innovation Award.”
PUTTING THE SPOTLIGHT ON

Our Fiscal Year 2016 DAISY Award Winners

MedStar Franklin Square Medical Center is one of 2,300 healthcare facilities worldwide that honors the work of nurses by presenting monthly DAISY Award winners. This program was formed in memory of a man by the name of Patrick Barnes who passed away in 1999, after receiving superior nursing care while battling an auto-immune disease, ITP (idiopathic thrombocytopenia purpura). The purpose of the DAISY Award is to recognize and celebrate the compassionate, lifesaving work that nurses provide, with a secondary goal to improve nurse job satisfaction and retention, teamwork, pride and organizational culture.

At MedStar Franklin Square, staff members are encouraged to nominate nurses for the DAISY Award by completing and submitting a form with information about why a particular member of the team is deserving. Nominations are reviewed and monthly winners are selected by the DAISY Award Committee as well as nursing leadership.

We congratulate our fiscal year 2016 winners!

October 2015
Keri Damsgaard and Susan Prybil
Tower 5

March 2016
Nicole Willie
Tower 2/ICU

April 2016
Jessica Martin
Tower 3/IMC

May 2016
Cheryl May
Pediatric ED

January 2016
Lisa Dennison
Interventional Radiology

February 2016
Kristen Ajello
Adult ED
CONGRATULATIONS TO

Our Very Own “Baltimore’s Best Nurses”

For the second year in a row, Baltimore Magazine conducted an Excellence in Nursing survey, with a goal to identify the area’s “shining stars” when it comes to nurses in Baltimore. Recognizing the increasing critical role nurses play in the world of health care, handling many of the tasks and responsibilities that once were considered the job of the doc, Baltimore Magazine accepted nominations from peers, supervisors and patients. A panel of experts representing the Maryland Nurses Association and several major local hospitals reviewed nominations and ultimately selected 55 winners, who were unveiled in the May 2016 issue of the publication.

Congratulations to the four nurses from MedStar Franklin Square Medical Center who were honored!

“I work with a team of amazing people who I consider my extended family. I love coaching and mentoring my team, so that together, we can achieve great outcomes for our patients. There are thousands of exceptional nurses across Baltimore, so I was truly honored to learn that I was a nominee. I have been fortunate to have great mentors on my leadership journey. This is one of the highlights of my career and is one of the greatest honors your peers can bestow upon you.”

Amy Alsante, MS, RN, NE-BC, CHEP, LSS-GB

“This is the biggest honor of my career. It means a lot to know that as an educator, I am helping nurses grow, learn and get to the next level in their careers. Having my family at the Baltimore Magazine event was so special for me. My mom was so proud!”

Jessica Powers, MSN, RN-BC

“I feel accomplished, honored, humbled and truly blessed. It is such an honor to feel appreciated for my hard work, dedication and contribution to nursing. My patients, my mentors and colleagues have all helped shape me into the nurse I am today. I know I still have a lot more to learn; but I believe part of being a professional is acknowledging my limitations and each day is a learning experience.”

Debbie Rouse, BSN, RN-BC, VA-BC
NURSING AT MEDSTAR FRANKLIN SQUARE MEDICAL CENTER:
Continuously Developing and Improving

Nurses at MedStar Franklin Square Medical Center work hard to continuously develop and improve their skills. Congratulations to the 45 members of our team who acquired the following new professional certifications during fiscal year 2016!

Amy Alsante, NE-BC • 1T
Becky Barron, MNN
Mother/Baby

Deborah Beardsley, MNN
Mother/Baby

Pamela Angeles, WOC • 4T
Samantha Bowerman, RNC – Inpatient OB • Labor and Delivery

Amabelle Aurues, CCRN
NSG-IR/Float Pool
Holly Chattin, NE-BC
Emergency Department

Meghan Ferrara, RNC – Inpatient OB • Labor and Delivery
Mark Fisher, CEN
Emergency Department
NURSING AT MEDSTAR FRANKLIN SQUARE MEDICAL CENTER:
Continuously Developing and Improving continued

Ollive Osorio, CMSRN • 5T

Carlos Romero, CCRN • 2T

Melissa Sciabarrasi, RNC – Inpatient OB • Labor and Delivery

Jessica Powers, RN-BC • 5T

Stephanie Lynch Santos, CMSRN 1T

Renee Senft, CMSRN • 1T

Sandy Roller, RNC – Inpatient OB • Labor and Delivery

Katie Schley, CMSRN
Mother/Baby

Kimberly Swartz, CEN
Emergency Department
Mary Ann Valdizan, MNN • Nursery

Jessica Thompson, CMSRN • 5T

Nicole Willie, CCRN • 2T

Patricia Walker, CCRN • 2T

Mary Ann Valdizan, MNN • Nursery

Danielle Wloczewski, MNN
Mother/Baby

Nicole Willie, CCRN • 2T

Jessica Young, CMSRN • 1T

NOT PICTURED
Bernard Chase, CCRN • 2T
Iqra Chaudry, CEN
Emergency Department
Deborah Cushing, CMSRN • 1T
Brooke Gill, CEN
Emergency Department
Lori Hughitt, RNC-MNN • Nursery
Jenny Jordan, CEN
Emergency Department
Jenna Kowalchek, RNC-MNN
Mother/Baby
Brittany Muchla, CCRN • 2T
Nicole Nida, CCRN • 2T
Michelle Patrylak-Qunit, CEN
Emergency Department
Michelle Stevens, RNC-MNN
Mother/Baby
Alicia Ward, CCRN • 2T
A Little Change That Makes a Big Difference

As part of MedStar Franklin Square Medical Center’s RN Residency Program, new nurses are challenged to work together in small teams to identify an opportunity, issue or challenge on their clinical units, and develop an evidence-based project to present a solution. Kristin Ellingson and Lindsey Waiters from the Pediatric Emergency department, along with Sarah Milcetich from the Mother/Baby unit and Chelsea Nahill from Labor and Delivery, determined that a change was needed in the way newborn bracelets were labeled. And their work led to the implementation of a brand new process for how newborn patient bracelets are created, at MedStar Franklin Square and beyond.

“There are plenty of cases of two or more new moms coming in with the same last name, who happen to deliver babies of the same sex,” said Vicki Krohn, professional development coordinator. “Previously, our baby bracelets were labeled using the mom’s last name and the gender of the baby only, which could cause some confusion in patient records. Now, thanks to the recommendation of this team of new nurses, our baby bands also include the mom’s first name, which greatly reduces the chance that we could have an identification mix-up.”

Once the new system was successfully in place at MedStar Franklin Square, the plan that Kristin, Lindsey, Sarah and Chelsea developed was presented to leaders at MedStar Health for consideration for a system-wide implementation. A decision was made, rather quickly and easily, to add the first name of new mothers to all baby bands, organization-wide, moving forward.

“This is a good example of a safety catch that was simple, and even cost-free, but very important,” said Vicki. “It addressed a true potential problem and the new process is the right one; it’s keeping our babies safe.”
LANGUANGE LINE BRIDGES

Communications for Non-English Speaking Patients

MedStar Franklin Square Medical Center has invested in new technology for all inpatient rooms, simplifying and, in many cases, perfecting the communication process for patients whose primary language is not English. Language Line phones were installed hospital-wide in March, providing patients and their nurses or other care providers instant access to comprehensive language translation services, 24 hours a day, seven days a week.

The new phones feature two handsets: one that a patient can use to make a regular phone call and the other that can be used when translation services are needed. Interpreters of more than 240 global languages are available immediately when the Language Line phone is accessed.

“In the past, we had situations where we placed a request for an interpreter, but someone wasn’t always immediately available,” said Sandi Smith, administrative coordinator for Case Management. “With Language Line, they are. The new phones greatly improve the communication process and therefore the patient experience.”

Kira Swift on the Telemetry unit says that the new phone system is helping her to communicate much more effectively with her non-English speaking patients, rather than relying on family members to convey important information.

“There are some cases where a family member doesn’t share all of the information or they misinterpret what their loved one is trying to tell me, as their nurse,” said Kira. “A daughter may say that her mom is doing fine, but maybe mom isn’t. Maybe she is in more pain than what her daughter realizes.”

Language Line, Kira says, bridges communication gaps, and therefore allows her to do her job better.

“I get the information I need directly from the patient,” she said. “The interpreter on the other end of the line is not biased and tells me exactly what the patient is saying. It’s easy to trust the system, and that helps me take the best possible care of my patients.”
INSPIRED BY THEIR VISION

NICU Nurses Feel Great Pride as New Unit Opens

In June of 2013, a vision began to develop for the opening of a brand new, state-of-the-art Neonatal Intensive Care unit (NICU) at MedStar Franklin Square Medical Center. Many of the unit’s nurses took part in early brainstorming and planning discussions, contributing input on what they believed would make their work space ideal. A little less than three years later, on Feb. 22, 2016, that new space opened, reflecting exactly what the NICU nurses themselves had envisioned and hoped for all along.

“The team created a wish list for the architect based on what they needed to do their jobs to the best of their ability,” said Gerri Petit, nurse manager of the NICU. “They had say in how the new space was built, from what tools they needed and where they should be stored straight down to the racks for the storage room and how the cabinets should be arranged. They were engaged in the process and helped create a truly functional space that also happens to be light-filled, warm and inviting.”

The nurses also spent a lot of time and energy talking about how the design of the new unit could truly optimize the patient care experience for new babies and their families. Increasing privacy was a key priority based on feedback the nurses heard from families over time. Parents needed to be able to have confidential conversations with their baby’s care providers, and to have the ability to comfortably stay overnight as needed. Moms wanted to be able to close the door to their room to breastfeed free of distraction and noise.

“Simple changes have made a big difference for our patients,” said Gerri. “We no longer have to find a recliner or a comfortable place for a mom to nurse her baby. Now there is a recliner in every single patient room. Families can spend quality time with their babies, peacefully and quietly. These changes are leading to not only better patient experiences, but also improved patient outcomes for our NICU babies. It’s truly a win-win!”

Perspectives from the RNs who helped make it happen …

“I like having my own space to work throughout the day. It helps me recharge.”
Amy McArdle, RNC

“I believe the new space gives parents the freedom to stay longer with their babies and the privacy they need.”
Gina Geronimo, BSN, RN

“Being able to discharge a baby home once he or she is healthy is what makes me most proud to be a NICU nurse at MedStar Franklin Square Medical Center.”
Laurel Pszcolka, BSN, RN

“I am proud of the teamwork that happens each day between nurses in our unit.”
Lynn Wilkie, RN

“The new private rooms allow nurses to be present with that family when providing care, without other distractions. But at the same time, you can keep monitoring your other patients.”
Jenny Chaney, BSN, RN, IBCLC

“Our nurses care about patients and families and treat them with courtesy and respect, in a new atmosphere that is large, quiet and calm.”
Lauren Greenwald, BSN, RN, RNC-NIC

“We give good care to all our babies, and their families recognize and appreciate it. The doctors and staff are skilled and professional. It’s a good team to be a part of.”
Emilie Meseroll, BSN, RN
“In our new space, we have more room to move and it’s much quieter. Parents can focus more on their babies.”
Irma Carreon, BSN, RN, RNC-NIC

“The large private rooms allow for privacy and give parents a more home-like feel so they can focus on their babies. The families appreciate us and that makes me proud!”
Stacey Bell, RN

“It makes me proud to know that I personally had an impact on the growth and development of a baby.”
Sharon Cox, BSN, RN, RNC-NIC
KIM FERRARA EARN BLUE RIBBON AWARD AT

MedStar Health Research Symposium

Congratulations to Kim Ferrara, DNP, MS, BSN, RN-BC, from Behavioral Health, who was recognized with a Blue Ribbon Award at the 2016 MedStar Health Research Symposium in the spring. Kim presented the highest rated abstract in the category of Health Services Research, Human Factors and Medical Education. Her research examined the alignment between Behavioral Health Emergency Response Team (BHERT) calls and training that clinicians received, allowing them to confidently de-escalate some issues on their own. Kim’s poster presentation spotlighted an evidence-based practice tool, and demonstrated the correlation between scenario training and an increase in confidence levels for situations that would otherwise require placement of a BHERT team call. Congratulations, Kim, on this outstanding accomplishment!

CHELSEA NAHILL NAMED

Nurse Resident of the Year

This year, a new recognition was added to MedStar Franklin Square Medical Center’s list of nursing awards: Nurse Resident of the Year. Top honors went to Chelsea Nahill, a 2014 graduate of Johns Hopkins School of Nursing who found her niche quickly when she joined the hospital’s Labor and Delivery team in March 2015. Chelsea was selected as the winner of this award for exemplifying MedStar Franklin Square’s core values, and for the exceptional leadership qualities she demonstrated in working on her evidence-based project.

“Chelsea received several nominations for this award because she works really well with patients, she always has a positive attitude and is very eager to continue learning,” said Vicki Krohn, nurse residency program coordinator. “I am proud of her!”

Chelsea feels honored to have been chosen.

“Many residents are doing phenomenal things early in their careers,” she said. “It’s a huge honor to be acknowledged with this award and to know that others believe I am doing a good job.”
Committed to the Community We Serve

Each year, a team of nurses from MedStar Franklin Square Medical Center come together and make a commitment to give back to the community the hospital serves. The “magnet ambassadors” work on various projects throughout the year, all geared toward helping the less needy and making a positive impact on the lives of community citizens.

Once again this year, the magnet ambassadors sponsored The Backpack Project, providing book bags and school supplies to children who attend a local elementary school, as well as a Toiletry Drive, to collect and distribute everyday personal and essential items to the local homeless population.

We are proud of the impact these volunteer efforts have on our local community, and the message it sends to our neighbors: MedStar Franklin Square is here to take care of you, in a variety of different ways.

In collaboration with the Baltimore County Police Department, Fire and EMS Department, Health Department and Department of Public Works, MedStar Franklin Square offered a community flu clinic in November 2015. Our nurses volunteered their time to administer flu shots to over 1,400 local citizens at a clinic that was held on the Community College of Baltimore, Essex campus. We are grateful for the members of our team who supported this program, in an effort to help the people in our community safely and effectively fight off the flu!
Teamwork at the Heart of What We Do
POSTER PRESENTATIONS
FISCAL YEAR 2016

Alsante, A. (2015, October). Transforming a culture: What a difference a year can make! Poster session presented at American Nurses Credentialing Center Magnet Convention, Atlanta, Georgia.


Black, K. (2015, October). Nurses advocating, leading, educating, and caring in the Pediatric Imaging Department. Poster session presented at Maryland Nurses Association 112th Annual Convention, Linthicum Heights, Maryland.


PODIUM PRESENTATIONS
FISCAL YEAR 2016


PUBLICATIONS
FISCAL YEAR 2016


Our Year in Numbers

**MEASURE**

**Hand Hygiene**
87 percent

**MEASURE**

**CLABSI**
0.7 House wide | 0 ICU

**MEASURE**

**HAPU**
0.64

**MEASURE**

**C diff**
6.8

**MEASURE**

**Serious Safety Events**
13

**MEASURE**

**CAUTI**
1.7 ICU | 1.2 non-ICU

**MEASURE**

**Falls**
0.19 Overall | 0.15 Unassisted
Nursing Leadership Directory

Debbie Kisner, PhD, RN, CNOR, NEA-BC
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PATIENT CARE MANAGERS: EMERGENCY AND MEDICINE SERVICE LINES

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Michael Smigelski, BSN, RN, CCRN-K
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PATIENT CARE MANAGERS: SURGICAL SERVICE LINE

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Beth Leilich, RN, BSN, CNOR
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PATIENT CARE MANAGERS: BEHAVIORAL HEALTH SERVICE LINE

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PATIENT CARE MANAGERS: WOMEN’S & CHILDREN’S SERVICE LINE

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LEADERS: COMMUNITY AND AMBULATORY

Patricia Isennock, MS, BSN, RN, NEA-BC, MCHES
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LEADERS: MAGNET PROGRAM

Gina Shelley, MS, BSN, RN
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THE FACES THAT SHAPE NURSING HISTORY AT MEDSTAR FRANKLIN SQUARE MEDICAL CENTER

Snapshots From the Past