



Nursing News July 2021



Congratulations to:

- **Levi Ventillo, RN**, Pain Management, who passed her Pain Management Certification Exam.
- **Andrea Piedrahita, RN, 5S**, who advanced to a Level 2 on the RN Clinical Ladder
- **Jerick Balajadia, PCA, OR** – Rising Star Award
- **Bridget Galto, Surgical Technologist, OR** – Phelps Pride
- **Maria Chaux, PCA, 2N/3N** – Assistive Personnel of the Year

Thank you to all our assistive personnel for your invaluable contribution to the Phelps team!

- The **Emergency Department staff** for receiving the Emergency Nurses Association's Lantern Award. The Lantern Award is a visible symbol of the ED's commitment to quality, safety, a healthy work environment, and innovation in nursing practice and emergency care (see attached).
- **Kelley Kissane, RN**, who was recently promoted to Senior Manager, Organizational Development. Kelley started working at Phelps in October 2015. She brought with her a wealth of OR experience. She previously worked at the Hospital of the University of Pennsylvania as an OR nurse, at Saint Vincent's Comprehensive Cancer Center as a nurse manager of the ASU, and in staff development and management roles at New York Langone University Hospitals Center.

At Phelps, Kelley started out as an OR nurse and was promoted to the Clinical Professional Development Educator for the OR. In this role, she provided in-service and continuing education, orientation, and competency development and validation for the OR team members.

As senior manager of Organizational Development, in addition to providing this type of support now across patient care services, she will assist in the management of departmental operations and oversight of educational activities. Please join the education team in welcoming Kelley to her new role.



Organizational Development Department Classes: Register in iLearn

- **Preceptor Workshop** – August 26, 8:30am-4:30pm, Auditorium
- **CPI (Initial)** – July 27, 8am-4pm, Auditorium
- **CPI (Renewal)** – Aug. 9, 9am-1pm, Auditorium
- **Conflict and Delegation Workshop** – Sept. 9, 8:30am-4:30pm, Auditorium

Reminder: BLS classes fill up quickly due to COVID restrictions. Register at least 3 months before your card expires!

Educational Opportunities:

- Nursing Research & EBP Offerings Virtual Zoom Platform; Register in iLearn
 - **Differentiating Between Research EBP and QI**, August 17, 2021 9am-1pm
 - **Conducting Literature Searches/Reviews**, August 17, 2021, 12:00pm-2:00pm
- 2021 Oncology Nursing Virtual Conference: Oncology Updates Presented by MEETH, September 1, 2021 12:00pm-6:00pm, \$35 for Northwell employees, registration through iLearn.
- 2021 Pain Management Virtual Conference, Pain Management Across the Care Continuum: Roxanne Favor; A Journey to Creating Comfort, Tuesday, Sept. 14, 12:00pm-4:00pm. Registration via Northwell.edu/NursingEvents.
- Northwell Health's Perianesthesia Virtual Conference, Saturday, September 25, 2021, 9:00am-12:00pm Early Bird Tickets \$30 for Northwell employees!
- **SAVE THE DATE – November 4 – 5, 2021, 8am – 4pm**
 - 27th Annual Nursing Research & EBP Conference: Dissemination & Implementation: Nurses as Influencers, Virtual: ZOOM
 - CALL FOR ABSTRACTS for poster presentations – Deadline August 15, 2021 (see attached)
- Perioperative Grand Rounds: Free 1 hour virtual educational sessions from Northwell starting Sept. 29, 2021(see attached flyer).
- 2020 Interprofessional Diabetes Virtual Conference Recording on iLearn, search “2020 Interprofessional Diabetes Virtual Conference Recording on iLearn, \$25 for Northwell employees
- 2021 Cardiac Interprofessional Virtual Conference Recording on iLearn, search “2021 Cardiac Interprofessional Virtual Conference Recording” on iLearn, \$25 for Northwell employees

Nursing Promise Applications:

Nursing Promise applications for classes starting the Fall Semester 2021 are due by Aug. 1.

If you are interested in applying please contact Nancy Fox, Organizational Development for an application, contact info is: nfox@northwell.edu or 366-3167.

Communications: MRN required for Interpretation Services

As of July 1, 2021 staff will once again be required to provide a Medical Record Number to the interpreter when requesting interpretation services for our patients. This includes all over the phone, Vocera and Video Remote Interpretation services.

It is imperative that a MRN be provided for the following reasons:

1. To identify which patients required interpretation service
2. To narrow down when researching a complaint regarding service and a particular patient
3. To be able to bill for these services

Staff will be asked, as of July 1, 2021, for the MRN by the interpreter. Please remind staff not to include the zeroes at the beginning of the MRN. They should only provide the digits of the MRN.

Thank you for your cooperation.
Angela M. Leonard

NDNQI – 2021 RN Survey:

Phelps is a proud member of *The National Database of Nursing Quality Indicators*. We are participating in the RN Survey from **September 13, 2021 – October 3, 2021** (see attachment).

Instructions on how to access the survey will be sent to RNs in August.

Google Chrome for iLearn

Google Chrome is the preferred browser for accessing **iLearn**. Refer to the attached “**iLearn Quick Reference Card – Phelps 06-02-21**” for instructions on how to launch iLearn through Google Chrome. The Northwell vIntranet icon and Northwell Portal both use Internet Explorer. If you have experienced “blank” courses when launching an iLearn course, the browser is the issue. **Using Google Chrome will correct this issue.** Instructions for accessing iLearn from home are also included in the attached Quick Reference Card.

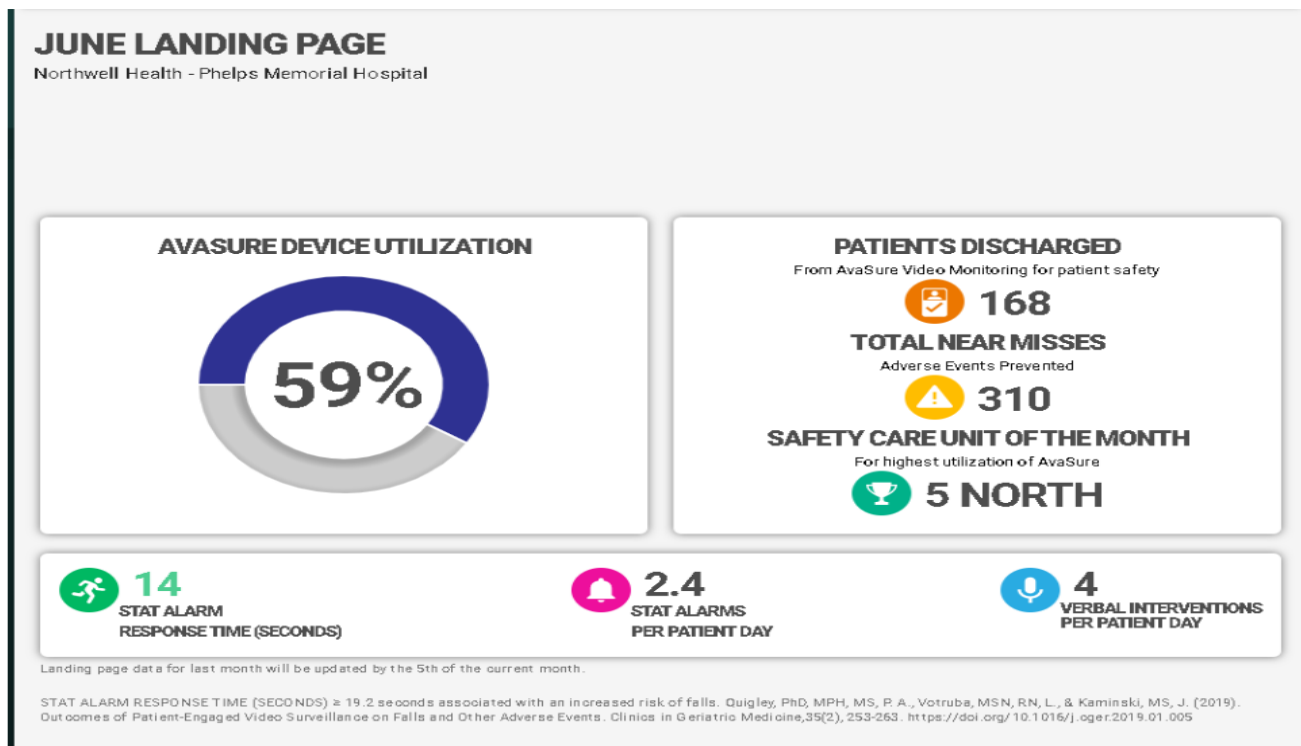
If you continue to experience issues launching iLearn courses, contact the Help Desk at ext. 2400 for technical support.

Safe Patient Handling Competency – Last Sessions!

Remaining 2021 Safe Patient Handling Competency sessions for the year:

- **July 29 and July 30 – Register in iLearn!**

Telesitter:



- Utilization stayed the same as from June – **59%** (Goal is 90%)
- Stat Alarm Response Time – **14** seconds (Goal is < 19 seconds) - **ON TARGET!**
- Verbal Interventions per Patient Day – **4** (up from 2 in May) – **POSITIVE TREND**

Mentor – Mentee Program:

Phelps is looking for Nursing Mentors for the Entry to Practice Track. Please consider sharing your valuable professional experience by becoming a mentor. To become a mentor for the September 2021 cohort please submit your application by August 6, 2021. <https://redcap.northwell.edu/surveys/?s=T4HPNKTMD8>

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For more information, contact Nancy Fox, MS-C, NEA, NPD, RN-BC at ext. 3167 or nfox@northwell.edu. See attached flyer.

“Just Culture” Re-Visited:

A “Just Culture” (JC) means that an organization’s accountability is balanced with an individual’s responsibility. The organization is responsible to develop and define workable processes and policies. Team members are accountable to follow these. When an event occurs, both organizational and individual accountability are assessed during the analysis. Phelps rolled-out a formal education program on JC beginning in 2019. Now that we have some experience with JC; let’s explore what we have learned and dilemmas we have encountered.

Q: *What is the history behind Just Culture?*

A: JC was developed in response to “finger-pointing” cultures in which team members were automatically disciplined, even terminated, for things that went wrong. Typically there was little attempt to try to deeply understand what actually happened. Nurses in particular were often at the “sharp-point” of an error or event; meaning that failures in care processes (for instance, doctors’ orders, defined procedures, supplies) “set the nurse up” to make the error. JC uses step by step decision-making algorithms to assure that leadership ask questions that identify process of care circumstances that may have contributed to the error. As such, managers must interview those team members who were involved in care events quickly. We need team members to be honest and upfront about how the event happened. In this way, no one person in a sequence of steps that results in an error is unfairly and/or solely held responsible for the error.

Q: *If I admit I skipped a care process step or did not follow a policy, won’t I get into trouble?*

A: This is a known source of tension in trying to establish a Just Culture. First, it is important that managers not jump to blameful conclusions, even if it is obvious a policy was not followed. Managers need to take time to ask about the obstacles or circumstances which prevent the policy from being followed. These circumstances are important to making sure the policy was doable or identifying new ways to ensure it can be followed. Managers also need to think about whether your colleagues would have made the same decisions in similar circumstances. The key consideration is whether the risk that was taken to not follow a policy was justifiable.

If you knowingly did not follow a workable policy you could be subject to disciplinary action. In addition to the circumstances above, potential disciplinary action also depends upon the criticality of the policy. What is not emphasized in a Just Culture is whether a departure from procedure or policy caused patient harm. JC focuses on process i.e. how decisions are being made. Fortunately most violations do not result in harm to patients. Therefore, even if there was no bad outcome for the patient but a critical (and workable) safety step was knowingly bypassed, you could still be subject to discipline. Progressive discipline is not meant to be negative; it allows for self-correction. A single instance of poor judgment does not define you. It is exceedingly rare that a team member knowingly takes repetitive risks that result in the escalation of discipline to the point of termination.

Q: *Why are we talking about this now?*

A: As we compile more data in ImproveNorth, we have greater opportunity to analyze trends and by-passed policies as part of the quality improvement process. A deeper exploration of barriers to following policy are in an effort to improve them where possible. To support these efforts, managers will be asked to use the JC algorithms in the analysis of incidents to assure we are looking at individual and organizational accountability.

In addition, Organizational Development will re-launch education on the subject. Education is always important as a foundation to new or reinforced skills and processes. Education alone, however, is known to be insufficient to sustain lasting improvement. Sustainment and improvement are dependent on each and every one of us.

Q: *Isn’t it excessively harsh to discipline someone for an error?*

A: This is only one aspect of creating a safe culture for us and our patients. We all have to be accountable for the decisions we make that have an impact on safety. Basic and critical safety practices such as patient identification, labeling specimens in front of patients, and hand hygiene are often

bypassed. In safety-mature organizations, team members hold each other accountable (cross-monitoring) by reminding each other e.g. “hey, please come back out of the room and clean your hands” or “Please, don’t draw and put unlabeled blood in your pocket-wait for an order”. Peer-to-peer conversations could happen more often at Phelps.

Leadership is asking for your input and ingenuity in identifying the barriers and solutions to doing the right thing. Standardizing the use of the JC algorithm in incident analysis will assure that there is consistency to manager review of events and response to events. With this background, it is not excessively harsh to implement progressive discipline in the seldom instance it is indicated. Most team members will admit they want to work with colleagues that demonstrate accountability for their practice.

Q: *I feel “beaten up” when I am interviewed about an event, which brings my morale down. What do you have to say about that?*

A: For many of us, making an error is demoralizing; i.e. we beat ourselves up. It can make you feel bad when your manager, or someone else delegated to review the occurrence, asks questions. During an interview, we need to ask questions in painstaking detail to clearly understand what happened. We might even go to a department to visualize the steps. The scrutiny of a review can contribute to a sense of feeling bad or beaten up, even though that is not the intent. That said, sometimes the interviewer feels pressure after an event or has a demeanor that may be rightly or wrongly interpreted as irritated. When a tense or angry demeanor is experienced by team members from leaders, it undermines the establishment of a JC. Many leaders may be guilty of it. This is an area where leaders consistently need to raise awareness and address with each other. We all need training and coaching in implementing Just Culture principles.

Authored by Michelle Horvath MSN, RN, CPHQ, CJCP, Director, Quality Management

Patient Education:

Exciting news – The Patient Education has their very own page on the Nursing Website! Please click here to view the updated **Patient Education Toolkit**.
<https://app.site123.com/?w=1065226&disableCache=9117974>



JOURNAL CLUB:

The Journal Club posted **4 new entries** and we would love to hear from you!

Click on: <https://1065226.site123.me/> to get to our Nursing Website

Tab to: The Journal Club and learn about

- Nanotechnology potentials for medicine in particular wound healing

- Advancing the Healthy Work Environment
- Improving Team Performance and Patient Safety
- Phelps oxygen hoods during COVID

VOLUNTEERS – Let us know!:

Often we hear of great stories of our nurses donating their time for great causes that are not organized by Phelps Hospital and/or Northwell. For example School donations (book bag drives), church or local community related involvement, medical missions, prom dress donations, etc.

If you are a nurse and would like your volunteerism captured in our Northwell Red Cap Database, please contact Kathy Calabro – kcalabro@northwell.edu / (914) 366-3508.

Thank you for all you do each and every day.

If you would like to submit information for publication please contact: Kathy Pappas, Organizational Development, at kpappas2@northwell.edu or ext. 3169. Thank you to all the contributors.

A safe and enjoyable summer to all!

