



PATIENT CARE SERVICES

2022

Annual Report

TuftsMedicine
Lowell General Hospital



A letter from the Vice President of Patient Care Services and Chief Nursing Executive



Cece Lynch DNP, RN, NEA-BC, FACHE
Vice President, Patient Care Services
Chief Nursing Executive

Dear Patient Care Colleagues,

In a year that began with unprecedented spikes in COVID-19 cases, fueled by the fast-moving Omicron variant, Lowell General Hospital experienced some of our highest patient volumes in our history in 2022.

On January 13, we saw our single highest day, caring for 106 inpatients who were positive with COVID-19. We sustained a surge of all our clinical services along with cancellations of elective surgical and procedural cases.

We experienced some of the highest turnover of staff that we have seen and continued to supplement our vacancies with outside contracted staff. In spite of how the year began, we worked together as one collaborative team, following Lowell General's mission to put Patients First in Everything We Do. Our clinical outcomes continued to be strong and patients' experiences remained positive.

Our staff worked alongside unit leaders focusing on ways to recruit new staff and retain team members. We implemented new initiatives based on the feedback from our staff, including flexible work schedules, a weekend track program, relaxing Zen den staff areas, and other unit-led initiatives to support well-being for our employees.

We leverage our Magnet® Recognized culture and our professional practice model to ground us and remind us the importance of keeping our patients and families at the center of how we deliver care. Every day I am inspired by the stories I hear about our caring staff and how they make a positive impact on the community we serve.

This year, our annual strategic planning session for Patient Care Services in September focused on our greatest asset — our people. Over the coming year, we will continue to focus on our people, along with providing teams with ongoing support, professional development and strategies that promote well-being to ensure work-life balance. We will also refocus our efforts on preparing for our 4th Magnet recognition from the American Nurses Credentialing Center (ANCC).

As we ease into 2023, although still burdened by some lasting effects of COVID-19 from the past few years, our future is very bright. Our workforce is seeing positive trends, growing solidly, and our community support continues to be strong. We will strive to make sure our staff members are recognized every day for their excellence and the difference they make as we reimagine healthcare together.

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2022 Facts and figures

32%

Nurses
certified

6%

Nurses with
Master's Degrees

73%

Nurses with Bachelor
of Science in Nursing
Degree level and higher

984

Nurses within Patient Care
Services division

86

Nurses participating in the
Professional Excellence
in Nursing Program



2022 Mission, Vision, Values

Mission

The mission statement of the Patient Care Services division is Engage, Support and Partner with the community to Promote Health and Wellness. This mission, in concert with Lowell General Hospital's mission of Patients First in Everything We Do, fosters a culture that provides quality care to our patients and their families.

- Lowell General Hospital nursing personnel are committed to providing a single standard of quality patient care and service to all patients and their families.
- We provide care to all persons regardless of race, religion, color, national origin and socioeconomic background.
- We are a culturally diverse, innovative team highly committed to the nursing profession and the needs of our customers.

Vision

Lowell General Hospital is committed to setting standards of excellence so that we are recognized as One of the Best Community Hospitals in America. We model our vision utilizing the hospital's Five Pillars of Excellence: People, Experience, Quality, Financial and Growth.

Core values

Quality

We are committed to the delivery of high-quality patient care and compassionate service to our diverse community.

Caring

We are committed to providing nursing practices that are of a caring nature by implementing *Dr. Joanne Duffy's Quality Caring Model*[®].

Teamwork

We are committed to providing a work climate that fosters teamwork and commands respect for every individual throughout the organization.

Innovation

We inspire innovation by encouraging participation throughout the organization, being flexible to new solutions, and diligently recognizing the contributions everyone makes to the organization.

Our promise

It is our promise to provide our patients with *Complete connected care*SM. From community-based smoking cessation programs to advanced cancer treatment to follow-up care, patients have access to a comprehensive spectrum of programs and services — right in their community.

Strategic alignment plan and pillars of excellence

Each year, under the leadership of our Chief Nurse Executive, the Patient Care Services (PCS) division participates in a strategic planning retreat. Members of the PCS division include nursing directors, clinical nurse managers, department leaders, educators, informaticists, and co-chairs from each of the unit-based councils.

As we plan for the coming year, goals and accomplishments from the previous year are reviewed and the organization's overall strategic plan for the coming year is introduced. We ensure that the division's mission, vision, values and strategic plan align with the organization's strategic plan, and develop our initiatives to achieve our goals for the coming year.



2023 Patient Care Services strategic plan

	People	Experience	Quality	Financial	Growth
Multi-Year Goal	Be the best place to work and practice medicine	Deliver on the promise of <i>Complete connected care</i>	Provide exceptional care	Demonstrate value and efficiency in everything we do	Be the region's hospital of choice
Multi-Year Measure of Success	Build and strengthen a culture of inclusion where our people and care teams can thrive	Deliver frictionless care that results in an unmatched care experience	Advance commitment to quality, high reliability, and health equity	Generate sustainable operating cash flows to fuel needed operating and capital investments	Execute digital transformation to elevate consumer and care team experience
2023 PCS Initiatives	Engage PCS leaders in quarterly sessions with focus on employee engagement and conflict communication. MOS: Increase employee engagement and satisfaction above national benchmarks. Increase retention by 1% over FY 2023.				

Mission: Patients First in Everything We Do **Vision:** Be One of the Best Community Hospitals in America **Values:** Compassion, Excellence, Dedication and Integrity **Promise:** Complete connected care

The illustration depicts the FY 2023 Patient Care Services strategic plan

Tufts Medicine key priorities 2021-2023

Our strategic plan is closely aligned with Tufts Medicine key priorities for 2021-2023

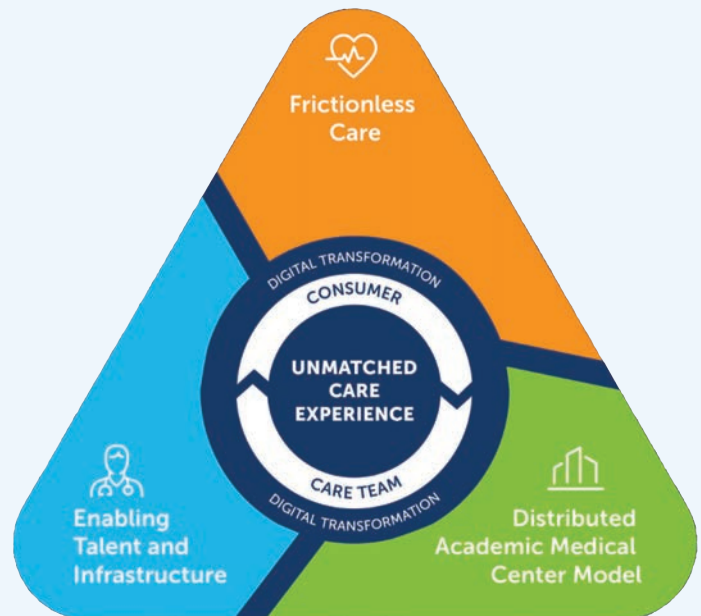
Define and create a culture of inclusion where our people and care teams can thrive.
(**PEOPLE** pillar)

Partner with our physicians to align goals and achieve performance excellence.
(**QUALITY** pillar)

Advance approach to quality, high reliability, and health equity.
(**EXPERIENCE** and **QUALITY** pillars)

Generate sustainable cash flows to fuel needed operating and capital investments.
(**FINANCIAL** pillar)

Execute digital transformation to elevate consumer and care team experience.
(**GROWTH** pillar)



Highlights

November 2021

Sullivan 1 opens at Saints Campus

On November 22, 2021, Lowell General Hospital celebrated the opening of Sullivan 1 at our Saints campus. This new space, which is a dedicated patient care unit for our behavioral health population, allows us to transform the care we provide to this vulnerable population. It provides the care team the ability to assess, discuss options and promptly begin treatment plans in a safe space for both patients and our staff. This unit would not have been possible without the generosity of the Campbell Family, who made a \$1,000,000 gift to support the construction of this unit. This gift was made in memory of Gil Campbell, who passed away in September 2021.

As of November 2022, our behavioral health patients accounted for approximately 15%



of the total patients registered in our Emergency Departments. These patients now have a healing environment designed specifically for them, where they feel safe and cared for as they work with our compassionate team of highly-trained staff. We look forward to seeing the continued positive impact this unit will have on our community.

January 2022

Nurse Residency Program earns re-accreditation from ANCC



The Lowell General Hospital Nurse Residency Program has earned re-accreditation as a Practice Transition Program by the American Nurses Credentialing Center's (ANCC) Commission on Accreditation in Practice Transition Programs. Upon review by the ANCC Commission on Accreditation, our program met a series of rigorous standards necessary and was accredited for the specialty areas of Medical surgical, Intermediate care, Intensive care, Maternal child health, and Emergency department.

Our Nurse Residency Program is the ANCC's 87th program to be awarded this accreditation, and we were one of 440 organizations nationwide to have received national accreditation.

We expanded the program to three cohorts per year, and welcomed 26 new graduate nurses into the organization. As of 2022, ninety-five percent of all program participants completed the first year of their training and continue their careers at Lowell General Hospital.

This program is open to ALL applicants, with current staff working at Circle Health / Lowell General Hospital or nursing students completing their Senior Capstone at Lowell General Hospital having a preference in applying. Applicants may have either a BSN or ASN with intent to pursue a BSN and have an interest in pursuing a residency program in an acute care setting.

March 2022

Wellforce is now Tufts Medicine

Tufts Medicine

On March 1, 2022, the Wellforce health system, consisting of Lowell General Hospital, MelroseWakefield Healthcare, Tufts Medical Center, and Home Health Foundation, now Care at Home, announced that it would be uniting under one new name— Tufts Medicine.

The hospitals and health services have been working closely for years to bring together

the best of community and academic medicine, sharing one name shows this strong connection.

By using our local entity names combined with one system name, our communities will know that every day 15,000 talented physicians and nurses, scientists, employees, and educators are working in unison to improve their lives and their health.

We will work together to reimagine healthcare for the future, making it more affordable and accessible, and most importantly putting employees and patients in the center.

Nursing certification reception

On March 15, 2022, Lowell General Hospital held its annual Nursing Certification Reception at Lenzi's in Dracut to honor all of our certified nurses. The reception, sponsored by the hospital's Nursing Professional Development Council, was attended by nearly 70 nurses who all enjoyed the opportunity to come together for a wonderful, celebratory event.



Lowell General Hospital proudly recognizes nurses with national certifications

ADMINISTRATION

Amy Hoey, MS, BSN, RN-BC
Cecelia Lynch, DNP, RN, NEA-BC, FACHE

ADMINISTRATIVE COORDINATOR

Rowena Anderson, BSN, RN, CCRN
Lisa Golden, MSN, RN, CNML
Leanne Hillman, BSN, RN, SANE
Kathryn Linnehan, BSN, RN, CEN
Mary Beth McKeeney, BSN, RN, CCRN
Stephanie Rousseau, RN, FCCS
Maria Zielinski, BSN, RN, CEN

BREAST CENTER OF EXCELLENCE

Joette Broyer, BSN, RN, CEN, CPEN
Jennifer Gilliatt, MSN, RN, NP, CN-BP
Ruth Hinde, BSN, RN, CN-RN

BRIDGE CLINIC

Mary Silva, RN-BC

CANCER CENTER

Charla Beals, BSN, RN, OCN, CRNI
Nancy Bettez, MSN, RN, OCN, AOCNP
Monica Buckley, MSN, OCN, CHPN
Beth Corrow, BSN, BA, RN, PCCN
Julie Drinkwater, BSN, RN-BC
Melanie Edwards, BSN, RN, OCN
Jenna Farrell, BSN, RN, OCN
Christine Gorveatt, RN, OCN
Janet Griffin, BSN, RN, OCN
Beth Mody, BSN, RN, OCN
Karen O'Leary, RN, CCRC
Krista Radford, MSN, RN, ANCC, AOCNP

CENTER FOR WEIGHT MANAGEMENT

Mary Colella, RN, MBSAQIP SCR
Melissa Harvey, MSN, RN, FNP-BC

CLINICAL MANAGER

Pamela Blondin, RN, CCMC
Christina Cebollero, MSN, RN, CCRN, CNL
Christine Gillis, BSN, RN, SANE
Martha Manning, BSN, RN, CRN
Nicole Nieves, MSN, RN, CNML
Indy Robles, MS, RN, OCN
Jill Romero, MSOL, BSN, RN, RNFA, CNOR
Jennifer Sugerman, MSN, RN-BC

CONTINUITY OF CARE

Katherine Bradley, MSN, RN, PMHNP
Cynthia Brutsch, BSN, RN-BC
Tanya Egan, RN, CCM
Krista Garcia, BSN, RN, SANE
Erica Goroshko, MSN, RN, APRN, PMHNP-BC
Sara McAllister, BSN, RN-BC, CCM
Teresa Mote, BSN, RN, PCCN
Pamela Winn, RN, ACM-RN

D3

Rebecca Leigh, RN-BC
Lynne Mahoney, BSN, RN, CMSRN

D4

Darlene Bennett Sampson, BSN, RN, NCTMB, PCCN
Shavon Bettencourt, BSN, RN-BC
Holly Carney, RN-BC
Cathryn Cook, BSN, RN, PCCN
Connie Curtin, BSN, RN, CRNFA, PCCN
Kymberly Hussey, MSN, RN, OCN
Paula Lambert, RN, PCCN
Deborah Merrill, RN, PCCN
Stacy Ossinger, BSN, RN, OCN
Laura Vitale, RN, CMSRN

DIABETES MANAGEMENT CENTER

Karen Gallagher, BSN, RN, CDE
Cigy Methratta, BSN, RN, CNP, BC-ADM

DIRECTOR

Jonathan Blank, MSN, MS, RN, CNOR
Amanda Ford, MSN, MBA, RN, CMGT-BC
Michelle Hanley, BSN, RN, CIC
Tracie McPadden, MSN, RN, CEN, CPEN
Allayne Mendys, MBA, BSN, RN, CV-BC
Diane Regan, MSN, RN, CEN
Matthew Reid, BSN, RN, OCN

EDUCATION

Colleen Heafey, MSN, RN, CCRN, CMC, TCRN
Ibar Kelly, BSN, RN, CEN
Irene Proulx, MSN, RN-BC
Elizabeth Ronan de Castillero, MSN, RN, NPD-BC

EMERGENCY DEPARTMENT

Allan Antos, BSN, RN, CEN, CPEN
Daniel Burke, BSN, RN, CEN
Melissa Curley, BSN, RN, SANE
Debra Donahue, BSN, RN, CEN, CPEN, CTRN
Nicholas Frey, BSN, RN, CEN
Katelyn Hall, MSN, MBA, RN, PCCN
Tara Harrison, BSN, RN, CCRN
Daniel Kane, BSN, RN, CCRN, CEN, CFRN
Colleen Keiber Venuti, BSN, RN, CCRN, CEN
Kelly Laganas, BSN, RN, CMSRN, CEN
Lashante Lemeux, RN-BC
Jennifer Martin, BSN, RN, CEN, VA-BC
Karen Parkins, BSN, RN, CEN
Violet Reyes, BSN, RN, CNOR
Douglas Sears, BSN, RN, CCRN
Sherie Weber, BSN, RN, TCRN, CPEN

ENDOSCOPY

Nancy Clifford, BSN, RN, AMB-BC
Rebecca Cove, BSN, RN, AMB-BC
Laura dos Santos, MBA, BSN, BSP, RN, CGRN
Jodi Heffernan, BSN, RN-BC
Judith Labranche, BSN, RN, CPAN
Ronald Makarutsa, BSN, PCCN, CCRN
Maureen Merinder, RN, AMB-BC
Janielle Monbleau, BSN, RN, PCCN
Michelle Moro, BSN, RN, CGRN
Brenda Murphy, BSN, RN, PCCN, RNC

FLOAT POOL

Lisa Bourgeois, BSN, RN, CCRN
Brianna Leite, BSN, RN, OCN
Jessica O'Donnell, BSN, RN, CMSRN
Jacqueline Rivettes, BSN, RN-BC
Italia Stavrou, BSN, RN, CMSRN
Jessica Wine, BSN, RN, CCRN

HEART & VASCULAR CENTER

Reva Belmore, RN, CVRN-BC
Stacey Cayer, BSN, RN-BC
Theresa Fegan, BSN, RN-BC
Heather Lacharite, BSN, RN, CVRN-BC
Jamie Perwak, BSN, RN, CV-BC
Beth Phelan, MS, RN, CV-BC
Jessica Piekielek, BSN, RN, CEN
Laura Pruy, BSN, RN, CV-BC
Kimberly Richard, BSN, RN, CVRN-BC
Susan Wheeler, BSN, RN, CCRN-CMC, CVRN-BC

HIM

Mary Desmond, RN, CCDS
Debra Womersley, RN, CCDS

IMAGING SERVICES

Diane Melanson, RN, CN-BC

INTENSIVE CARE UNIT

Sarah Bishop, BSN, RN, CCRN
Susy Carnevale, BSN, RN, CCRN, VA-BC
Logen Connolly, BSN, RN, CCRN
Melissa Craig, BSN, RN, CCRN
Ellen Daye, BSN, RN, CCRN
Brandon Devlin, BSN, RN, SCRNI
Irene Frankel, RN, VA-BC
Andrea Gatta, BSN, RN, CCRN
Ashley Giddinge, BSN, RN, CCRN
Kristin Kinglocke, Med, BSN, RN, CCRN
Erin Lafferiere, MSN, RN, CCRN
Anthony Marinello, MSN, RN, CNL
Jennifer McGowan, MSN, RN, PCCN
Amy Morin, BSN, RN, CCRN
Esther Ngigi, BSN, RN, CCRN
Alissa Patel, BSN, RN, CCRN
Chelsea Perciballi, BSN, RN, CCRN
Lauren Powers, BSN, RN, PCCN, CCRN
Kaitlyn Rutigliano, BSN, RN, CCRN
Kathleen Uzdhanovitch, RN, CCRN

INTERMEDIATE CARE UNIT

Kristine Golluh, BSN, RN, PCCN
Alisha Tran, BSN, RN, PCCN

INTERVENTIONAL RADIOLOGY

Elizabeth Arseneault, BSN, RN, PCCN, CRN
Kate Bettencourt, BSN, RN, CCRN
Randall Bomba, RN, PCCN
Nancy Kendall, BSN, RN, CRN
Ira Lanik, RN, CRN, VA-BC
Kathleen Morrison, RN, CRN
Terri Swanson, BSN, RN, CEN

LABOR AND DELIVERY

Sarah Ahern, RN, C-EFM
Barbara Carlson-Kinuthia, RN, IBCLC
Augusta Chieh-Rodriguez, BSN, RN, C-EFM, CCCE
Laurabeth Cino, BSN, RN, CCE, C-EFM
Jennafer Costa, BSN, RN, CCE
Traci Finn, BSN, RNC-OB
Sarah Kaplan, BSN, RNC-OB
Leanne Pina, BSN, RN, RNC-OB, C-EFM
Amanda Rondeau, BSN, RNC-OB, C-EFM
Caitlin Smith, BSN, RN, C-EFM
Sarah Thibodeau, BSN, BA, RN, RNC-OB, C-EFM
Paola Torres Londono, BSN, RN, RNC-OB

LACTATION

Doreen Gallant, BSN, RN, IBCLC, CCE
Kathleen McCarthy, RN, IBCLC
Laurie Perras, RN, IBCLC, CCE
Susan Santos, RN, IBCLC, CCE
Kathleen McCarthy, RN, IBCLC
Laurie Perras, RN, IBCLC, CCE
Susan Santos, RN, IBCLC, CCE

M3

Susan Bowker, RN, ONC, RSCN
Janet Carver, BSN, RN, ONC
Pamela Desilets, BSN, RN, ONC
Alyson Hewitt, BSN, RN-BC
Kathleen Lane, BSN, RN-BC, ONC
Linda McLellan, RN-BC, ONC
Kelley Tierney, RN, ONC

MEDICAL DAY CARE CENTER

Tanya Couto, MSN, RN, FNP-BC
Donna Dailey, RN-BC
Theresa Nicholas, BSN, RN, CRNI

MOTHER/INFANT UNIT

Anne Annis, RN, IBCLC
Garda Burgwinkel, BSN, RNC
Carol Femia, MSN, RNC, IBCLC
Donna Fosse, BSN, RNC
Debora Harvey, RNC
Lindsay Kantargis, BSN, RNC-MNN
Susan Kelleher, BSN, RNC
Monica Morancy, BSN, RNC, CNE
Erin Weillbrenner, BSN, RNC-MNN

MS2

Kristi Davis, BSN, RN, CCRN
Megan Frost, BSN, RN, CMSRN
Kris Vander Platt, BSN, RN-BC

NURSING ADMINISTRATION

Dina Gilligan, BSN, RN-BC
Kelly Ricard, BSN, RN, CEN
Melanie Rodriguez, BSN, RN, CEN

OCCUPATIONAL HEALTH

Kimberly Belanger, BSN, RN, ONC
Alison Faulhaber, BSN, RN, CEAS
Christine Sok, MSN, RN, CNP

ONCOLOGY CARE UNIT

Kristen Andersen-Busse, BSN, RN-BC
Hilary Childs, BSN, RN, OCN
Jilijan Ostberg, BSN, RN-BC
Rachel Theodule, BSN, RN, PCCN

OPERATING ROOM

Melissa Boyd, RN, CNOR
Nancy Dalpe, BSN, RN, CNOR, CBN
Paula Gouveia, RN, CWOCN
Michelle Houle, BSN, RN, RNFA, CNOR
Maureen Houston Dow, BSN, RN, RNFA, CNOR
Stefanie Karpinski, BSN, RN, CNOR
Eunhee Paik, BSN, RN, CNOR
Kristen Phelan, RN, CNOR
Kelly Rocha, BSN, RN, CNOR
Amy Sunderland, BSN, RN, CNOR
Lisa Szuksta, MSN, RN, CNOR, ARRT
Robert Williams, BSN, RN, PCCN, CEN

PALLIATIVE CARE

Virginia Doherty, MSN, RN, ANP-BC, ACPHN

PEDIATRICS

Bobbi Brower, BSN, RN, CPN
Dawn Christian, BSN, RN, CPN
Linda Corfield, BSN, RN, CPN
Lee Ann Dillon, BSN, RN, CPN
Amy Foote, RN, CPN
Alyssa Lurie, BSN, RN, PN-CB
Michelle Marvin, RN, CPN
Courtney Orelup-Fitzgerald, MSN, RN, CPN
Kimberley Robinson, BSN, RN, CPN
Kristen Sparks, BSN, RN, CPN

POST-ANESTHESIA CARE UNIT

Sandra Flynn, RN, PCCN
Derek Ilg, BSN, RN, CCRN, CPAN
Katelyn McKenna, BSN, RN, CCRN
Melissa Paquette, BSN, RN, CPAN
Eric Peterson, RN, PCCN
Janet Walters, BSN, RN, CCRN
Amy Yanush, BSN, RN, PICC

PROGRESSIVE CARE UNIT

Kim Basteck, RN, PCCN
Kassandra Christiansen, BSN, RN, PCCN
Christina Ducharme, MSN, RN, CMSRN
Colleen Harsh, BSN, RN, PCCN
Lan He, BSN, RN-BC
Carol Karahatos, BSN, RN-BC
Aingeal Kelly, BSN, RN, PCCN
Laurie Kinsella, RN, PCCN
Adriana Lazo-Brito, BSN, RN, ONCC
Cassandra Van Der Hyde, BSN, RN, PCCN

REGULATORY COMPLIANCE

Deborah Bryan-Ducharme, MSN, RN, CEN, CPEN
Deborah Chaulk, MSN, RN, CIC, CPHQ
Cynthia Crowe, BSN, RN, CPHQ
Shivani Dave, BSN, RN, CIC
Kristina Rivera, MSN, RN, CMSRN
Denise Selfridge, RN, CPHQ
Ashley Terranova, BSN, RN, PCCN, CMSRN

REILLY 4

Melissa Doherty, BSN, RN-BC, WCC
Julia Golden, BSN, RN-BC
Brittany Kennelly, BSN, RN-BC
Patty O'Malley, BSN, RN-BC
Vanita Patel, BSN, RN-BC
Nancy Renaud, BSN, RN-BC

SPECIAL CARE NURSERY

Lorraine Kochanowski, RNC-LRN, IBCLC
Amy McCabe, BSN, RN-C, CBE
Kristine Naughton Chapman, BSN, RNC
Anna Lee Taylor-Cassidy, RNC
Mary Jean Umbarger, BSN, RNC-LRN

SURGERY CENTER

Cynthia Fisher, BSN, RN, CAPA
Deanna Hohmann, MSN, BS, RN, CPAN, FNP-BC
Kristen Kellett, BSN, RN, CNOR
Kathleen Laramie, BSN, RN, CPN
Maureen Sullivan, RN, CPAN

SURGICAL DAY CARE

Mary Carroll, RN, CNOR, CAPA
Kimberly Kelleher, BSN, RN, PCCN
Paula Larocque, RN, CPAN
Lisa Shick, BSN, RN, CCRN
Julie Woods, BSN, RN-BC

URGENT CARE

Tara Cronin, RN, SANE
Kerri Iannacci, BSN, RN-BC
Kara Sherman, BSN, RN-BC

VASCULAR ACCESS TEAM

Janine Burnett, RN, VA-BC
Cherylanne Perry, RN, VA-BC

WOMAN'S SERVICES

Kathryn Mahoney, MS, RN, CCM

WOUND CARE

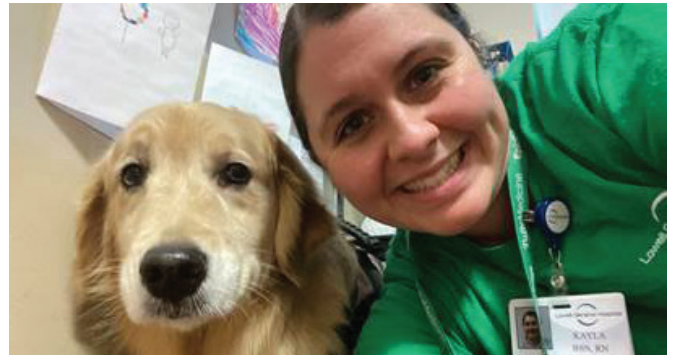
Bonnie Boie, RN, CWON, CWCN
Laura Kelly, BSN, RN, CWON, COCN, CWON

April 2022

Technological advances

The combined efforts from Lowell General, MelroseWakefield Healthcare, and Tufts Medical Center to launch a single electronic medical record successfully materialized April 2, 2022 with the implementation of Epic. The implementation of a single electronic medical record across our entire system solidified our ability to deliver frictionless care and elevate our patient and care team experience.

We also launched multiple platforms alongside our Epic go live to better serve our patients. TigerConnect Texting and Alerting launched as a way to seamlessly connect staff and providers via mobile technology. Keriton, a new automated feeding management solution, is now being utilized in our Special Care Nursery, Maternity, and Pediatric areas to improve infant safety while optimizing staff resources.



May 2022

Lowell General celebrates 2022 Nurses Week

Lowell General Hospital celebrated Nurses Week with events happening May 9 through May 13. This special week, dedicated to showing gratitude for our team, included a Nursing Grand Rounds dinner at Lenzi's in Dracut, department celebrations to recognize nursing staff for the work they do each day, and the popular goodie cart that traveled to teams at all locations. Night staff at both the main and Saints campuses enjoyed a breakfast, and we celebrated our first DAISY Day as we kicked off the DAISY Award® recognition program. We also shared birthday cake in honor of Florence Nightingale's birthday, and gathered for our 9th Annual Nursing Excellence Awards night at the Vesper Country Club in Tyngsborough to honor our Nursing Excellence Award winners.



Nursing Excellence Awards

We honor those who exemplify the unwavering commitment to patient care that is a hallmark of the nursing profession. Congratulations to all of our 2022 Nursing Excellence Award winners!

Front row, left to right:

- Jennifer Meehan, RN — Infection Prevention; Excellence in Evidence-Based Practice
- Laura dos Santos, RN — Endoscopy; Excellence in Community Involvement
- Tiffany Kopanski, RN — Emergency Department; Excellence in Nursing Mentorship
- Amanda McLaughlin, RN — Surgical Day Care; Excellence in a Commitment to Direct Patient Care
- Beth Mody, RN — Medical Oncology; Excellence in Quality Caring
- Jessica Lynch, RN — Nursing Informatics; Excellence in the Use of EMR Technology

Back row, left to right:

- Melissa Paquette, RN — Post-Anesthesia Care Unit; Excellence in Continued Professional Development
- Nancy Renaud, RN — Reilly 4; Excellence in Nursing Mentorship
- Eric Friedrich, RN — Nursing Informatics; Excellence in Professional Nursing Image
- Erin Weir, RN — Post-Anesthesia Care Unit; Excellence in a Commitment to Direct Patient Care
- Lee Rogers, RN — Nursing Informatics; Florence Nightingale Award
- Nancy Clifford, RN — Endoscopy; Excellence in Professional Practice

Not pictured:

- Kayleigh Farrell, RN — Emergency Department; Excellence in Nursing Quality





Outstanding Team Award

MS2

The award is presented to a nursing unit that characterizes the true meaning of collaboration, professionalism and dedication to working together to improve patient care. They exemplify the true meaning of teamwork beyond the walls of their unit by interacting with multiple departments and are always willing to go above and beyond for patients and each other.



Florence Nightingale Award

Lee Rogers, RN

Nursing Informatics

This award is presented to one nurse each year who emulates the enduring symbol of Florence Nightingale represents the mission, hopes and expectations of the nursing profession to its members and to the world at large.

Announcing the DAISY Award® for extraordinary nurses

Our Nursing Retention and Recognition Council is always looking for ways to support meaningful recognition for our nurses. They thoughtfully researched the DAISY Foundation™, and worked to partner with the foundation in order to bring this amazing acknowledgement to our organization. This award provides one more way for our nurses to be recognized for the incredible work they are doing each and every day for our community.

The DAISY Award® was established by The DAISY Foundation in Memory of J. Patrick Barnes who died at the early age of 33 of ITP, an auto-immune disease. The Barnes Family was awestruck by the clinical skills, caring and compassion of the nurses who cared for Patrick, so they created this international award to say thank you to nurses everywhere.

The DAISY Foundation partners with healthcare organizations to provide ongoing recognition of the clinical skill and compassion nurses provide



to patients and families through the DAISY Award. Nurses can be nominated by anyone in the organization, including patients, family members, staff, and physicians.

On May 11, 2022, Lowell General held our inaugural DAISY Day. Flyers with information about the program and the nomination process were distributed on patient units, key clinical departments, and the main entrances of each campus. The new program was launched with the support our friends at MEC Electrical, led by William and Deborah Lemos. The team at MEC helped us kick off this program by providing dozens of bouquets of daisies to nursing staff around the hospital.

June 2022

Lowell General Hospital's first DAISY Award® winner is celebrated

In May 2022, Lowell General Hospital partnered with the DAISY Foundation to bring a meaningful way for anyone in our community to publicly recognize our nurses. In June 2022, our very first winner was selected – Bonnie Boie, RN from the Ostomy Clinic.

During a surprise celebration for Bonnie, the patient who submitted Bonnie's DAISY Award nomination read the nomination. Lowell General's CNE Cece Lynch publicly presented Bonnie with her award along with other items to celebrate this incredible recognition.

"I had an emergency surgery in September and woke up with not only an incision, but an ileostomy. I was not mentally or physically prepared for either.

In the hospital I heard I was going to meet the ostomy nurse. Bonnie came in and instantly made me feel better about all the new changes going on with my body.

She helped me learn how to change my ostomy bag and was so patient while she taught me (and



my mother who was helping with my recovery) and she never made me feel like I couldn't do it. She encouraged us every step of the way with positive words and always made sure we understood everything.

All the nurses and aides told me she was amazing and I would love her. Lowell General Hospital is lucky to have a nurse like Bonnie. She really is one of a kind.

Honestly, I am lucky to have been one of her patients. Her kindness will stay with me forever. I am eternally grateful that Bonnie was my nurse. The world needs more Bonnies in it."

Magnet carnival launches #SoarToFour campaign

Our Magnet® Champions hosted an all employee Magnet Carnival to kick off our #SoarToFour Campaign on June 8, 2022 at the main campus and September 29 at the Saints campus.



As our Lowell General team works toward our 4th Magnet recognition, this event provided a day to officially kick off the next part of our journey to excellence. There were carnival games, food and refreshments, music, raffle prizes and a photo booth. Attendees also visited with all of our Shared Governance Councils that were represented to learn about each council and what work they do in our shared governance structure.



August 2022

Simulation lab enhances nursing professional development

In August 2022, we opened a simulation lab to further enhance ongoing continuous nursing professional development. The education is geared toward the wide spectrum of nurses with varying experience, from new graduates to highly experienced nurses. Simulation challenges nurses to collaborate, promotes critical thinking, and allows for practicing and perfecting techniques through real-time experiences. The simulation lab is set up in an ICU patient room on the Saints campus and utilizes tools and equipment that are in use throughout the hospital.

Nurses have been able to come together in a safe environment where they are able to bridge the gap between learned knowledge and actual patient care. Our hi-fidelity Nursing Anne simulator offers safe and realistic practice from basic assessments and critical thinking to advanced interventions. This simulator can be used as a highly realistic patient simulator as well as a skills trainer. This hands-on practice in real-time allows nurses to build confidence in a multitude of situations which further enhance real patient-nurse interactions. Our goal for 2023 is to add simulation lab educational sessions, not only for our nurses, but to expand it to all disciplines of our patient care staff.



September 2022

Strategic planning retreat

Our Patient Care Services team met in September at the Vesper Country Club for our annual strategic planning retreat. This year was significant for our team, since we had not met in person since 2019 due to the pandemic, and we hosted close to 100 members of our team at the event!

During the retreat, facilitated by our Leadership and Learning Institute, we had a primary focus on our people pillar. At Lowell General, we believe

that our people are our strongest asset, and ensuring we support teamwork and positive relationships not only helps us to be a better team, but it also supports better care, experience, and ultimately improved outcomes for our patients. The positive energy and enthusiasm at the retreat was palpable, and set us forward on a path to ensure we are able to support positive outcomes to initiatives on our continued journey to excellence.

October 2022

Fall Wall of Excellence honors Patient Care Services team

Our fall Wall of Excellence unveiling celebrated nine honorees at the main and Saints campuses on October 26, 2022. Hosted by the Nursing Retention and Recognition Council, staff gathered to celebrate our Patient Care Services team and congratulate the Wall of Excellence recipients.

The Wall of Excellence is a public display of recognition for Lowell General Hospital's Patient Care Division, including nurses, aides and techs, secretaries, physical therapists, occupational therapists, social workers, respiratory therapists and medical assistants. This wall is a proven testimonial to the outstanding dedication of our Patient Care team, their commitment to the hospital's Standards of Performance and the high-quality care they provide our patients each and every day.

Congratulations to the 2022 Wall of Excellence recipients

- Kristina Alikonis, RN - Interventional Radiology
- Carole Beals, RN - Cancer Center
- Melissa Craig, RN - ICU
- James Gaudette, OR Tech - Operating Room
- Alyssa Gendreau, RN - D4



- Erin Gobbi, RN - Labor and Delivery
- Emily Lemire, LISCW - Cancer Center
- Saroeung (Sara) Long, RDCS (AE) - Cardiology
- Marie Patenaude, RN - Surgical Services

Accomplishments

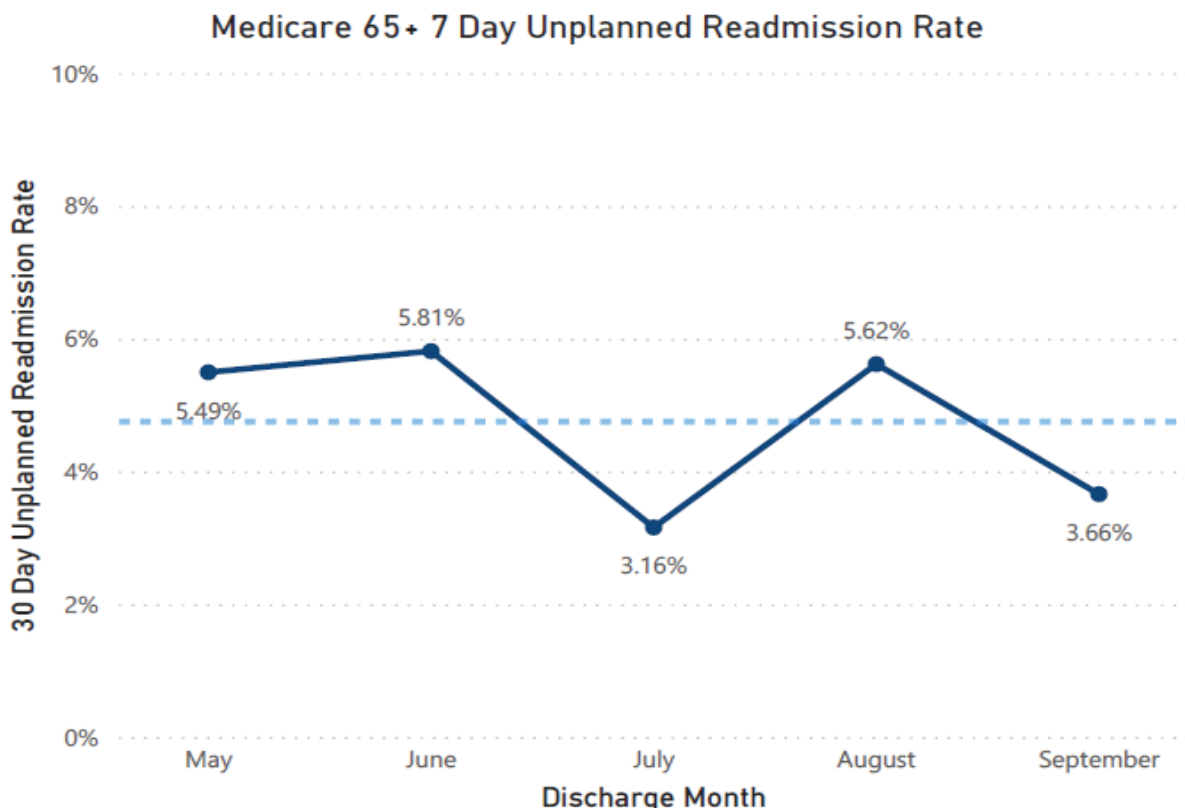
MS2 and D4 work to reduce hospital readmission rates

The LACE-rt pilot program was initiated in 2021 on nursing unit MS2, running from July to September. The pilot used the LACE scoring tool to identify patients who are deemed high-risk for hospital readmission. Patients who received a high score triggered a robust discharge plan for a multidisciplinary approach involving nursing, case management, providers, pharmacy, palliative care and visiting nurses. Each discipline played a vital role in making sure that patients are discharged safely and have all the necessary services arranged for them to be successful after discharge from the hospital.

In 2022, our organization transitioned to Epic, and a readmission risk score is now automatically calculated in Epic to identify those patients who are most at risk for readmission. This year, D4 continued the previous work done on MS2 in order to target specific patient populations and reduce readmissions.

One population of patients that lands in the high-risk category are those with a diagnosis of heart failure. If a patient who is admitted with a diagnosis of heart failure and is identified as needing services on discharge, a Care at Home liaison will be involved in the patient's case at the time of admission. This ensures that the connection will have been established prior to discharge. Palliative care providers consult with high-risk patients and will see and evaluate appropriate patients early on during admission. Additionally, high-risk patients are discussed during the unit's daily interdisciplinary rounding so everyone is updated on the patient's progress and plan of care. Some modifications from the initial LACE-rt program were made to tailor a bigger and fast-paced unit like D4.

The graph below displays the seven-day readmission rates for Medicare patients 65+ from May 2022 through September 2022. This data represents discharges from Lowell General Hospital D4 department and readmissions to any Tufts Medicine acute care hospital.



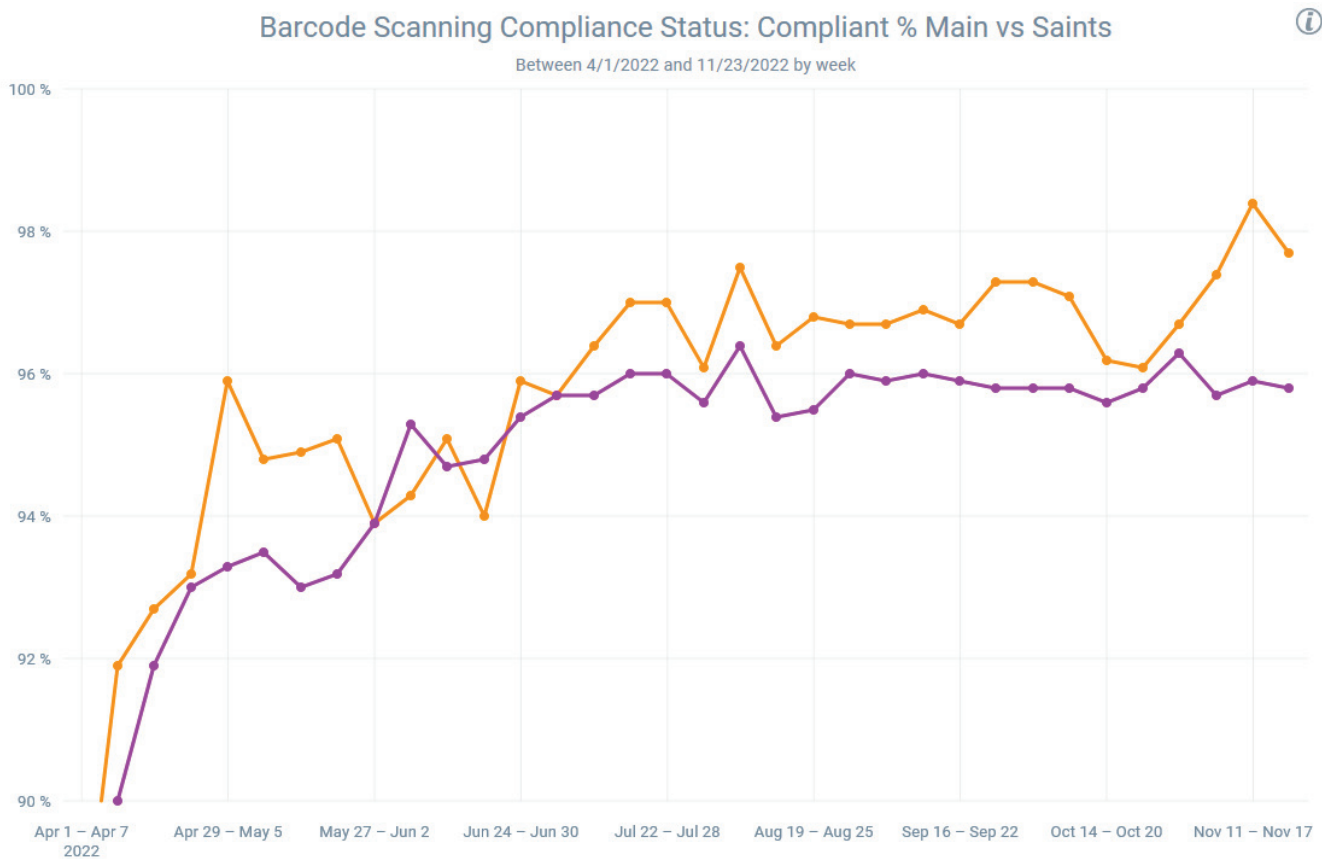
Barcode medication scanning improvements

In the United States, medication errors result in an estimated 1.5 million adverse drug events each year and the typical hospitalized patient is exposed to at least one medication error daily. These mistakes contribute to an estimated 7,000 deaths annually.

At Lowell General Hospital, we firmly believe that all of our patients deserve the safest medication care from our teams. We set goals to assure that we provide our teams with the tools and technology they need to efficiently and effectively administer medication to our patients and that our patients will not experience harm or medication errors at the point of medication administration.

This work is consistent with our hospital's pledge to achieve Zero Harm. As we transitioned our electronic medical record to Epic in the spring, we have been able to get real-time data to help us drive improvements in barcode medication scanning. Since our Epic go live, we have been able to increase our medication scanning rates to 96% or higher.

The graph below depicts medication scanning compliance rates immediately following Epic go live. Epic offers real-time data reports that allow for immediate improvements when needed.



Lowell General partners with AngelEye Health to connect Special Care Nursery babies and families

On June 1, 2022, Lowell General Hospital went live with a new state-of-the-art camera system in the Special Care Nursery (SCN). The new system from AngelEye Health brings secure, HIPAA-compliant live-streaming patient video to families to help support bonding when they cannot be at the hospital. Parents and other family members can log on through a secure network with a personal password to have virtual real-time observation of their newborn. This allows families to see their baby at any time on their phone, computer or tablet.

In addition to the live-stream video, the system also has one-way patient updates that allow care teams to share patient status updates and memorable moments with real-time texts, pictures, and recorded videos. Parents are able to view their baby's progress, which will help enhance communication between the healthcare providers and families.



Also, a customizable parent education portal provides essential education and monitors parents' progress on their infant's path to discharge. These solutions support care team workflows and give families a view into the treatment plan and progress their baby is making from any connected device.



Lowell General Hospital earns echocardiography reaccreditation by IAC

Lowell General Hospital's main and Saints campuses along with Merrimack Valley Cardiology, located in North Chelmsford, have been granted a three-year term of accreditation by the Intersocietal Accreditation Commission (IAC) in the area of Adult Transthoracic Echocardiography. This is the team's fourth designation.

The accreditation demonstrates the facilities' ongoing commitment to providing quality patient care in echocardiography. The Cardiologists and the Cardiac Sonographers have undergone an intensive application and review process and are found to be in compliance with the published standards, thus demonstrating a commitment to quality patient care in echocardiography.

IAC accreditation is a seal of approval that patients can rely on as an indicator of consistent quality care and a dedication to continuous improvement.



Wellness and resilience

At Lowell General, we have an active Wellness and Resilience Committee with representation from nursing and spiritual care, as well as providers and leaders across the organization. Many of our wellness initiatives have come from this committee and have had a positive impact on our nursing team, such as:

- Implemented Zen dens in various areas throughout the organization to allow staff rest and relaxation opportunities during a clinical shift
- Offered Reiki therapy to staff
- Provided snack and hydration stations for nursing clinical areas to ensure staff have access to nutritious snacks when needed
- Invited support animals (miniature horses and dogs) to come to the hospital for regular visits with staff during their work day.



Some selected 2022 Patient Care Services successes

Professional Practice

- Rolled out DAISY Award® program, with monthly award recipients.
- Improved New Grad Residency Program RN retention rates to be above 80% at the two-year mark; expanded the program to three cohorts in 2022.
- Launched simulation lab with educational offerings to nursing staff.
- Developed educational plan to transition D3 to a mixed acuity level of care unit

Heart and Vascular Center

- Implemented digital transformation with upgrades to GE, Philips (ECG, Stress, Nuclear) and change over to Epic.
- Upgraded all cardiology/cath lab platforms and combined Merrimack Valley Cardiology practice to the same hospital platforms.
- Increased engagement scores by 3% through focused effort on team building, communication, recognition and elbow resources.

Surgical Services

- Aligned with the Massachusetts Hospital Association to make significant strides towards achieving a smoke-free Operating Room; our team has been a role model across the state.
- Designed and implemented a clinical ladder program for our Sterile Processing Department, which saw an increase in positive outcomes including recruitment, retention, productivity and quality.
- Re-designed services with the opening of a new surgery center and managed elective shut downs in partnership with surgeons

Inpatient Services

- Improved medication scanning rates to be consistently over 96% through a major multidisciplinary project.
- Implemented full Operations Center (space, processes, technology).
- Expanded capacity of M3, going from 24 to 30 patients.
- Redistributed D3's continuous pulse oximetry devices to support pediatric surge. Increased existing continuous pulse oximetry device availability on M3 to further support caring for patients that require continuous pulse oximetry.
- Re-opened Short Stay Unit
- Expanded D3 to include telemetry beds in patient rooms to support the need for additional beds.
- Developed new, experienced RN hiring process, intern program, and weekend track.
- Offered wellness Zen dens, snack and hydration stations, support animals, and Reiki to staff.

Continuity of Care

- Created Readmission Prevention and Reduction Program, which encompassed:
 - Established a committee, piloted MS2 program, developed navigator roles, and aligned with PHO Care Management to provide post-discharge care and prevent readmissions or returns to ED.
 - Created ED Diversion Program with Care at Home so high-risk patients are guaranteed a next day visit by visiting nurses even after hours when the referral office is closed.
- Enhanced employee engagement and satisfaction through redesigned staffing and scheduling model that provided flexibility of time, days, hours, weekend time off, and mental health days.

Emergency Services

- Opened Sullivan 1 secure holding area for behavioral health patients.
- Created specialized interdisciplinary behavioral health team, including behavioral health nurses, psychiatric nurse practitioners, psychiatrists and social workers.
- Developed new Behavioral Health Crisis team to support crisis screening go live in January 2023.
- Enhanced Inbound Coordinator role to assist with coordination of ambulance booking and Mobile Integrated Health visits.
- Initiated and optimized Emergency Department observation admissions.
- The ED Charge Quality Specialist RNs oversee and post charges for all emergency department patients in the Tufts Medicine system, including Lowell General, MelroseWakefield, and Tufts Medical Center. This team worked very closely to build out the Facility Charge Calculator in the new Epic medical record and was solely responsible for testing and optimizing the system to ensure both improved quality of documentation and capture of all possible charges.
- Resumed Bicycle Safety Rodeo in August 2022 and gave away over 100 bicycle helmets to community members.

Maternal Child Health

- Partnered with AngelEye Health to connect Special Care Nursery babies and families with go in June 2022. This system brings HIPPA-compliant live-streaming patient video to families in order to support bonding when families cannot be at the hospital.
- Accepted adult patients on our Pediatric Unit meeting specific admission criteria in February 2022 and averaged approximately 40 adults per month.
- Formed new Maternal Child Health leadership team.

Nursing Informatics

- Converted to Epic electronic medical record in April 2022.
- Engaged with departments to:
 - Outline and design workflows,
 - Schedule nearly 5,000 people for training, set up the training center and rooms, move into temporary offices to ensure things ran smoothly,
 - Assist in working through conversion prep, data abstraction, and appointment transition,
 - Answer multiple emergent build and pre-go live calls and escalations.

Cancer Center

- Implemented electronic chemotherapy orders through Epic.
- Advanced benign hematology clinic to reach more patients with access.
- Returned to in-person TeamWalk for CancerCare event and third-party fundraising events.



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