

Annual Report 2023-2024

Letter from the CNO:



As we reflect on the past two years in this report, I am filled with immense pride and gratitude for the incredible work and dedication displayed by our nursing staff at Maine Medical Center. Despite facing numerous challenges, the unwavering commitment to our patients has remained steadfast, ensuring the highest standards of patient care and safety.

In the face of the ongoing staffing shortages and a consistently high census, our nursing team has demonstrated exceptional strength, compassion, and adaptability. They have gone above and beyond to provide compassionate care to our patients, often acting as their primary source of comfort and support during times of uncertainty and distress. Their dedication to fundamental nursing principles, such as patient advocacy, holistic care, and evidence-based practice, has truly made a difference in the lives of those we serve.

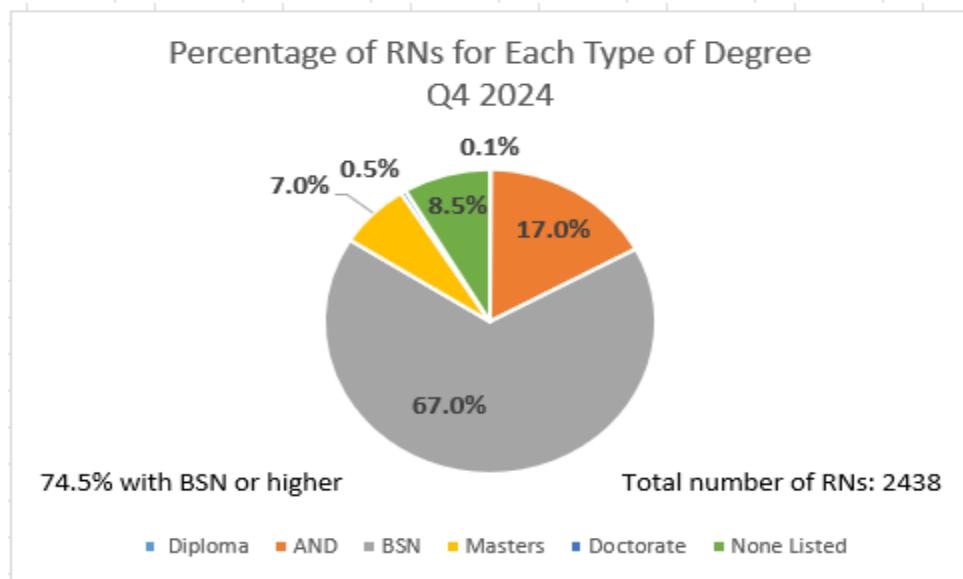
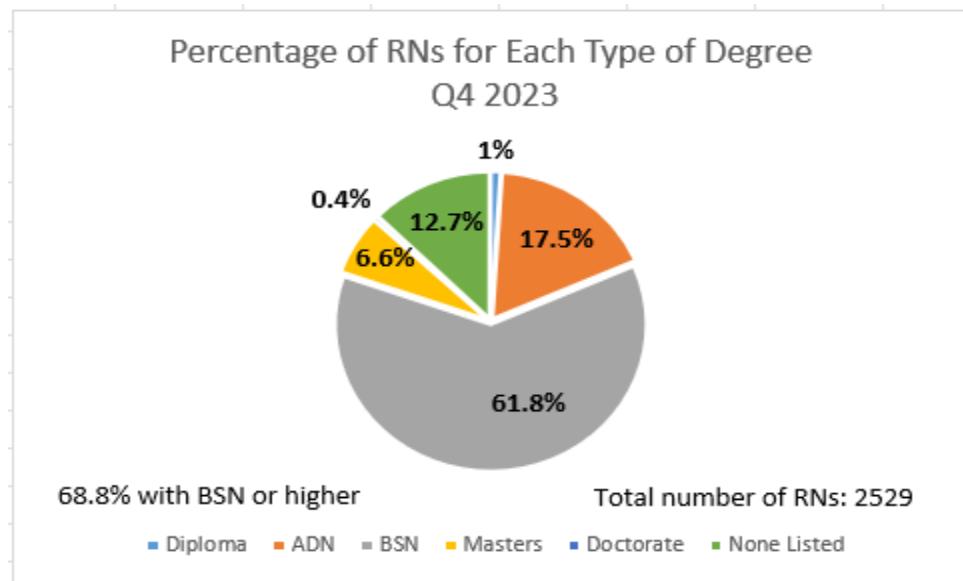
As we move forward into the coming year, I am confident that our nursing team will continue to uphold the principles of fundamental nursing care that are at the heart of our practice. Together, we will continue to prioritize the well-being and safety of our patients, providing them with the highest quality of care possible.

I want to take this opportunity to express my deepest gratitude to every member of our nursing team for your dedication, compassion, and unwavering commitment to excellence. Your hard work and dedication do not go unnoticed, and I am truly honored to work alongside such an exceptional group of professionals.

Thank you for all that you do, and I look forward to another year of continued success and achievements.

Nursing at Maine Medical Center

Percentage of Maine Medical Center nurses with the following qualifications:



Nursing Vision: Transforming **NURSING** by focusing on **what matters**.

Nursing Mission: Advancing care for our community by demonstrating excellence in Nursing practice, inspiring and educating care teams, and researching new and innovative ways to provide care.

Values: Patient Centered, Excellence, Respect, Ownership, Integrity, and Innovation

Professional Practice Model: The MMC professional practice model is in line with our philosophy of providing Fundamentals of Care.

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

As professionals, we practice in partnership with the patient, family, physician, and other healthcare providers to deliver quality patient care across the continuum. Our goal is to realize and surpass excellence in nursing practice and patient care. Integral to this goal is the provision of education for patients, their families, and our teams, which facilitates the very best in healthcare decision-making and healing. This approach fosters understanding, emotional health, engagement, quality care, and so much more. Never have these attributes been more important in nursing than today as we face workforce shortages with increased acuity levels and patient volumes.

Through Evidence-Based Practice and outcome evaluation, we promote critical thinking and the expansion of nursing knowledge and expertise. To achieve excellence in practice, we commit to personal and professional development in a dynamic learning environment.



Practice Excellence	Shared Governance	Care Delivery
<ul style="list-style-type: none">• Academic Partnerships• Advancement• Clinical Transformation• Community• Evidence-based Practice• Nursing Education• Peer Review• Performance Improvement• Professional Development• Quality• Recognition• Relationships• Research• Safe Patient & Family Centered Care• Transformational Leadership	<ul style="list-style-type: none">• Clinical Nurse Advancement Council• Interprofessional Quality Council• Interprofessional Research & Innovations Council• Nursing Education Council• Nursing Informatics Advisory Council• Nursing Practice Council• Nursing Professional Excellence Council• Organizational Decision-Making Groups• Service Line & Organizational Committees• Unit-Based Councils	<ul style="list-style-type: none">• Care Transitions across the Continuum• Collaborative Practice• Fundamentals of Care Framework<ul style="list-style-type: none">◦ Relationship◦ Integration of Care◦ Context of Care• Independent Nursing Practice• Service Lines• Specialty Teams

4th Magnet Designation: MMC Magnet Journey



MMC is proud to have walked the stage at the 2023 ANCC Magnet Conference to celebrate its fourth designation as a Magnet facility. MMC is one of 597 designated ANCC Magnet organizations, approximately less than 2% of which have achieved four consecutive designations. Over 20 RNs from MMC and MaineHealth were able to attend this outstanding national conference.

At the Magnet conference, Amy Stafford, MS, RN, CNS, and Tricia Foley, BSN, RN, CWOCN were accepted for a podium presentation titled "**Say Cheese! Innovation Captures Pressure Injury Rates.**" Their project on serial photography and the use of an EPIC rounding report have been employed to alert nurse specialists to high-risk patients while improving efficiency in rounding and pressure injury (PI) rates in critical care.

A root-cause analysis performed for a reportable PI identified the need for closer monitoring and additional education and mentorship for staff nurses in skin assessment to implement reduction strategies in a timely fashion. iPhones with the ROVER® application were deployed to the critical care units, and staff nurses were asked to photograph high-risk areas on all patients upon admission and twice weekly. The CWOCN and CNS review these photos and utilize an EPIC rounding report, built by the IT team, to capture the following PI risk factors: Braden scale, orthotic/brace, presence of PI, skin discoloration, hemodialysis, and length of stay.

Since implementing this innovative process improvement plan, sacral/coccyx PI numbers have decreased from 2.7% (8/299) in 2021 to 1.2% (3/257) year-to-date in 2022, demonstrating an improvement in patient safety and quality of care. As a result of utilizing the Rover® device and EPIC report, PI numbers have reduced significantly along with rounding time. Additionally, staff engagement, education, and mentorship have increased through collaboration among the CNS/CWOCN team.

Leadership and Organization Alignment

Improving Patient Care by Implementing the NO HARM INDEX

In 2023, the No Harm Index (NHI) weekly reviews were implemented by the Southern Region Quality team as an opportunity to analyze events systematically to determine root causes so action can be taken. Completing a review with key interprofessional stakeholders helps to identify organizational system issues that can be addressed. The events reviewed during the weekly scheduled meetings include nurse-sensitive indicators such as non-sentinel falls with moderate and major injury, catheter associated urinary tract infections (CAUTI), and central line associated bloodstream infections (CLABSI). When an incident occurs, it is important to understand the details surrounding the event and the processes that may need to be improved to prevent further injuries.

The NHI review process utilizes the 5 Whys method to explore the cause and effect of the problem to identify process measure gaps. By asking "why" about a process failure five times,

the root cause can be exposed, which can then be explored to determine effective solutions to the problem. Once identified, action plans with measurable outcomes are implemented, monitored, and tracked at the unit level and reported to senior leaders. When the review is completed, sharing findings with clinical staff throughout the organization is part of the MaineHealth Culture of Safety.

Advocacy and Influence:

Leading Change, Fundamentals of Care Journey Continues

Nurses at Maine Medical Center are renowned for their exceptional patient-centered care, marked by specialization, technical prowess, research focus, and ongoing innovation. Their ability to forge strong bonds with patients and families is a cornerstone of their success, alongside their commitment to meeting essential needs.

Dr. Devin Carr, CNO, not only emphasizes the continual improvement of nursing care in our communities but also played a pivotal role in establishing Maine Medical Center as a founding partner with the International Learning Collaborative (ILC). This partnership has brought new and innovative ideas and projects using the Fundamentals of Care (FoC) Framework as guiding principles.

The FoC Framework emphasizes the significance of fundamental nursing care in achieving optimal patient outcomes. This framework, comprising relationship building, care integration, and contextual understanding, guides clinicians, educators, and researchers. By prioritizing fundamental care, we elevate clinical outcomes, patient experiences, and team collaboration.

The FoC Framework underscores the interconnectedness of psychosocial, physical, and relational aspects in patient care. Building trust and meaningful relationships from the outset enables patient-centered care alignment with individual health goals and preferences. This approach fosters shared decision-making and therapeutic presence, enriching the patient-nurse relationship.

Maine Medical Center Hosts the 2023 International Learning Collaborative Conference and Leadership Development Program

In June of 2023, Maine Medical Center was honored to host the International Learning Collaborative (ILC) Conference and Leadership Development Program. It was the first time this conference has convened in the United States, and we had the largest attendance of any ILC conference to date. The conference and leadership program hosted over 208 attendees from 13 different countries both in-person and virtually. MMC had a strong presence with over 80 attendees.

The conference provided an invaluable opportunity for our nursing community to come together, exchange knowledge, and learn from esteemed healthcare professionals from around the world, including keynote speeches by founding members of the ILC such as Professor Alison Kitson (Finders University, Australia), Dr. Lianne Jeffs (Sinai Health, Canada), and Professor Mette Grønkjær (Aalborg University Hospital, Denmark). Maine Medical Center was well-represented with several of our staff delivering podium and/or poster presentations. This included Melissa Vanmeter and Lynne Keller's poster entitled, "Connecting Fundamentals of Care Framework to Clinical Learning for Nursing Students" which won the first annual poster presentation award.

Following the two-day conference, over 30 attendees participated in the three-day leadership program. In keeping with the 2023 conference theme "Fundamental Care [R]Evolution: Galvanizing Local Efforts to Inspire Global Impact", participants focused on creating local action plans to promote effective delivery of fundamental care. Attendees learned from the experience of others and formed groups to brainstorm what types of initiatives would make an impact in their practice. These groups were paired with experienced mentors (international experts in the science of fundamental care) to help guide them in bringing their ideas to fruition. Project ideas from MMC staff include designing a tool for capacity and staffing, helping learners value fundamental care, building relationships with novice nurses through communication, and keeping patients vertical (upright and moving) to name a few. These project ideas represent innovative approaches to care that originate from front-line staff.

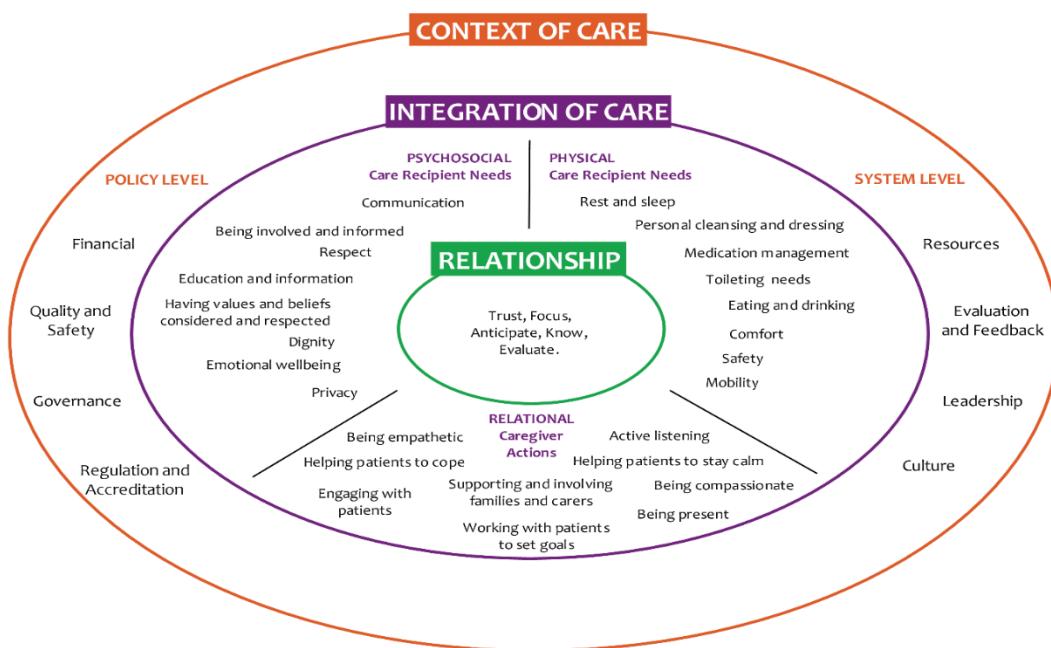


Image obtained from <https://ilccare.org/the-fundamentals-of-care-framework/>

Content within image derived from: 1) Kitson, A., Conroy, T., Kuluski, K., Locock, L., & Lyons, R. (2013). Reclaiming and Redefining the Fundamentals of Care: Nursing's Response to Meeting Patients' Basic Human Needs. School of Nursing, The University of Adelaide, Adelaide, South Australia. Available from: https://digital.library.adelaide.edu.au/dspace/bitstream/2440/75843/1/hdl_75843.pdf; and 2) Feo, R., Conroy, T., Jangland, E., Muntlin Athlin, Å., Brovall, M., Parr, J., Blomberg, K., & Kitson, A. (2017). Towards a standardised definition for fundamental care: A modified Delphi study. *Journal of Clinical Nursing*, 27, 2285-2299. doi: 10.1111/jocn.14247

Caring for our Community: Outreach for our vulnerable populations

MMC's Nursing Professional Excellence Council (NPEC) supports Healthy People 2030 by engaging in community outreach events. In August 2023, an event was held in collaboration with the Family Medicine Department. Led by Patricia Hegarty, RN, co-chair of the council, a team of MMC nurses met with Dr. Deborah Rothberg and decided to offer a health-screening clinic with providers in case any concerns arose. The providers from Preble Street Learning Collaborative graciously invited the group of nurses to Elena's Way, a 40-bed day shelter here in Portland that supports the needs of the clients using a holistic approach. They discussed healthcare screenings and referral processes for patients in need. With clinical nurses including Lisa Bailey RN, Marcia Bradford RN, Joanne Chapman RN, Michelle Conrad RN, Tricia Foley RN, Kristin Heanssler RN, Christine St. Amand RN, and our CNO, Dr. Devin Carr, the team completed blood pressure screenings and foot care for over 50% of the population at the shelter.

The nurses who attended this event all expressed gratitude for the opportunity, as well as an appreciation of what getting out into the community can do to support the health of the population coming through the doors of Maine Medical Center, as well as other members of our community. It was such an amazing experience to work with nurses representing diverse areas of expertise. We had a wound nurse, nurse educator, nurses from med-surg, cardiology, and nursing leadership present, all working together to provide therapeutic care for this vulnerable population.

The goal of this care is to meet individuals where they are at in their acceptance of wellness interventions while providing education and support to prevent worsening outcomes. The staff from Elena's Way and the Preble Street Learning Collaborative were extremely appreciative and made sure we knew that the clients shared their appreciation and enjoyment of our presence.

Below is an email we received from Elena's Way Assistant Director:

I just wanted to send a huge thank you to you and your crew! We absolutely loved having you here at Elena's Way, our clients, and staff both spoke highly of you folks. You turned our normal Wednesday into providing medical services to those who typically refuse care and did it with such a positive and compassionate energy! Even the clients that didn't receive services today benefited by seeing your face and compassion with their peers, hopefully this will lead them to feel more comfortable reaching out in the future. Please feel free to reach out to me directly if you would like to plan another event! Thanks again!

Empowerment

Increasing Certification, One Unit at a Time: R4 Nurses Increase Med-Surg Certification Rate

The nurses on R4 a Surgical Oncology Unit are a tight knit group. Each brings out the best in each other, especially when it comes to their own professional development. When preparing for the Magnet visit in 2022, the team realized their certification rate of med-surg nurses was low at 11%. At the time, the unit was relatively new, with several nurses with two to three years' experience. The team made a 2023 goal to increase the professional nursing certification rate on the unit. At the time, there were only four nurses certified. Many were novice nurses, without the required hours to sit for the certification exam. The purpose was to provide enough educational support so when nurses became eligible, they were ready to take the examination and achieve their med-surg certification.

During monthly retention and recruitment meetings, the team brainstormed ideas on how to increase the certification rate. These sessions led to the development of several study groups on the unit. Utilizing the same prep materials, study guides and tools, a competition between the groups began. There were weekly quizzes utilizing QR codes, posted around the unit. Each week, a "winner" was drawn from those who answered the questions correctly who received a small prize token along with unit bragging rights.

Since starting the project in 2023, eight additional nurses have passed their certification exam! Each new certified nurse is celebrated on the unit with a party and cake. There continues to be many open discussions about the certification process such as sharing tips and experiences from those who have recently passed the examination. Looking ahead to the future, one idea the unit is considering is to develop a certification app called "Pocket Prep Nursing".

In 2023, 12 out of 25 (48%) eligible RNs became certified, an increase from 11% in 2022.

Retaining staff: BEAN 5 Innovative Approach to Onboarding

Bean 5, an acute respiratory unit, has been working hard to recruit and retain new nurses. There have been many challenges on the unit due to complications and challenges stemming from the COVID outbreak. At the end of 2022, Bean 5 had a record-high turnover rate.

The education team, led by Clinical Nurse Educator (CNE), Meaghan Anderson, MSN, RN, CMSRN, and Clinical Nurse, Hannah Gajewski, BSN, RN, CMSRN, along with the Bean 5 Leadership team, put together a Bean 5 Bootcamp model to prepare nurses for this specialized unit. The team developed a framework where clinical nurses and the CNE work closely with new graduates to provide them time to get acclimated to the unit and to the nuts and bolts of how to be a nurse before sending them to the floor to work with their preceptors and begin caring for patients. Over a three-week timeframe, the new nurse's complete safe med passes, take classes on wound vacs, IV pumps, ostomy care, and much more. They also set up tools in

the electronic medical record that lead to efficiency and success, spend time with leadership, and in general get to spend time around the unit to promote settling into the culture and acclimating to the team. The protected time is designed to help these nurses' foster confidence in themselves and strengthen their clinical skills.

To assist in the onboarding and enculturation process, the team created a 14-week preceptor/orienteer workbook which each new RN received to help them absorb and remember skills learned; identify and reflect on what they should focus on; and just as importantly, reinforce what they were getting right. The focus is on finding meaning and joy in the workplace. The workbook has areas for preceptors to write real-time feedback to the orientees, so orientation is valuable each day and not just in their aggregate. Through the 14 weeks, they are oriented to med-surg and the IMC, including ventilator training. Orientation in each area is adjusted based on the orientee and preceptor input on progress.

In July 2023, nine new nurses started on the unit. Orienting all these nurses was a large undertaking, an all-hands-on-deck situation. Almost every nurse was a preceptor for a new graduate orientee. The boot camp provided the unit with an extra layer of safety as well because the program took some of the pressure off the preceptors to teach many of the more basic skills. It also gave them reassurance that the orientees were comfortable on the unit. In addition, the process gave the CNE time to get to know each new RN to make the best possible match to a preceptor. All nine of the new nurses are currently thriving on Bean 5 and through this process have created a camaraderie that is very special. The group made an awesome unofficial video giving advice to other new nurses that is shown to newly hired RNs just beginning their journey at MMC.

The workbook has been sought after by other units in the hospital and will eventually be shared once the preliminary analysis of the project has been completed. The multi-phase orientation has been adapted by other units as well. We are now in our 3rd cohort of boot camp and with each group there have been improvements made based on feedback from previous orientees and the Bean 5 nurse preceptors.

At the end of 2023, the turnover rate on the unit had decreased by over 20% since beginning the program.

Empowerment: Nursing Education and Professional Development 2023 Accomplishments

“Innovative” and “collaborative” are fitting descriptions for the collective and individual accomplishments of the Nursing Education and Professional Development department in 2023. The gifted educators took simulation to new heights, with many completing the Simulation Instructor Course. One example is the preparation for the new pediatric extracorporeal membrane oxygenation (ECMO) program – a scene from the ECMO activation simulation is seen below. This was presented at the Annual Extracorporeal Life Support Organization (ELSO)

conference in Seattle, WA, in September 2023 ("Using Healthcare Failure Modes and Effects Analysis and in-situ simulation to identify latent safety threats in a new pediatric ECMO program", Dani Bruno RN, Marissa Perry RN, Micheline Chipman RN, Claire Jara CCP, Jessica Zink PA, Michael Ferguson MBBS MTeach, Michael Zubrow MD).

Amanda Bennett, Nursing Professional Development Specialist, and coordinator of the MMC Nurse Residency Program serves as the co-lead faculty for the interprofessional sepsis simulation training and presented her work at the 2023 MaineHealth Costas Lambrew Research Retreat: Portland, Maine, "Interprofessional Simulation Improves Confidence in Detection and Management of Early Sepsis".

The educators have utilized various technologies to create "just-in-time" microlearning and interactive presentation activities to enhance learner engagement and replace more traditional paper-based or eLearn formats where appropriate. Gamification is increasingly being woven into learning activities to better engage learners and improve retention of knowledge and skills. Michael DeFrancisco, Clinical Nurse Educator for the Cardiothoracic ICU and R1, has been a leader in the development and implementation of escape rooms. He presented at the MMC Institute for Teaching Excellence (MITE) faculty development workshop on "Gamification in Medical Education." He and Amanda Bennett received IRB approval to conduct a two-arm comparison study on knowledge retention of nurse-sensitive quality indicators via escape rooms and traditional teaching methods for nursing education, with Victoria English, NPD Specialist, and Meaghan Anderson, Clinical Nurse Educator for Bean 5, serving as key personnel. The study is underway, with results pending in 2024. Marissa Perry, Clinical Nurse Educator for the Barbara Bush Children's Hospital Inpatient Unit and Pediatric ICU, offered an escape room option for competency validation of suicide risk screening and intervention at their annual skills fair. Holly Woodman, Clinical Nurse Educator for R3 and P4C, has embraced the escape room model for reinforcing the Fundamentals of Care (FoC) framework; she will be presenting her work at the International Learning Collaborative (ILC) Annual International Conference Empowering Care Excellence in Oxford, UK, in June 2024.

Lynne Keller, Clinical Nurse Educator for R6 and Bean 2, in collaboration with Melissa Vanmeter, Program Coordinator for the Maine Medical Center/Saint Joseph's College BSN program, is connecting the Fundamentals of Care Framework to clinical learning for nursing students. Their poster presentation, "Applying the Fundamentals of Care (FoC) Framework to Baccalaureate Nursing Education in Clinical Practice", took first prize at the ILC 2023 Annual International Conference in Portland, Maine.

Fundamentals of Care are also being integrated into the New Graduate Nurse Residency Program (NRP), providing an early foundation on the FoC Framework as these new graduate nurses are prepared for professional practice. Many of the residents have chosen various aspects of the framework as the basis for their evidence-based practice improvement projects.

The NRP continues rapid growth, onboarding nearly 300 new graduate nurses in 2023. MaineHealth has adopted HealthStream as its platform for the newly redesigned NRP. The

HealthStream Nurse Residency Curriculum was integrated into the MMC Nurse Residency Curriculum with a full program pilot group in February 2023 and a hybrid modified integration in July 2023. The program continues to evolve in response to participant feedback and retention data. Ami Carter, Clinical Nurse Educator for the perinatal units, has worked tirelessly to adapt the curriculum to meet the unique needs of her specialized areas. Amanda Bennett, NRP Coordinator, co-created the MMC Nurse Preceptor program with Christiane St. Amand, utilizing HealthStream products integrated into the curriculum.

The Clinical Nurse Educators representing the adult medical-surgical units (Meaghan Anderson, Hillary Chickering, Lynne Keller, Sara Moon, Christine St. Amand, Holly Woodman), supported by the NPD Specialists (Amanda Bennett and Victoria English), Elizabeth Merrill, NPD Associate, and Carissa Bucklin, Onboarding Coordinator, collaborated to plan and implement the first large-scale med-surg skills fair. The event was held over an 8-day period in October at the MaineHealth Professional Building at 301 Route One, Scarborough. Nearly 1000 RNs, CNAs, and PCTs completed their required annual skills validation during this event. This collaboration improved efficiency and effectiveness as compared to the traditional single-unit fairs due to resource-sharing and the availability of support services, such as Safe Patient Handling, for a single-site event.

Victoria English and Christine St. Amand received IRB approval to explore the Wright Competency Model for competency assessment of nursing staff. The basis of the model includes ownership, empowerment, and accountability, instead of the completion of a checklist or form. It shifts the center of the competency process to the staff person, allowing for staff involvement in selection of competencies and verification methods. If outcomes are favorable, this method could reduce the need for larger skills fairs, saving time and resources.

To advance the skills of support staff, Elizabeth Merrill and Christine St. Amand provided two CNA workshops, with a total of 22 total attendees. Elizabeth also provided two Patient Care Technician (PCT) courses for advanced CNA skills, with a total of 24 graduates.

NEPD educators and staff have formed workgroups to address needed process improvement. One major task is to standardize onboarding and orientation across the organization to align with evidence-based best practices. Several units have piloted cohorting of new graduates and implementation of clinical immersions, such as Bean 5 “Boot Camp” and Critical Care “Camp Competency”. Michael DeFrancisco, Clinical Nurse Educator, presented Camp Competency at the American Association of Critical-Care Nurses National Teaching Institute in 2023. These models demonstrate improved outcomes, such as staff satisfaction, increased new grad confidence, earlier orientation completion, and increased retention. The workgroups are also exploring and developing more efficient methods of documentation of competency-based orientation and annual competencies, such as QR codes and SmartSheets, to replace paper-based documentation that is challenging to maintain and retain.

In 2023, nearly 1000 permanent direct care staff were onboarded by the department (522 RNs, 343 CNAs/techs, 106 other), with another 900 travelers (592 RNs, 233 CNAs/techs, 75 other).

The “other” includes support services such as social work, interpreters, child life specialists, patient transport, and perioperative services technicians.

In addition to tirelessly educating and training patient care services staff across the organization, several of the Clinical Nurse Educators completed master’s degrees in nursing education (Emily Bovino, Michael DeFrancisco, Marissa Perry, and Meaghan Anderson), achieved specialty certification (Emily Bovino, CNL), and were nominated for awards (Angela Cyr, Daisy Team Award, NICU PICC Team member). Emily is seeing the results of her MSN capstone focused on Healthy Work Environments (HWE) come to fruition, as she applied for and was awarded a spot in the AACN Healthy Work Environment National Collaborative, a 24-month program designed facilitate implementation of the HWE Standards.

Excellence in Practice

Integrating Technology into Electronic Health Record Leads to Efficiency at the Bedside

The Department of Clinical Informatics-PCS (Patient Care Services) implemented two key projects during 2023 to assist in integrating technology into the Electronic Medical Record, making bedside care more efficient. In April, a team of Clinical Nurses partnered with Clinical Informatics, Clinical Engineering, and IT to integrate vital sign monitoring into the record. It was quickly identified in the project meetings that the barcodes on employee badges were not compatible with the vital sign monitor. The Clinical Informatics team developed a plan to print barcodes that could be utilized, making this a win-win for the staff. Decreasing the time and potential for error for vital sign accuracy has helped give back valuable time to the bedside.

In September, Telemetry monitors became integrated into the Electronic Medical Record. In partnership with Clinical Engineering, the Telemetry vendor, IT, and Clinical Informatics, the recording of telemetry strips was able to be completed electronically and filed in the Electronic Medical Record. This saved time for the bedside RN, ensured that the data was entered in a timely fashion for the care team to see, and saved scanning paper documents into the chart.

With both these projects, integration has given time back to the bedside, improving care for all.

MMC partners with Solutions for Patient Safety

The Children’s Service Line joined Solutions for Patient Safety, North America’s only pediatric focused zero harm network, in 2023. Solutions for Patient Safety focus on implementing bundles to reduce the incidence of hospital-acquired conditions. Nurses, including Megan Flynn and Justin Michaud, were able to attend the Solutions for Patient Safety conference in 2023 where they were able to build connections with other pediatric hospitals and learn how other hospitals have been able to increase compliance with prevention bundles.

CLABSI was the first hospital-acquired condition the group selected to focus on. The NICU PICC team, Shawn McKean, Scott Evans, Angie Rojecki, Angela Cyr, Lauren Bergeron, Noelle Murry, and Laura Gregoire worked in conjunction with vascular access and unit leadership to update their CLABSI prevention bundle. The group worked to create a standardized line set-up to reduce the number of times nurses broke into a closed system and piloted a sterile change of needless caps every 96 hours as opposed to scheduling line changes two days a week. This change resulted in decreased use of supplies and a further reduction in breaks into the closed system. The PICC team worked diligently to create a system to alert nurses to when they needed to complete a sterile cap change and provided education to team members regarding the change. The efforts were so successful that we were able to spread the change and implement these changes for all pediatric patients.

Fundamentals of Care: Protecting Sleep in the NICU

The Neonatal Intensive Care Unit's (NICU) protected sleep group, led by clinical nurses Taryn Sweeney, BSN, RN, Sue Toppin, BSN, RN, Sandy Fournier BSN, RN, Cindy Jesseman, MSN, NNP, Caroline Chaloner, PT, DPT, PCS, NTMTC, C-ELBW, and Megan Flynn, MSN, CNL, RNC-NIC, C-ELBW, worked to transform the way we care for the most vulnerable patients in the NICU. The nurses on this team recognized that traditional care provided in the NICU resulted in multiple episodes of waking throughout the day and wanted to transition from time-based, nurse-led care to patient-centered care that focuses on protecting sleep and promoting rest.

This team exemplified Maine Health values in action: (1) the group took ownership over the care that was being provided to vulnerable neonates, (2) their work transitioned care from time-led/nurse-based care to patient-centered care that protected rest and sleep for vulnerable infants, (3) the group exemplified innovation as they were one of the first NICUs in the country to integrate a sleep assessment scale into the EHR and regular practice, and (4) excellence in care when they were able to provide and drive education on practice change at the bedside.

The nurses of this group recognized that this work should include members of both the provider and therapy groups and worked to create an interdisciplinary group. The group reviewed the current literature and found that it was well-documented that sleep is essential and fundamental to the maturation of the brain as it plays a vital role in neurodevelopment. Disrupted sleep is linked to poor developmental outcomes including anxiety, hyperactivity, and learning impairments later in life. The literature review also revealed that there were unique aspects of neonatal sleep that would make identifying neonatal sleep difficult for an untrained observer. The team worked together to form an action plan that included selecting an easy-to-use validated tool to help guide nurses' assessment, integrating this tool into the electronic health record, and education to all care team members who would use the tool. The group first identified several validated tools that could be used to assess neonatal sleep but was unable to find any NICU that had moved past validating a tool to integrating assessment of sleep into

daily practice. The group selected the NeoSwat Sleep Assessment Tool and received permission to integrate the tool into the electronic health record.

The implementation of the new care model required caregivers to accurately assess infant sleep and wake cycles. Nurses were provided education in three online modules designed to educate the bedside nursing team on the importance of infant sleep, interventions for protecting infant sleep, and assessment of infants. Online learning modules incorporated validation of nurses' ability to differentiate between neonatal sleep states. The NeoSWAT sleep assessment tool was integrated into the EHR, and the go-live date of the tool coincided with the completion of education modules. Post-implementation chart audits revealed that there was an average of 7.9 patient assessments per patient per day pre-implementation, which then dropped to 6.6 assessments per patient day post-implementation. This decrease in assessment frequency resulted in an additional 4.24 hours of undisturbed rest per day for the post-intervention group, which we hope will support our neurodevelopmental outcomes.

Not One More Flowsheet! Identifying an Opioid Screening Gap Evidenced Based Practice in Action

Carrie Strick, RN, Clinical Nurse Leader on R3 and P4C, led a quality project in partnership with the pain committee and the pharmacy to investigate narcotic and naloxone practices. The project explored if another screening tool would potentially prevent oversedation and naloxone administration and reviewed patient risk factors.

Recent evidence suggests screening with the Michigan Opioid Safety Score (MOSS) prior to giving opioids may reduce opioid-related adverse events. It is vital to understand the circumstances around naloxone administration before adding more documentation requirements to the nurse workload, especially when nurses are already plagued with documentation burden. Learning patient risk factors will potentially guide best practice in narcotic administration and assessing sedation. Once risk factors are identified, we can develop recommendations for appropriate screening tools. Nurse input of their practice is crucial in interprofessional decision-making.

Carrie performed a retrospective chart review for all patients who received Naloxone from January to October 2022. Variables included patient demographics, nurse documentation, narcotics given, and risk factors. The goal was to review the current practice of documenting the Pasero Opioid-Induced Sedation Score (POSS) and compare it to variables in the new MOSS tool. The POSS and MOSS both assess sedation, and the MOSS includes other variables such as type of surgery, Body Mass Index (BMI), history of sleep apnea, and smoking. The chart review assessed if the POSS was completed with narcotic administration prior to naloxone and evaluated variables included in the MOSS. In the patients that received naloxone, 52 percent had surgery, just over a quarter of which were abdominal/thoracic surgery. Of note, 60 percent (18/30) of patients did not have the POSS score documented with the narcotic administration, which is a tool that is currently available. The CNL recommended to the interprofessional pain

committee an initiative to improve current documentation before adding more documentation burden to the nurses' plate.

Documentation burden is a real concern in clinical practice for nurses. Before adding more documentation, it is important to determine the current tools and how they are utilized. The recommendation is to utilize the POSS score with each administration of narcotic and to hold medication for patients who are too sedated. Nurses must have an avenue for advocacy around their practice to the interdisciplinary team.

Workplace Violence Prevention (WPV)

Maine Medical Center (MMC) defines workplace violence as an act or threat occurring at the workplace that can include any of the following: verbal, nonverbal, written, or physical aggression; threatening, intimidating, harassing, or humiliating words or actions; bullying; cyberbullying; sabotage; sexual harassment; physical assaults; or other behaviors of concern involving staff, licensed practitioners, patients, or visitors. In 2023, a notable decrease in workplace violence events was noted. MMC has a comprehensive plan to decrease these events.

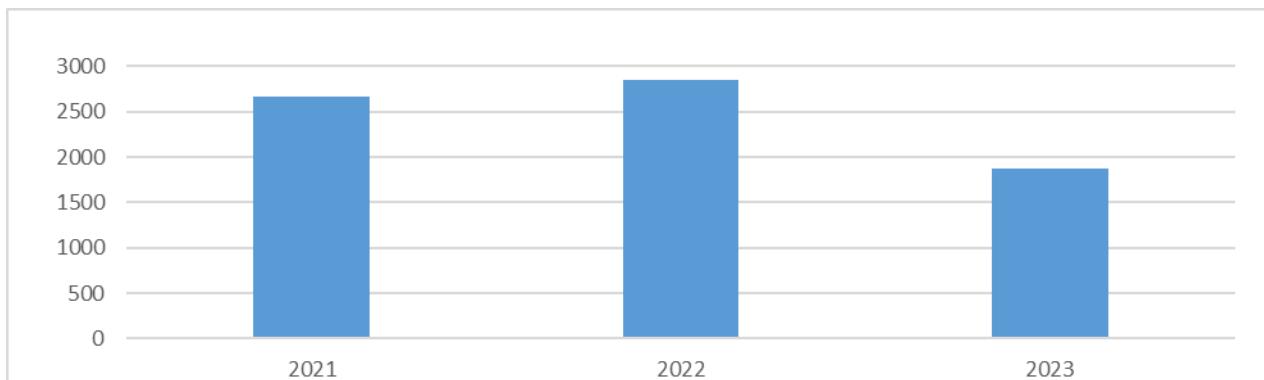
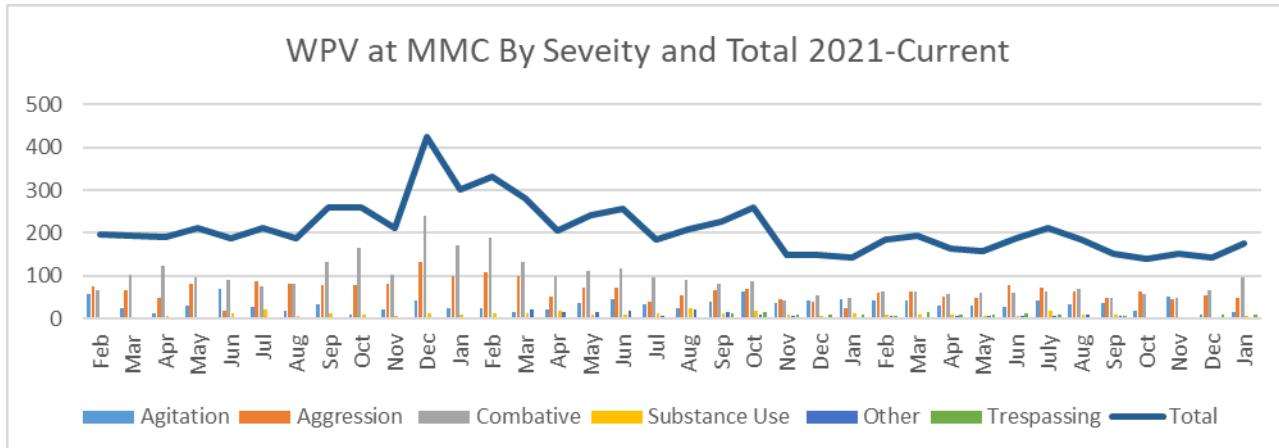


Figure 1: WORKPLACE VIOLENCE EVENTS AT MMC



Maine Medical Center's Workplace Violence Prevention Program - Overview

MMC has a WPV Prevention Task Force that has been active for more than seven years. This team identifies areas of improvement to make our hospital safer for patients, staff, and visitors. This is achieved by focusing on the following areas:

- Education: All care team members receive education on WPV during onboarding and yearly through the Learning Management System (LMS). Additional training is offered through CPI® and simulation-style education.
- Recognition: Patients at risk of being violent are identified by a Behavioral FYI in their chart and at safety huddles. All care team members receive training through CPI, which teaches them to identify anxious and agitated individuals before they become aggressive or combative.
- Response: MMC's Violence Response focuses on the needs of all people impacted and the environment of care.
- Reporting: To ease the burden of reporting WPV, care team members are encouraged to report threats and any type of violence through RL Solutions or directly to team leadership.
- Recovery: MMC is currently piloting a Critical Action Response Team or CARE. This is to help standardize defusing and debriefing to prevent the long-term effects of trauma from violence.
- Review: Events of WPV are reviewed and reported. This includes monthly data to evaluate trends, as well as areas of the hospital at risk for violence to assess and adjust education and training needs.

Unique Successes and Interventions

- Care Team Support Navigator: The Care Team Support Navigator (CTSN) position supports care team members following events of trauma, abuse, and violence. The CTSN helps care team members access resources including EAP, employee health, spiritual care, and/or peer support programs. As of April 2023, our Care Team Support Navigator has worked with more than 3,000 care team members.
- Clinical Psych Resource Nurses: MMC has two master's-prepared psychiatric resources nurses (PCRNs). They provide expert consultation and education to clinical teams, as well as create individualized plans of care to help decrease patient behaviors. The PCRNs have an average of 1,200 consults per month, performed 6 days a week. Various strategies shared with staff have helped decrease violence and assaults from patients and patients' families.

- CARE Response - Critical Action Response Team: Unit-focused education to provide defusing (5 minute) huddles following critical incidents. To re-establish safety, workflows, and team security. Currently in use on 6 pilot units, began in 2023 with a projected house-wide go-live of fall 2024. This program is founded on the Critical Incident Management System (CIMS) foundations, supported by IRB-reviewed materials, and best practices.
- Train The Trainer Run, Hide, Fight/Workplace Violence Prevention Education: Unit-based education for care teams to take ownership of their care environment and host conversations about safety actions related to small- and large-scale acts of health care violence. Collaborative efforts between safety, security, emergency management, and workplace violence prevention.
- BROSET Scores: Nursing Interventions for early identification of agitation and potential violent behaviors.
 - BROSET Scores- EVERY patient over the age of 12 – EVERY Shift – Every Change in Behavioral or Mental Status
 - Confused
 - Irritable
 - Boisterous
 - Verbal Threats
 - Physical Threats
 - Attacking Objects
 - Behavioral FYIs – Anyone can enter a Level One
 - Add these early in the patient's stay to prevent future events.
 - CPRNs Review these regularly and can downgrade as patient's behavior improves.
 - Safety Reporting- Anyone can enter an RL regarding Workplace Violence! RL is the most effective way to report and get care team member help.

Violence Education

MaineHealth has accepted the standard that all care team members receive Workplace Violence Prevention Education within 90 days of hire and yearly. Care Team members at Maine Medical Center take CPI education and are offered LMS, Simulation, and unit-based education to meet the unique needs of each team.

De-Escalation Tools, Skills, Behavior, and Response

Anxiety:

- Ask open-ended questions trying to identify the source of discomfort.
- Encourage the individual to take time and space to think about their needs.

Agitation:

- Allow the individual to have space to think and process what is happening.
- If the individual is a patient, review what may be available for PRN medication and offer medications if available.

Aggression:

- Establish clear boundaries and communicate them with the individual.
- Keep the area clear of clutter with clear egress should the individual become combative.
- Access additional resources, including providers, psychiatry, security, leadership, and supervisors.
- Assess the environment and remove items that may be used as weapons.

Combativeness:

- The most important person to protect is yourself.
- If possible, keep a distance from the combative person.
- If restraints or holds are indicated, communicate clearly.

Weapons Special Considerations

Maine has open carry laws; however, the Maine Medical Center campus and outpatient facilities are private property with no weapons policies. We encourage care team members to remind patients and visitors they must leave any weapons secured before accessing care. Please contact security if you need assistance with this.

Recognition

Nurse Manager Daisy Award implemented at MMC

The DAISY Nurse Leader Award was created for a different purpose than the original Daisy Award – to shine a light on those who do not typically have direct patient care as part of their work (COVID aside for many managers) and those who create an environment where compassionate, skillful care thrives. The following Nursing Directors received this award in 2023 and 2024:

- Nora Fagan, Nursing Director, R4: “Nora’s leadership skills have helped to transform a relatively young unit into a strong, respected unit with a team-oriented mindset. Nora

embodies the qualities of a strong leader who creates a safe haven for employees, facilitates professional development, and provides the tools for nurses to provide meaningful and compassionate care for each patient we serve.”



- Julie James, Nursing Director, P6: “As a result of Julie’s guidance and influence in managing this program, on top of her already very complicated responsibilities, the ED has been able to offer more than 1000 patients the opportunity to rest, recover and repair in an environment specifically designed to address the immediate crisis time and its aftermath supported by staff with the skill and expertise to address their unique needs.”



- Nancijean Goudey, Nursing Director, ED: “Under her leadership, our ED has recently been recognized by the Emergency Nurses Association, the premiere professional organization for emergency nurses, with a Lantern Award. Lantern Awards recognize EDs that demonstrated ‘exceptional and innovative performance in leadership, practice, education, advocacy, and research’ and in 2022, only 29 EDs in the country received this designation.”
- Shawn Taylor, Nurse Manager, CFT 6: “Shawn demonstrates professionalism and a strong commitment to collaboration and teamwork. Shawn fosters an environment of open communication, mutual respect, and shared decision-making in the units he supports. By

promoting a culture of collaboration, he has enhanced interdisciplinary relationships, leading to improved patient care coordination and outcomes."



- Kara Kenny, Nurse Manager, R1: "Kara lives her day to day in her manager position working not above the staff on R1 but working with them. Kara helps to support the competence of our new nurses joining the workforce on R1 and goes out of her way to ensure each person gets an individualized plan for acclimation to practice. Kara truly makes a difference in the lives of those working on R1 and the patient population who is cared for every day."



Daisy & Petal Awards

Clinical Nursing Staff are Recognized with the DAISY and Awards. The Daisy Award is offered as partnership with the DAISY Foundation. The DAISY Award is a recognition program to celebrate and recognize nurses by collecting nominations from patients, families, and co-workers. It is run by our partners to thank nurses for the care and kindness they provide.

The PETAL award is an MMC award that acknowledges exceptional care given by the support staff at the hospital. The PETAL Award recognizes, rewards, and celebrates the special skills and compassionate care provided by our nursing support staff. The PETAL Award recipient demonstrates patient advocacy, leadership, teamwork, and makes a difference in a patient and/or family's life. Recipients are recognized as role models.

Daisy & Petal Recipients 2023:

- Libby Day, L&D, Daisy: "Our nurse Libby made our day one of the most memorable of our lives. Her kind and gentle manner made me feel at ease. She always spoke to us in a soothing and informative way. I always felt like my options were being clearly explained to me and I was prepped on what was going to happen so nothing ever felt unexpected."



- Alysha Theriault, R3, Daisy: "Alysha didn't even know me but never judged me... She helped me be a better patient, focused on healing, taught me, and treated me like a human being."



- Kylee Granholm, CFT 6, Daisy: "She was there to hold their hands through the most traumatic experience of their lives. Without Kylee, their guardian angel, their beacon in the darkest night, they would not have been prepared to make the hardest decision of their lives and allow their son to live on through the gift of organ donation."



- Kaitlyn Mosley, R2, Petal: "While handling a full assignment, Kaitlyn still finds ways to help her peers throughout the day. She is always one step ahead and recognizes both unit and patient needs. She is the first to jump up to answer bed alarms, lend a helping hand, and think critically. Kaitlyn puts the 'team' in team player!"
- Julia Marchese, CFT 6, Daisy: "We had to make the choice to take away the breathing tube and Julia was there for us every step of the way. We could not have asked for a better, more kind, more compassionate nurse."



- Kyra Gamache, R6, Daisy: "She often volunteered to pick up extra hours to care for him, providing greater consistency in his care and the relationship with his family. With this consistency, Kyra was able to identify subtle changes in the patient's status that had not been picked up on by other care providers."



- Jesse Woodlock, CICU, Daisy: "Jesse was the one constant during a very hectic time. Her care, compassion, and competence were on display every day. She was always patient and kind."



- Sarah Giles-Gardner, R5, Petal: "Sarah's compassionate, outgoing, bubbly, energetic personality keeps R5 running smooth as can be and she is duly missed when she is not here. Sarah is not only a valuable member of our team, she is indispensable!"
- Britney Meunier, SCU 2, Daisy: "She demonstrates and exhibits the excellence in care not only of our patients but the staff caring for them as the future healthcare professionals."



- Askalu Ezra, Companion Program, Petal: "She was depressed and very emotional when Askalu was put in her room. Within two hours, they were fast friends, and my granddaughter was opening up to her. She was an amazing listener and let my granddaughter speak freely with no judgment. She repeatedly told my granddaughter how beautiful and special she was. She made her feel very special."
- Kelsey Azar, R5, Daisy: "Kelsey was sensitive, respectful, and caring. She would leave Mom messages on the white board and bought her Rice Krispies treats because Mom had said those were her favorite snack. We will never forget the love and care Kelsey demonstrated during the week our precious Mom was at MMC."



- Nyajany Koda, L&D, Petal: "Nyajany saw a new mother experience a medical emergency while holding her newborn, she sprang into action. She sat on the floor next to the mom, holding the newborn in her arms, and holding the mom's hand while help was arriving."

- Duska Sturrup, P2C, Daisy: "With her tiny little body, she picked up a 175lb. man from behind and performed the Heimlich as if she had been doing it her whole life and out came the chicken so I could breathe. She literally saved my life!"
- McKenzie MacDonald, ED, Petal: "McKenzie yelled out, "Hey, what's that?!", getting the attention of all in the area. In the next moment, the alarms started but staff were already taking the correct steps to react to the code blue thanks to McKenzie's early start. Her reaction time was awesome, but not surprising as McKenzie is a rock star every day."
- Molly Dall, R5, Petal: "Molly seems to have a sixth sense about everything B has needed, and she has come to our room with good cheer and capable hands. The three of us started teasing each other immediately, and as you know well, a few laughs go a long way toward recovery in this situation."
- Holly Selby, L&D, Daisy: "My sister and her husband had to make terrible decision after terrible decision, and each time Holly reminded her that the decision she made was okay and she was going to help make it happen. She was attentive, responsive, kind and loving."



- Maddison Livingston, BBI, Daisy: "I'm not sure how to put into words how scary it is to have your child be admitted to the hospital, but Maddie made that experience so much better for us. I recall it being scary and heartbreakingly as his mom, but all our son remembers is Maddie and meeting Slugger. Maddie made it a fun experience for him. She got right down on the ground and played Paw Patrol with him."



- Jacob Kiss, CICU, Daisy: "Jake took the time to ask us about J - who she was when she was well, what she was like, what her favorite things were, etc. He also asked about the family - the bonds that hold us together. He showed us through his actions that he truly cared."



- Alison Cote, CFT 6, Daisy: "Some would crumble under the pressure of your colleague becoming your patient in the middle of a shift. Alison exhibited great professionalism and compassion during this time, and her peers recognize her as a role model of Neuro ICU nursing."



- Hanna Freeman, PNC, Daisy: "We were able to facilitate a plan moving forward. Hanna made everything easy and smooth for us. She kept us in the loop as well as her colleagues for upcoming shifts. In the morning, Hanna came back and was able to report that our son was doing much better."



- Tyson Cram, P2C, Daisy: "Tyson was quick to learn this patient's favorite type of music and their favorite artist. He was often seen in the room, Garth Brooks echoing in the halls and singing songs to the patient in an effort to make them just a little more comfortable."



- Jesse Williams, ED, Daisy: "This resuscitation took over four hours and Jesse kept laser focus the entire time, never being distracted by the chaos in the room. He was gentle in his demeanor when communicating to the patient and direct and professional when communicating with the care team. He stayed late after his shift to help care for this patient, even though he has over an hour drive home."



Daisy & Petal Recipients 2024:

- Aaron Padula, SCU 2, Daisy: "Both Jianna and Aaron's dedication to maintaining both technical proficiency and genuine empathy reflects positively on the department and contributes to our commitment to providing exceptional patient care."



- Jianna Donisvitch, SCU 2, Daisy: "Both Jianna and Aaron's dedication to maintaining both technical proficiency and genuine empathy reflects positively on the department and contributes to our commitment to providing exceptional patient care."



- Andrew Paget, Cardiac Cath Lab, Daisy: "I have never heard a single complaint from any of his patients. They all say that they felt safe, comfortable, and cared for during the procedures and remark on Andrew's kindness and expertise."



- Carrie Prescott, R3, Daisy: "I would like to recognize the tremendous teamwork that clearly saved a patient's life. During a routine vac change, the left femoral vein was ruptured due to erosion from the vac dressing with a massive amount of bleeding. Samantha and Carrie quickly obtained control with direct pressure and summoned additional help, in addition to contacting the surgical team to come to the bedside immediately."



- Samantha Soule, R3, Daisy: "I would like to recognize the tremendous teamwork that clearly saved a patient's life. During a routine vac change, the left femoral vein was ruptured due to erosion from the vac dressing with a massive amount of bleeding. Samantha and Carrie quickly obtained control with direct pressure and summoned additional help, in addition to contacting the surgical team to come to the bedside immediately."



- Jeanna Lowey, R3, Daisy: "My last three days I had Jeanna. Her bedside manner was amazing. She was always smiling and encouraging. She explained things to my husband and I thoroughly and clearly. She came right away whenever I pressed the call light."
- Makayla Winchester, P2C, Daisy: "Makayla's attention to our feelings, willingness to listen and understand us, and proactive approach in addressing my mother's needs are truly commendable. Makayla has made a significant difference in our lives, and we are deeply grateful for her tireless efforts and unwavering support. Knowing Makayla was here with my mom when I couldn't has been so comforting."



- Anna Walker, CFT6, Daisy: “Anna’s professionalism, compassion, and teaching skills were evident in her nurturing approach towards both her future nurses and our family. Her ability to communicate complex medical information in an understandable way, combined with her empathetic care, made us feel supported and informed.”
- Fred Leadbetter, MFT 5, Daisy: “My wife informed me that Fred came in on his day off to help me get ready to go down to the OR. He knew how scared I was and came in dressed for work on his day off to help me get through it. When I was told this, I was beyond words.”
- Anthony Abdallah, MFT 4, Daisy: “his shifts. He was extraordinary; professional, knowledgeable, wise but also deeply compassionate and concerned about all the stages of what she and we were going through. He prepared us for all that would come next but brought extraordinary warmth and thoughtfulness.”



- Amy Rainey, CFT 6, Daisy: “I am so grateful that she found a way to make such a difficult situation better! My family took a picture and the smile on my face was a mile wide. This was all because she went above and beyond for her patient! I will never forget her and her compassion and kindness. You are very lucky to have her on your staff.”



- Jeffery Carter, BBI, Daisy: "Jeff is always an exceptional nurse. He is always on the top of his game when it comes to both clinical knowledge and emotional support. Jeff has a heart of gold, is a wealth of knowledge."
- Kelly Donahue, OP Maine Children's Cancer Care, Petal: "We are so grateful for the efforts Kelly made on our behalf. We feel she really went above and beyond, especially given Kelly's follow-up with us at the hospital."
- Kelsey Dorman, P2C, Petal: "She truly finds joy in working with patients and wears her kind heart on her sleeve. She brings a great sense of humor to work with her each day. She has a special gift for the challenges surrounding long term stay patients, often volunteering to 1:1 companion for patients who need extra care."
- Rose Brewer, P2C, Petal: "Rose is always looking for ways to support patients by utilizing the fundamentals of nursing. Sometimes rearranging furniture makes such a difference in ease for a patient to navigate their room, which removes barriers for them to get up and mobilize."
- Riley Dall, R5, Petal: "When asked what drove her to being so attentive, she told us that if her mom were the one in the hospital bed, she would hope that she was receiving a certain level of care. The comfort that that statement provided is beyond words. I could go on and on, and I'm sure plenty of people get nominated but Riley was something special."

Recognition: CN III and CN IV promotions

2023

Name	Promotion Level	Credentials	Unit
Lisa Bailey	CN IV	BSN, RN, RCES	EP Lab
Lauren Bergeron	CN III	BSN, RN, RNC-NIC	NICU

Jennifer Bottari	CN III	BSN, RN, RCES	EP Lab
Alyssa Bouffard	CN III	BSN, RN, CNOR	SSC
Dani Bruno	CN III	MSN, RN, CPN	PICU
Alyson Burgess	CN III	BSN, RN, CCRN	CICU
Samantha Canonico	CN III	BSN, RN, CCRN	CICU
Marina Caramihalis	CN III	BSN, RN, CMSRN	BBCH
Kelly Chicoine	CN IV	BSN, RN, CPLC	Birth Center
Angela Cyr	CN III	BSN, RN, RNC-NIC	NICU
Heather Docherty	CN IV	BSN, RN, CMSRN	R3
Lindsey Faulkner	CN III	BSN, RN, CMSRN	CICU
Samantha Fillebrown	CN III	BSN, RN, CEN	ED
Cassandra Gardner	CN III	BSN, RN, RCES	EP Lab
Kristen Heanssler	CN IV	BSN, RN, RNC-OB	Birth Center
Nicole Jensen	CN III	BSN, RN, RCES	EP Lab
Kristian Bue	CN III	BSN, RN, CEN	ED
Angela Logue	CN III	BSN, RN, RN-BC	ACCU
Katherine McBain	CN III	BSN, RN, CCRN-K	CICU
Fiona Osborn	CN III	BSN, RN, OCN	CFT 7
Sammy Park	CN III	BSN, RN, RN-BC	R7
Carrie Prescott	CN III	RN, CMSRN	R3
Rachel Redlon	CN IV	BSN, RN, CPEN	ED
Nicole Rivard	CN III	BSN, RN, CV-BC	EP Lab
Erika Rivera	CN III	BSN, RN, RCES	CICU
Mandy Rodney	CN III	RN, VA-BC	VAT
Chelsea Ruel	CN III	BSN, RN, CCRN	CFT6
Samantha Thoits	CN III	BSN, RN, RNC-OB	PNC
Charles Thompson	CN IV	BSN, RN, CMSRN	ED
Melanie Thompson	CN IV	BSN, RN, CMSRN	Nursing Floats
Katie Verlee	CN III	BSN, RN, RNC-OB	L&D
Erica Wetmore	CN III	BSN, RN, RN-BC	EP Lab
Emily Wilder	CN III	BSN, RN, CCRN	CICU
Allison Wilson	CN III	BSN, RN, RNC-IAPP	PNC
Lisa Wong	CN III	BSN, RN, RN-BC	R9W
Holly Woodman	CN III	BSN, RN, CMSRN	R3

2024

Name	Promotion Level	Credentials	Unit
Allison Wilson	CN III	RN, BSN, RNC-IAPP	PNC
Kristian Kenney	CN III	RN, BSN, CEN	ED
Lindsey Faulkner	CN III	RN, BSN, SCRN, CMSRN	CICU

Jennifer Bottari	CN III	RN, BSN, RCES	EP Lab
Cassandra Gardner	CN III	RN, BSN, RCES	EP Lab
Patricia Frieberg	CN III	RN, BSN, CMSRN	P2C
Mary Strang	CN III	RN, BSN, CMSRN	P2C
Alexiz Mencia	CN III	RN, BSN, MedSurg, CMSRN	P2C
Ashley Wood	CN III	RN, BSN, RNC-OB, CMSRN	EP Lab
Jessica Butts	CN III	RN, BSN, RNC-NIC	NICU
Megan Maska	CN III	RN, BSN, CMSRN	Float Pool
Deborah Brewer	CN III	BSN, RN, RNC-OB, CMSRN	Birth Center
Bethany Nadeau	CN III	RN, BSN, PCCN	MFT1
Brooke Billing	CN III	RN, BSN, RNC-OB	L&D
Melissa Demers	CN IV	RN, BSN, RCES	Cath Lab
Dana Orkin	CN IV	RN, BSN	BBCH
Kristin Orne	CN III	RN, BSN, SMSRN	R4
Hannah Gerossie	CN III	RN, BSN, RNC-IAP	PNC
Mandy Rodney	CN IV	RN, BSN, VA_BC	VAT
Chelsea Blanchard	CN III	RN, BSN, CCRN	CFT 6 ICU
Hannah Gajewski	CN III	RN, BSN, CMSRN	Bean 5
Mihaela Hambrick	CN III	RN, BSN, CMSRN	Float Pool
Holly Selby	CN IV	RN, BSN, RNC-OB	MMCP L&D
Bridgette Dow	CN IV	RN, BSN, CNOR	SSC
Kathleen Frost	CN III	RN, BSN, RNC-MNN	MBC
Joseph Claar	CN III	BSN, RN, CMSRN	R4
Justyna Coleman	CN III	BSN, RN, RNCMNN	MBC
Alena Sarkisov	CN III	BSN, RN, RNCMNN	MBC
Carrie Anne Prescott	CN IV	BSN, RN, CMSRN	R3
Maggie Seavey O'Hara	CN III	BSN, RN, CVRN	Cath Lab
Jeffrey Carter	CN III	BSN, RN, CPN	BBCH
Anngalee Balzano	CN III	BSN, RN, CCRN	PICU
Caitlyn Planer	CN III	BSN, RN, CCRN	CFT 6 ICU
Marilyn Kane	CN III	BSN, RN, PCCN	MFT 3
Marina Paul	CN III	BSN, RN, RNC-MNN	MBC
Paul Arthur	CN III	BSN, RN	R5
Rebecca Diaz	CN III	BSN, RN, CPN	BBCH

Celebrating Staff: Nurse Excellence Award Winners 2023 & 2024 2023

- Emerging Bright Star Award: Kiera Badger, RN, P4C
 - "Kiera is a nurse I have watched grow and succeed since she first started as a new grad RN. The unit has a different atmosphere that is very apparent on nights that Kiera is in charge. Her colleagues enjoy working with her and feel supported by her. She has exceeded expectations and has always impressed me along the way. I am proud and honored to have been a part of her first years as a nurse."
- Laura Vogel Humanitarian Award: Lauren Chouinard, RN, Emergency Department
 - "Lauren was one of many staff who cared for a young man who was dropped off at the ED and declined return to his group home due to violent and recalcitrant behaviors... Lauren spent time with this young man, learning who he was, what his aspirations are, how his life had been prior to coming to live with us, and what he hopes his life will become... She hopes she will be able to foster this patient if at all possible. If not, she and her family are open to fostering another tween/teen so that no child is left behind."
- Nurses as Teachers Award: Dana Twombly, RN, R1
 - "She is able to discuss complex issues in an accessible way for non-medical people (though she really loves to get into it with medical family members, too!) She uses drawings and examples to help with difficult concepts, sometimes printing material out for patients and families to read/learn from. She makes patients and families feel comfortable given her knowledge and keen understanding of what they are going through."
- Nursing Excellence Award:
 - Mary Beeaker, RN, R9
 - "We are beyond grateful that we've been able to learn from Mary throughout the years. Mary is very self-assured in her role as a bedside nurse and a charge nurse. She consistently handles every situation that comes her way with grace, confidence, and a unique sense of humor. Time and time again, Mary has proved to be the reliable team member that we can turn to whenever we need guidance."
 - Carole Messenger-Rioux, NNP, NICU
 - "Carole is the epitome of EXCELLENCE. I am nominating her for the Nurse Excellence Award because she is everything the award represents. She has been dedicated to the NICU for 48 years. She is a role model, leader, preceptor, educator, advocate, and a compassionate caregiver. She is a

cheerleader on those days when everyone is struggling and one of the first ones to sign up for an extra shift.”

- Janelle Perreault, RN, R6
 - “I tried to convey in this nomination many of the ways in which Janelle excels as a nurse, but in all honesty, words don’t really do justice to what it’s like working beside her. She’s a trustworthy teammate in the trenches, one of those people whose face you’re so glad to see when things are tough. She’s the one you want to care for your family. The one who makes you want to be better as a nurse, a colleague, and a friend.”
- Holly Woodman, RN, R3
 - “I work with Holly on a daily basis, and I am always impressed by her empathy for patients and understanding of what they need in this complex system. She also looks out for her fellow nurses through quality improvement or as a clinical nursing instructor. She is the definition of a nurse, and I am so proud to work with her.”
- Team DAISY Award: P2C
 - “The excellence of P2C staff and the respect for our patients goes beyond caring for those with Covid-19. Since Covid-19 began, four nurses have become Med-Surg certified. Two unit-based committees, two shared committees with R5, and a mentor program have been established. P2C is a model for teamwork, integrity, and leadership, where an immeasurable bond amongst staff and dedication to our patients has been created.”
- Research Award: Kelly E. Lancaster, MSN, RN, CAPA, CN IV, and Jacqueline Bourque, BSN, RN, CN IV, *Nursing ASU/PACU, Maine Medical Center, Scarborough Surgical Center*
 - Project: Adult Patient Perceptions of Nurse Listening Behaviors in an Ambulatory Surgery Setting
- Quality Improvement Award: Tracey E. McMillan, BSN, RN, RNC-OB, C-EFM, C-ONQS, *Labor & Delivery/OB Triage/OB Operating Rooms, Maine Medical Center*
 - Code OB: The Implementation of a Rapid Response Team for Obstetrical Emergencies

2024

- Emerging Bright Star: Lauren Wargo, RN, SICU
 - “She has a holistic approach to patient care that has her looking at the patient as an entire person instead of a diagnosis, a skill that is often not honed until a nurse has more experience. In her time here, which at the time of this nomination is just over

6 months, she has received four Moment to Shine nominations and several shout outs from patients on leadership rounds. She is a caring woman who goes above and beyond for her peers and her patients.”

- Laura Vogel Humanitarian Award: Allison Schmidt, RN, Radiology
 - “She has created a pattern for three different style nephrostomy drainage bag covers; this gives patients with new tubes and urine bags an opportunity to cover them using a belt, leg strap or shoulder strap to support the weight of the bag. Ali dedicates approximately three hours of her personal time to create a bag cover and uses her personal finances to purchase materials for these bags.”
- Nurses as Teachers Award: Zac Campbell, RN, CFT 6
 - “Zac embodies the qualities of an exceptional nurse teacher. His dedication to education, advocacy, and peer support makes him a true asset to our neuro ICU team. Zac's positive impact is felt not only in the quality of patient care but also in the professional growth and well-being of his colleagues.”
- Nursing Excellence Award:
 - Tyler Barrows, RN, R3
 - “I have had the honor of watching Tyler grow from a student nurse during his preceptorship to a leader of our busy surgical unit. Tyler is the kind of nurse you hope would be the one caring for your family member during their worst days – he meets both patients and families where they are at naturally and takes the time to sit down to get to know what matters to each patient.”
 - Amy Brickel, RN, VAT
 - “Amy's ability to navigate emotional, high-stress situations in our acute care setting is truly commendable. Her dedication to advocating for the patient and family, coupled with her unwavering professionalism, sets a standard for our developing nursing team. Amy's actions on that challenging day exemplify the qualities that make our nursing staff the best in the hospital.”
 - Alyson Burgess, RN, CICU
 - “Nurses often face complex challenges and situations related to patient care and the nursing job itself. Advocacy, integrity, compassion, and empathy are just some of the qualities that define an excellent nurse. We believe that Alyson embodied these traits and more.”
 - Fiona Osborn, RN, CFT 7
 - “She excels at meeting the patient where they are at and guiding them forward in a confusing healthcare system. She is an empathetic listener, and patients easily trust in her abilities. They feel the true collaboration between

Fiona and the providers, and know they are in good hands. They know when they are too weak to speak or unable to communicate, Fiona is their voice."

- Team DAISY Award: R2
- Research & Innovation Award: Darlene Rouleau, MSN, RN, CMSRN, CNL & Lauri Wilson, MSN, RN-BC, CNL, *Zero Readmission Rates: Initiative to Standardize Tracheostomy Education and Care*
- Evidence-Based Practice & Quality Improvement Award: Tricia Foley, BSN, RN, CWOCN & Amy Stafford, MSN, APRN, CCNS, *Capturing Pressure Injuries Utilizing Technology*

MMC Nursing Councils

The Nursing Councils at MMC exemplifies the mission and vision of the ANCC Magnet® recognition program.

Through our Shared Governance model, the Nursing Councils demonstrate excellence in the Forces of Magnetism

- Transformational Leadership
- Structural Empowerment
- Exemplary Professional Practice
- New Knowledge, Innovations, and Improvements
- Empirical Outcomes

In celebration with the MMC Nursing Shared Governance Council Co-Chairs, Council Members and all the MMC Healthcare Staff, we would like to share a few highlighting Nursing excellence at MMC.

COUNCIL HIGHLIGHTS IN NURSING EXCELLENCE 2023

Clinical Nurse Advancement Council (CNAP)

The purpose of CNAP is to formally recognize and reward RNs on the nursing clinical ladder. These nurses demonstrate increasing levels of clinical expertise and commitment to patient care. Co-chairs: Barbara Letellier, RN, and Christine St. Amand, RN.

Top Accomplishments

- 86 RNs advanced in the clinical ladder program.
 - 71 RN advanced to Level 3 and 15 advanced to Level 4
- CNAP members continue to mentor staff in Clinical Ladder promotions.

Nursing Professional Excellence Council (NPEC)

The purpose of NPEC is to advance a culture of nursing professional excellence that supports an environment of health and well-being for nursing staff, patients, and families at MMC and throughout the community. Co-chairs: Bridgette Dow, RN, and Patty Hegarty, RN.

Top Accomplishments

- Volunteered at Drug Takeback Day to provide a safe, convenient, and responsible way to dispose of prescription drugs and educate the public on the importance of safe drug disposal in 2023 and 2 dates in 2024
- Created a partnership with Elena's Way, a shelter that hopes to be a model for future shelters. It is a 24/7 intensive service to 40 individuals experiencing unsheltered homelessness. We have conducted 4 events in compliance with Healthy People 2030 with blood pressure checks and foot soaks with the hopes of educating individuals of warning signs to their health. Formed a partnership with Family Medicine to support urgent referrals.
- We continue to work on celebrating our staff who have become certificated as well as the Nursing Excellence Awards that are held annually in May.
- Volunteered with Partners for World Health.
- Scoring Daisy and Petal submissions every month leading to 28 Daisy Awards and 13 Petal Awards given out in the last year.
- In the beginning stages of a nurse specific peer to peer support group that will hopefully launch soon.

Nursing Practice Council (NPC)

Nurse members of the NPC develop and approve policies, procedures and standards of care that reflect evidence-based practice, regulatory standards, federal and state law. Co-chairs: Holly Woodman, RN, and Megan Flynn, RN.

Top Accomplishments

- Out of the 139 policies, procedures and guidelines reviewed, NPC members approved 122.
- Expanded use of the MCN policy management platform.
- Regularly discussed best practices that are shared with their unit peers, for example Look alike syringes, Secure Chat and Hypoglycemia Smart Note.

Interprofessional Quality Council (IQC)

The IQC includes nurses and interprofessional colleagues. In FY23, many quality reports were automated and readily available on the Nursing Interactive Dashboard. Co-chairs: Rhonda Babine, RN and Bill Fyler, RN.

Top Accomplishments

- Focused on improving nurse sensitive indicators (CAUTI, CLABSI, and Pressure Injuries).
- Shared the trends and actions from No Harm Index (NHI) rapid reviews.
- Worked collaboratively to close the system process failures.
- CAUTI
 - Policy change to exchange catheter older than 24 hours before sending sample
 - New product to improve access to Coudet tip catheters
- CLABSI
 - Policy change to add swab caps to all lines central and peripheral
 - Peripheral IV order set with guidance for flushing and dressing changes

- FALLS
 - Reinvigorate the Safe Mobility Team
- HAPI
 - PI workgroup with unit-based initiatives to improve work at the unit level to see improved outcomes

Nursing Informatics Advisory Council (NIAC)

The purpose of the Nursing Informatics Advisory Council is to support and guide the delivery of safe, effective, and efficient patient-centered care throughout all clinical areas. Co-chairs: Vicki Vaughan, RN and Angela Logue, RN.

Top Accomplishments

Safety:

- Implemented Adult Insulin Infusion Calculator
- Reviewed Most Ignored BPAs

Technology:

- Implemented Philips Telemetry integration with EHR
- Implemented Vital Signs Integration and EHR

Efficiency:

- Made efficient with documenting Hourly Rounding
- Implemented Flowsheet Macros

Interprofessional Research and Innovation Council (IRIC)

The IRIC promotes an institutional culture of interprofessional scholarship by exploring and endorsing evidence-based practice within interprofessional partnerships. Co-chairs: Justin Peterson, RN, and David L. Smith, Clinical Rehab Specialist.

Top Accomplishments

- The IRIC Members were invited to participate in a Council Health Survey (Hess, et. al. 2020). Seventy percent of the IRIC responded identifying many strengths and some areas of improvement to be implemented.
- IRIC welcomed 8 new members, including staff from Southern Maine Health Care and provided handbooks to new and current members in paper and electronic formats.
- Ovid Synthesis, a repository for EBP, QI, and research projects that emphasize organization and collaboration, was introduced to the IRIC in September 2023. Evaluating, tailoring, and testing of the platform is ongoing.

Knowledge and Innovation

Nursing Research at MMC

Patient Care Services Research thrives at Maine Medical Center. In addition to an unwavering commitment to patient care, staff from patient care services served as principal investigators and submitted 33 quality improvement and pilot studies for letters of determination and eight exempt research studies to the IRB for approval in 2023. Seven investigators presented at the International Learning Collaborative Conference held in Portland in June 2023. We were well-represented at national and local conferences with 17 poster and podium presentations at national meetings, and 6 poster presentations at the Costas T. Lambrew Research Retreat held here at Maine Medical Center. Dissemination of investigators' work also included 13 publications in peer-reviewed journals.

As we rolled out Fundamentals of Care over the last 18 months, quality improvement and research jumped on board and included this framework in various projects. Leveraging the strong relationship between Maine Medical Center and St. Joseph College Nursing Program, Melissa Vanmeter, MSN, RN, CNL, CMSRN and Lynne Keller, RN, MSN, CNRN have incorporated the Fundamentals of Care framework into sophomore and junior students' clinical reflections [IRB 2031493-1]. Their early writing concentrates on relationship development, communication, and goal setting. Over time, they began to include psychosocial care and system and policy aspects of the Fundamentals of Care in their reflections. Presentation of this work at the International Learning Collaborative meeting in Portland in June 2023 resulted in Melissa and Lynne winning the 1st Annual Poster Presentation Award at this meeting. [picture available]

Ongoing research studies approved by the IRB this year that involve aspects of the Fundamentals of Care framework involve our most vulnerable patients: babies in the Neonatal Intensive Care Unit (NICU) and patients with tracheostomies. Megan Flynn, MSN, RN, CNL, RNC-NIC, C-ELBW is leading a research project [IRB 230232-1] that centers on a basic need: hydration. Our smallest patients require careful attention to maintain the delicate fluid balance that impacts lung function and hemodynamic status. This study uses the implementation of a fluid order set to provide a standard way for providers to communicate fluid orders with the goal of optimizing cumulative fluid balance and decreasing the incidence of multiple conditions that can lengthen the stay of neonates in the NICU.

Darlene Rouleau, MS, RN, CMSRN, CNL and Sara Penrod, MS, CCC-SLP are leading an interprofessional research effort to implement and evaluate an Adult Tracheostomy Weaning and Management protocol [IRB 2037618-1]. This protocol was created by a group of physicians, respiratory therapists, nurses, and speech-language pathologists with the goal of moving tracheostomized patients towards decannulation and discharge. Decreasing length of stay in hospital and increasing options for post-hospitalization care are two goals of this ongoing research.

2023

IRB Approvals:

Quality Improvement and Pilot Projects:

Babine, Rhonda, DNP, APRN, ACNS-BC (PI). [IRB 2089070-1] Nursing perceptions of the effectiveness of the Tailoring Interventions for Patient Safety (TIPS) fall prevention program. Letter of Determination: August 14, 2023

Bennett, Amanda, MSN, RN (PI). [IRB 2085235-1] Nurse Residency Program. Letter of Determination: August 1, 2023

Chickering, Hillary, MSN, RN, NPD-BC, CMSRN (PI). [IRB 2006352-1] New Graduate Nurse Readiness for Practice - Innovation in Orientation. Letter of Determination: 01/19/2023.

Choi, Juliana, BSN, RN, CMSRN (PI). [IRB 2104080-1] Collaborative Pain Management in Total Hip Arthroplasty (THA). Letter of Determination: 11/09/2023.

Cox, Sara, BSN, RN (PI). [IRB 2094168-1] NewGown Pilot 2.0. Letter of Determination: August 17, 2023.

DeFrancisco, Michael, MSN, RN, CCRN-CSC (PI). [IRB 2078944-1] Welcome to Camp Competency! Supporting New Graduate Nurses in the ICU. Letter of Determination: July 10, 2023.

DeFrancisco, Michael, MSN, RN, CCRN-CSC (PI). [IRB 2097934-1] Navigating Code White to Code Blue: A Nursing Tool Kit. Letter of Determination: August 28, 2023.

DeFrancisco, Michael, MSN, RN, CCRN-CSC (PI). [IRB 2132844-1] Microlearning Paired with Gamification to Reevaluate Annual Competencies and Create a Meaningful Learning Experience. Letter of Determination: November 21, 2023.

Drake, Jana, MBA, BSN, RN (PI). [IRB 2147287-1] Improving Nurses' Knowledge, Attitudes, and Behavior in Mobilizing Patients. Letter of Determination: 1/8/2024

Fagan, Nora, MSN, RN, BScN, CMSRN (PI). [IRB 2094339-1] IMC Curriculum Pilot Group Principal Investigator. Letter of Determination: August 28, 2023

Flynn, Megan, MSN, CNL, RNC-NIC, C-ELBW (PI). [IRB 2034923-2] Developmentally Appropriate Bathing in the Neonatal Intensive Care Unit. Letter of Determination: 04/28/2023

Flynn, Megan, MSN, CNL, RNC-NIC, C-ELBW (PI). [IRB 2121517-1] Thermoregulation in the NICU. Letter of Determination: 10/30/2023.

Flynn, Megan, MSN, CNL, RNC-NIC, C-ELBW (PI). [IRB 2123344-1] Assessment of Preceptor and Orientee Experiences Related to Orientation. Letter of Determination: 11/29/2023.

Flynn, Megan, MSN, CNL, RNC-NIC, C-ELBW (PI). [IRB 2102590-1] Developmentally Appropriate Bathing Compliance Post Education. Letter of Determination: September 8, 2023.

Funk, Ekaterina, FNP-C, MSN, RN (PI). [IRB 2096269-1] Maine Bleeding Disorders Center Rural Outreach Initiative. Letter of Determination: August 23, 2023.

Inman, Cecelia, MSN, RN (PI). [IRB 2141931-1] Evaluating vascular access team workflow and efficiency using an electronic consult. Letter of Determination: 12/21/2023.

Keller, Lynne, MSN, RN, CNRN (PI). [IRB 2093713-1] How Small Things, Compassionate Care and Family Can Help Promote Recovery and Healing from Brain Injury: A Case Study. Letter of Determination: August 18, 2023

Mora, Jennifer, DNP, MSN, APRN, FNP-C (PI). [IRB 2047363-1] Adolescents Screening for Depression at the Internal Medicine-Pediatric & Pediatric Clinics at Maine Medical Center. Letter of Determination: May 15, 2023.

Peterson, Justin, MSN, RN, ATC (PI). [IRB 2096728-1] Perception of Council Health Among Council Members. Letter of Determination: August 28, 2023

Radmore, Nicole, BSN, RN, CMSRN, CWOCN (PI). [IRB 2138809-1] Pressure Injury Prevalence Survey – Post Data Collection Survey. Letter of Determination: December 8, 2023.

Snow, Elizabeth, BSN, RNC-OB (PI). [IRB 2057646-1] Breastfeeding Knowledge and Attitudes Survey. Letter of Determination: August 28, 2023

Strick, Carrie, MSN, RN, CNL, CMSRN (PI). [IRB 2061722-1] Evaluation of patient indications for external catheter device. Letter of Determination: July 10, 2023

Strick, Carrie, MSN, RN, CNL, CMSRN (PI). [IRB 2090795-1] Medical Surgical Nurse Perceptions of Low Value Tasks. Letter of Determination: August 21, 2023

Strout, Tania, PhD, MS, RN (PI). [IRB 2022350-1] Emergency Medicine Resident Led on Shift Teaching Evaluation. Letter of Determination: February 22, 2023

Tardif, Snow, BSN, RN (PI). [IRB 2080313-1] Monetary Gift for Lung Cancer Screening Patients. Letter of Determination: July 14, 2023.

Vanmeter, Melissa, MSN, CNL, CMSRN (PI). [IRB 2031493-1] Fundamentals of Care in Undergraduate Clinical Practice. Letter of Determination: 3/20/2023

Watson, Emily, BSN, RN, C-EFM (PI). [IRB 2099134-1] Oxytocin Use Knowledge Assessment. Letter of Determination: September 19, 2023

Woodman, Holly, MS, RN, CMSRN (PI). [IRB 2137519-1] Fundamentals of Care - The Keys to Getting Home. Letter of Determination: December 5, 2023.

Wilson, Lauri, MSN, RN, CNL (PI). [IRB 2059062-1] Identify Unit Practices to Enhance Staff Wellness and Resilience. Letter of Determination: May 16, 2023.

Zinkowski, Rebecca MS, RD, Blakeslee, Paul, RD, **Hyrkas, Kristiina, PhD, MNSc, LicNsc, RN**, Craig, Wendy,

PhD. [IRB 2130644-1] Impact of Registered Dietitian Interventions on Outcomes in Adult Patients Identified with Malnutrition: A Retrospective Cohort Study. Letter of Determination: 11/27/2023.

Research:

D'Amico, Jessica, DO, Tate, Lauren, RD, Craig, Wendy, PhD, **Hyrkäs, Kristiina, PhD, MNSc, LicNsc, RN**, Zuckerman, Jonathan, MD. [IRB 2080476-1] High Dose Vitamin D Dosing Therapy for Vitamin D Repletion in the Cystic Fibrosis Population: A Program Evaluation. Approved: 11/3/2023. (Exempt)

DeFrancisco, Michael, MSN, RN, CCRN-CSC (PI). [IRB 2099255-1] Comparing standard educational platforms to escape rooms when assessing staff satisfaction and knowledge retention. Approved 12/13/2023. (Exempt)

Flynn, Megan, MSN, CNL, RNC-NIC, C-ELBW (PI). [IRB 2045790-1] Maintaining Total Fluid Balance in the Neonate. Approved: 10/25/2023. (Exempt)

Orff, Sonja, MS, RN, CNL (PI). [IRB 2007272] Improving Communication between Families/Carers with Limited English Proficiency and the Ambulatory Surgical Team during the Perioperative Experience. Approved: 7/31/2023. (Exempt)

Penrod, Sara, MS, CCC-SLP (PI), **Rouleau, Darlene, MS, RN, CMSRN, CNL.** [IRB 2037618-1] Utilization of a Standardized Tracheostomy Capping and De-cannulation Protocol to Improve Patient Safety – A Replication Study. Approved: 10/10/2023. (Exempt)

Stackinski, Brittany, BSN, RN (PI). [IRB 2060060-1] Examining Rates of Depression in a Long COVID Clinic: A Retrospective Review. Approved: July 24, 2023 (Exempt)

Wilson, Lauri, MSN, RN, CNL (PI). [IRB 2060751] 2023 Press Ganey/National Database of Nursing Quality Indicators RN Survey. Approved: July 13, 2023 (Exempt)

Zerbato, Victoria, MSN, RN, BC (PI). [IRB 2096895-1] Piloting the Donna Wright Competency Assessment Model in Nursing. Approved: 11/09/2023. (Exempt)

Closed studies:

Babine, Rhonda, DNP, APRN, ACNS-BC (PI). [1607496-2] Descriptive study of ED Delirium during COVID-19. Site principal investigator: Closed: May 11, 2023

Carr, Devin, DNP, RN, RRT, ACNS-BC, NEA-BC, CPPS (Site PI). [IRB 1930125-2] The Nursing Workforce Shortage in Maine & Massachusetts and the Development of a Multi-State Collaborative Health Sciences Research Pathway: A Mixed Methods Approach. Closed December 22, 2023.

Hyrkas, Kristiina, PhD, LicNsc, MNSc, RN, McEvoy, Sarah, NHA, JD, Long-Term Care Chaplain (PI). [IRB#1676583-2] Assessing Attitudes and Knowledge of Spirituality and Spiritual Care in Nursing Home Staff. Closed: September 25, 2023

Koonce, Myrna, BA, MFA (PI), **Hyrkas, Kristiina, PhD, LicNSc, MNSc, RN.** [1590929-2] Religious/Spiritual Orientation and Moral Distress in Pulmonary Care Nurses: An Exploration of Ethical Norms, Moral Agency and Moral Resilience. Closed: May 11, 2023

Scott, Christen, MPH, RN, CMSRN, Babine, Rhonda, DNP, APRN, ACNS-BC. [IRB#1451409-2] Identification of clinical predictors and trajectory of targetable risk factors for patients enrolled in a structured delirium prevention program who become delirious, a retrospective review. Closed: 04/21/2023

Publications:

Arring, N.M., Lafferty, C.K., **Clark, P.M.**, Barton, D.L. (2023). The experience of women in a phase II trial of hypnosis and progressive muscle relaxation for body image: informing future research questions. *J Psychosoc Oncol* DOI: 10.1080/07347332.2023.2206406

Babine, R.L., Hyrkas, E.K., Scott, C., Wierman H. (2023) An Exploratory Study of Patients who Became Delirious while Enrolled in the Hospital Elder Life Program. *J Gerontological Nursing*, 49(5):19-29. doi: 10.3928/00989134-20230414-02.

Blakeslee, P., **Hyrkas, K.** (2023) Impact of Supplemental Thiamine on Lactate Levels in Adults with Septic Shock. *Nutr Clin Pract.* doi: 10.1002/ncp.10930. Online ahead of print.

Buczkowski, A., Craig, W., Holmes, R., Allen, D., **Longnecker, L.**, Kondrad, M., Carr, A., Turchi, R., Gage, S., Osorio, S.N., Cooperberg, D., Mallory, L.; IMPACT STUDY GROUP. (2023) Factors Correlated with Successful Pediatric Post-Discharge Phone Call Attempt and Connection. *Hosp Pediatr. Jan 1;13(1):47-54.* doi: 10.1542/hpeds.2022-006675.

Chipman, M., Schreiber, C., Fey, J. Lane, S., DiLisio, C., Mallory, L. Engagement Across Professions: A Mixed Methods Study of Debriefing After Interprofessional Team Training. (2023) Simulation in Healthcare 2023, Jul 5. doi: 10.1097/SIH.0000000000000736. Online ahead of print.

Fong, T.G., Albaum, J.A., Anderson, M.L., Cohen, S.G., Johnson, S., Supiano, M.A., Vlisides, P.E., Wade, H.L., Weinberg, L., Wierman, H.R., Zachary, W., Inouye, S.K.; **HELP-ME Writing Group*** (2023) The Modified and Extended Hospital Elder Life Program: A remote model of care to expand delirium prevention. *J Am Geriatr Soc.* doi: 10.1111/jgs.18212. Online ahead of print. PMID: 36637405

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Kitson, A.L., Conroy, T., Jeffs, L., **Carr, D.**, Huisman-Dewaal, G.J., Muntlin, A., Jangland, E., Grønkjaer, M., Parr, J. (2023) 'No more heroes': The ILC Oxford Statement on fundamental care in times of crises. *J Adv Nurs.* Mar;79(3):922-932. doi: 10.1111/jan.15533. Epub 2022 Dec 15.

Koone, M., **Hyrkas, K.** (2023) Moral Distress and Spiritual/Religious Orientation: Moral Agency, Norms and Resilience. *Nurs Ethics.* 30(2):288-301. doi: 10.1177/09697330221122905

Kyros, P.N. 3rd, Sheppard, F.R., Sawhney, J.S., Cullinane, D.C., Falank, C.R., Smith, K.E., **Ontengco, J.B.,** Turner, E.N., Chung, B., Shurtliff, E., Morse, B.C. (2023) Outcomes of Protocol-Driven Venous Thromboembolic Chemo-Prophylaxis in Trauma Patients: A Trauma Quality Improvement Project Analysis. *The American Surgeon,* 89(9) 3811–3816. doi: 10.1177/00031348231173716. Epub 2023 Jun 30. PMID: 37387458

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Watson, L., **Woods, C.W.,** Cutler, A., DiPalazzo, J., Craig, A.K. (2023) Telemedicine Improves Rate of Successful First Visit to NICU Follow-up Clinic. *Hosp Pediatr.* Jan 1;13(1):3-8. doi: 10.1542/hpeds.2022-006874.

Presentations:

Jessica Atkinson, BSN, RN. Debriefing: An Interprofessional Approach to Impacting Disruptive Behavior. 55th Neuroscience Nursing Annual Conference, March 18 – 21, 2023, Orlando, Florida. (Podium Presentation)

Jessica Atkinson, BSN, RN. An OR Nurse Manager's Interprofessional Approach to Impacting Disruptive Behavior. OR Manager Conference, September 18 – 20, 2023, Nashville, TN. (Podium Presentation)

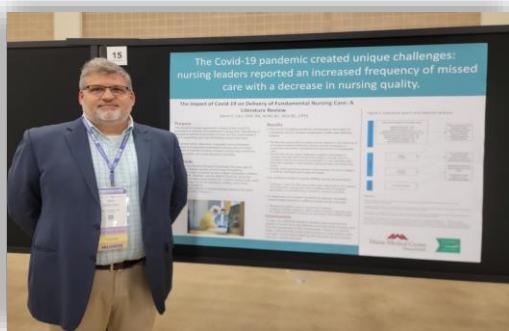
Rebecca Brown RN, CMSRN, CYT, Laura Nicolais, MD. A Prospective Mixed Methods Study on Experiences of Mindfulness Intervention on Pain and Anxiety in Patients Undergoing a Colorectal Surgery. Costas T. Lambrew Research Retreat, May 3, 2023, Portland, Maine. (Poster Presentation) [picture below]



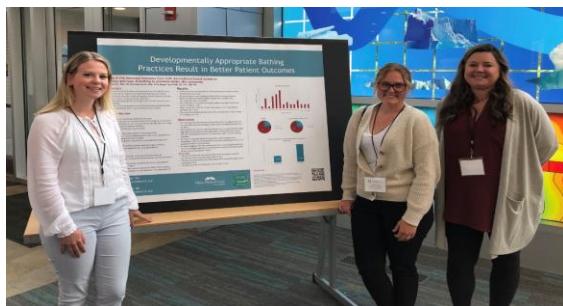
Rebecca Brown, RN, CMSRN, CYT, Kristiina Hyrkas, PhD, LicNSc, MNSc, RN, Laura Nicolais, MD.
Experiences of Mindfulness in Patients Undergoing a Colorectal Surgery: A Mixed Methods Study. 47th Biennial Convention Sigma (Sigma Theta Tau), November 11 – 15, 2023, San Antonio, TX. (Podium Presentation) [picture below]



Devin Carr, DNP, RN, ACNS-BC, EA-BC, CPPS. The Impact of Covid-19 on Delivery of Fundamental Nursing Care: A Literature Review. 47th Biennial Convention Sigma (Sigma Theta Tau), November 11 – 15, 2023, San Antonio, TX. (Poster Presentation) [picture below]



Megan Charrier, BSN, RN, Michaela Smith, BSN, RN, Megan Flynn, MSN, CNL, RNC-NIC, C-ELBW.
Bathing in the Neonatal Intensive Care Unit: An Evidence Based Review on Frequency and Type of Bathing to Promote Better Skin Outcomes. International Learning Collaborative (ILC) Annual International Conference, June 12 – 13, 2023, Portland, Maine. (Poster Presentation) [picture below]



Michael Defrancisco, BSN, RN, CCRN-CSC, Amy Stafford, MSN, APRN, CCNS, Britney Meunier, BSN, RN, CCRN. Creating A Centralized Curriculum for Successful New Graduate Cohort Orientation to Critical Care. National Teaching Institute and Critical Care Exposition (NTI), May 22 – 24, 2023, Philadelphia, PA. (Podium Presentation)

Becca Edwards, MS, RD, CNSC, Lauren Tate, RD, LDN, Ana Cairns, MMP, PSC, **Cheryl Coyne, BSN, RN, Kathleen Walker, LCSW, Kim Violette, MA, Ann Ladner, MMP, RN, Jessica D'Amico, DO.**

Food Insecurity Screening in People with Cystic Fibrosis. Costas T. Lambrew Research Retreat, May 3, 2023, Portland, Maine. (Poster Presentation)

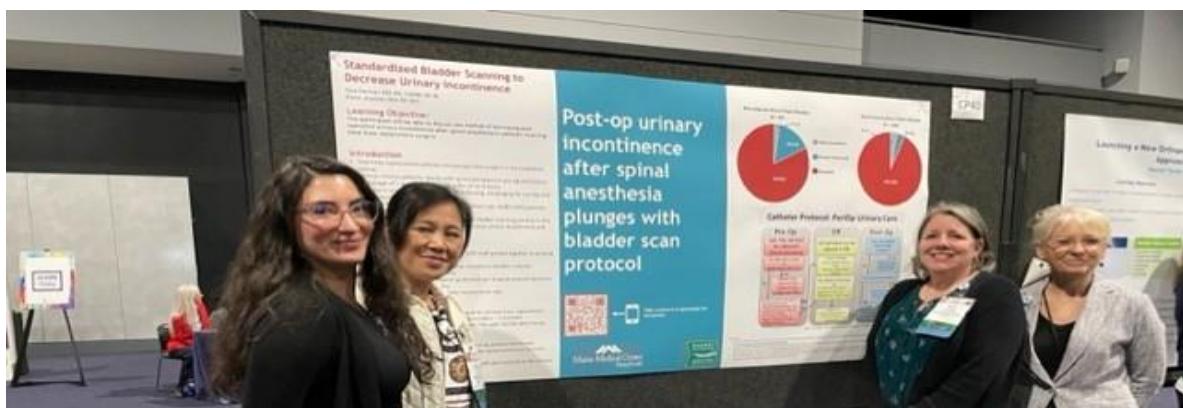
Megan Flynn, MSN, CNL, RNC-NIC, C-ELBW. Initiation of Patient-Centered Cue Based Cares in a Neonatal Intensive Care Unit. International Learning Collaborative (ILC) Annual International Conference, June 12 – 13, 2023, Portland, Maine. (Podium Presentation) [picture below]



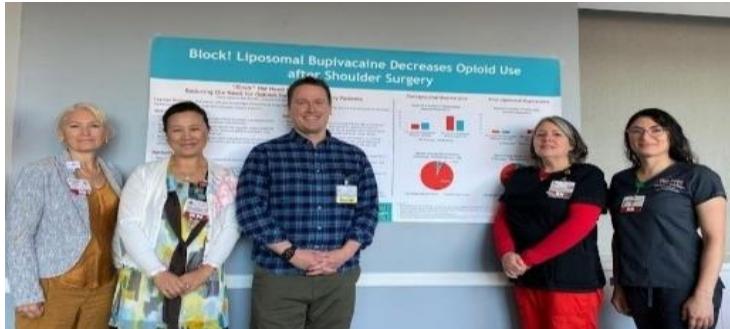
Megan Flynn, MSN, CNL, RNC-NIC, C-ELBW. Training and Retaining Nurses in the NICU. National Association of Neonatal Nurses 39th Annual Conference, September 26-28, 2023, Anaheim, CA. (In-person [September 26, 2023] and recorded presentation)

Kristiina Hyrkas, PhD, LicNSC, MNSc, RN, Sarah McEvoy, M.Div. Confirmatory Factor Analysis of the Spirituality and Spiritual Care Rating Scale: A Cross Sectional Study in Staff of Eight Nursing Homes. 35th Annual Eastern Nursing Research Society (ENRS), March 23 – 24, 2023, Philadelphia, PA. (Podium Presentation)

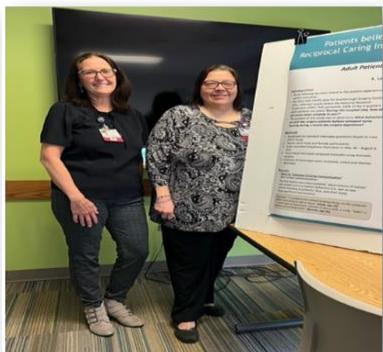
Tara Herman, BSN, RN, CMSRN, NE-BC, Diane Jesselskis, BSN, RN, ONC. Standardized Bladder Scanning to Decrease Urinary Incontinence. National Association of Orthopedic Nurses (NAON), May 6 – 9, 2023, Pittsburgh, PA. (Poster Presentation) [picture below]



Diane Jeselskis, BSN, RN, ONC, Julianna Choi, BSN, RN, CMSRN. "Block!" the Need for Opioids! Reducing the Need for Opioids for Shoulder Surgery Patients. National Association of Orthopedic Nurses (NAON), May 6 – 9, 2023, Pittsburgh, PA. (Poster Presentation) [picture below]



Kelly Lancaster, MSN, RN, CAPA, Jacqueline Bourque, BSN, RN, Eira Kristiina Hyrkas, PhD, LicNsc, MNsc, RN. Adult Patient Perceptions of Nurse Listening Behaviors in an Ambulatory Surgery Setting. Costas T. Lambrew Research Retreat, May 3, 2023, Portland, Maine. (Poster Presentation) [picture below]



Kelly E. Lancaster, MSN, RN, CAPA, Jacqueline Bourque, BSN, RN, Kristiina Hyrkas, PhD, LicNsc, MNsc, RN. Perceptions of Nurse Listening Behaviors in an Ambulatory Surgery Setting. 47th Biennial Convention Sigma (Sigma Theta Tau), November 11 – 15, 2023, San Antonio, TX. (Podium Presentation) [picture below]



Kelly Lancaster, MSN, RN, CAPA, Jacqueline Bourque, BSN, RN. Relational Fundamentals of Care: Adult Patient Perceptions of Nurse Listening Behaviors in an Ambulatory Surgery Setting. International Learning Collaborative (ILC) Annual International Conference, June 12 – 13, 2023, Portland, Maine. (Podium Presentation) [picture below]



Amy Litterini, PT, DPT, Caitlin Coppenrath, Ashley Speckhart, MD, **Amy Pearl, BSN, RN, CWHC**, Theodore Wissink, MD. An Oncology, Lifestyle Medicine, and Cardiac Rehabilitation Partnership in the Development of a Group Medical Visit Model for Cancer Survivors. Costas T. Lambrew Research Retreat, May 3, 2023, Portland, Maine. (Poster Presentation)

Laura Nicolais, MD, **Rebecca Brown, RN, CMSRN, CYT**. Colorectal Surgery Patient Perceptions of a Mindfulness Intervention. American Society of Colorectal Surgeons Annual Scientific Meeting, June 3 – 6, 2023, Seattle, WA. (Poster Presentation)

Sara Penrod, MS, CCC-SLP. Disorders of Consciousness (DoC), Dysphagia, and Decannulation in Hospitalized Patients. American Speech-Language-Hearing Association (ASHA), November 16 – 18, 2023, Boston, MA. (Poster)

Darlene Rouleau, MS, RN, CMSRN, CNL, Lauri Wilson, MSN, RN, CNL. Zero Readmission Rates: Initiative to Standardize Education for Patients Going Home with a Tracheostomy or Laryngectomy. International Learning Collaborative (ILC) Annual International Conference, June 12 – 13, 2023, Portland, Maine. (Poster Presentation) [picture below]



Carrie Strick, MSN, RN, CNL, CMSRN. Assessing Risk Factors for Opioid-Induced Respiratory Depression Using the Michigan Opioid Safety Score in MMC Patients Who Received Naloxone. Clinical Nurse Leader (CNL) Summit, February 23 – 25, 2023, Lake Buena Vista, FL. (Poster Presentation)

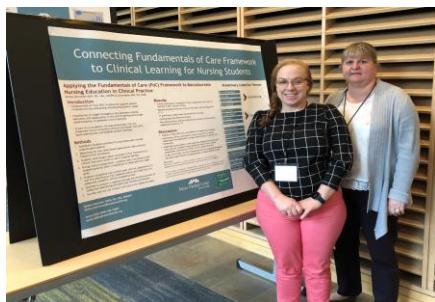
Amy Stafford, MSN, APRN, CCNS. Evidence-Based Treatment Strategies for ARDS during the COVID-19 Pandemic and Beyond. National Teaching Institute and Critical Care Exposition (NTI), May 22 – 24, 2023, Philadelphia, PA. (Podium Presentation)

Amy Stafford, MSN, APRN, CCNS. Oral Care in Mechanically Ventilated Critical Care Patients. International Learning Collaborative (ILC) Annual International Conference, June 12 – 13, 2023, Portland, Maine. (Podium Presentation)

Amy Stafford, MSN, APRN, CCNS, Tricia Foley, BSN, RN, CWCN. Say Cheese! Capturing Pressure Injuries Utilizing Technology. ANCC National Magnet Conference, October 12 – 14, 2023, Chicago, IL. (Podium presentation)

Lauren Tate, RD, LD, Becca Edwards, MS, RD, CCRC, Ana Cairns, DO, FAAP, FACP, **Cheryl Coyne, RN**, Kathleen Walker, LCSW, **Ann Ladner, RN**, Kim Violette, MA, Jessica D'Amico, DO. Food Insecurity Screening in People with Cystic Fibrosis. North American Cystic Fibrosis Conference (NACFC), November 2-4, 2023, Phoenix, AZ. ('Teaser' poster presentation)

Melissa Vanmeter, MSN, RN, CNL-BC, CMSRN, Lynne Keller, MSN, RN, CNRN. Fundamentals of Care Framework in Undergraduate Clinical Practice. International Learning Collaborative (ILC) Annual International Conference, June 12 – 13, 2023, Portland, Maine. (Poster Presentation) [picture below]



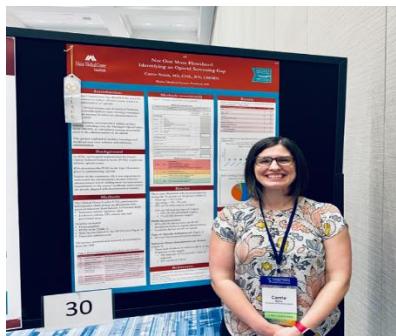
Awards

2023 Stephanie Davis Waste Reduction Award and Scholarship

Rebecca Brown, RN, CMSRN, CYT, CleanMed, May 23-25, 2023, Pittsburgh, PA.



Carrie Strick, MSN, RN, CNL, CMSRN. Assessing Risk Factors for Opioid-Induced Respiratory Depression Using the Michigan Opioid Safety Score in MMC Patients Who Received Naloxone. 3rd place Poster, Clinical Nurse Leader Summit, Feb 23 – 25, 2023, Lake Buena Vista, FL [Picture Below]



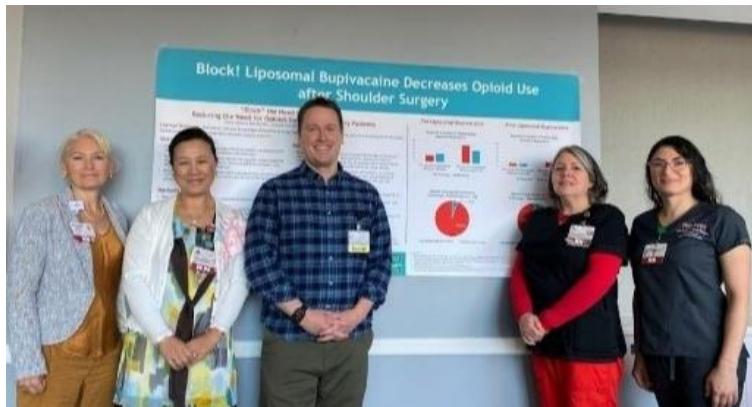
Melissa Vanmeter, MSN, RN, CNL-BC, CMSRN, Lynne Keller, MSN, RN, CNRN. Fundamentals of Care Framework in Undergraduate Clinical Practice. Winner – 1st Annual Poster Presentation Award, International Learning Collaborative (ILC) Annual International Conference, June 12 – 13, 2023, Portland, Maine.



National Teaching Institute (NTI) Critical Care Challenge, 1st place Simulation Competition, May 24, 2023
Amy Stafford, MSN, APRN, CCNS, Michael DeFrancisco, MSN, RN, CCRN-CSC, Brittney Meunier, BSN, RN, CCRN

43rd Annual National Association of Orthopedic Nurses (NAON)
May 6 – 9, 2023, Pittsburgh, PA.

Diane Jeselskis, BSN, RN, ONC, Julianna Choi, BSN, RN, CMSRN. “Block!” the Need for Opioids!
Reducing the Need for Opioids for Shoulder Surgery Patients. (Poster Presentation)
1st Place Clinical Practice Poster Track [Picture below]



Grants

Sonja Orff, MS, RN, CNL, CSCT

Improving Communication between Families/Carers with Limited English Proficiency and the Ambulatory Surgical Team during the Perioperative Experience

The KeyBank Fund for Multicultural Nursing Education & Development: \$5,380.00

2024

IRB:

Approvals and Letters of Determination:

Kate Beever, MA, MT-BC & Samantha Bryan, BSN, RN. [IRB# 2218052-1] A Pilot Study for the Effects of Bedside Music Therapy to Reduce Pain and Anxiety in Patients Hospitalized for Cancer Treatment.
Exempt. Approved: August 8, 2024.

Megan Benner, MSN. [IRB #2262949-1] Standardizing Fire Safety Training in Perioperative Departments.
Letter of Determination. Approved: November 27, 2024

James Benson, RN. [IRB# 2282985-1] Geriatric Comfort Cart Item Survey. Letter of Determination.
Approved: February 12, 2025

Kate Campbell, BSN RN CPAN. [IRB# 2317375-1]. Charge Nurse Series: Just in Time. Letter of Determination. Approved: April 22, 2025

Devin Carr, DNP, RN. [IRB# 2226280-1] Transforming Nurse Staffing Data. Exempt. Approved: December 18, 2024.

Kathryn Farchione, BSN, RN. [IRB# 2208588-1] Implementation of Terminal Extubation Debriefing in Critical Care. Letter of Determination. Approved: June 19, 2024.

Kathryn Farchione, BSN, RN. [IRB# 2194931-1] The impact of post terminal extubation debriefs on moral distress of critical care nurses. Exempt. Approved: July 12, 2024.

Jasper Hotchkiss, MSN, MBA, RN, VA-BC. [IRB # 2315884-1] Using Ultrasound Guidance for Difficult Intravenous Access in the Emergency Department. Letter of Determination. Approved: April 24, 2025.

April Hothersall, BSN. [IRB# 2222134-1] Nursing directors and managers use and satisfaction of available quality data on different dashboards at Maine Medical Center. Letter of Determination: August 6, 2024.

Claire Joyner, MSN, CNL. [IRB# 2222152-1] Tailoring Interventions for Patient Safety (TIPS): Fall education project. Exempt. Approved: September 16, 2024.

Beth Kessler, MSN. [IRB# 2197553-1] Evaluation of Nurse Grand Rounds. Exempt. Approved: October 25, 2024.

Debra Kramlich, PhD, RN [IRB# 2207332-1] Development of continuing professional development for Nursing Professional Development Practitioners based on a learning needs assessment. Exempt. Approved: July 8, 2024.

Debra Kramlich, PhD, RN. [IRB# **2223720-1**] Test-Retest of the Nursing Professional Development Practitioner Learning Needs Assessment. Exempt. Approved: August 26, 2024.

Elisa Martin, BSN & Doris Meehan, BSN, MSN, APRN, ACNS-BC, CDCES. [IRB# 2266614-1] A Survey of Nurses' Knowledge of Delirium. Letter of Determination. Approved: December 5, 2024

Doris Meehan, BSN, MSN [IRB # 2303913-1]. Can you hear me now? Letter of Determination Approved: April 2, 2025

Darlene Rouleau, MSN. [IRB# 2288541-1] Patient Mobilization: Attitudes and Beliefs Survey. Letter of Determination. Approved: February 12, 2025

Darlene Rouleau, MSN, RN CMSRN, CNL. [IRB # 2303311-1] Improving Patient Outcomes with the implementation of the Bedside Mobility (BMAT) 2.0 Nursing Interventions. Letter of Determination Approved: April 2, 2025

Meaghan Smith MSN, RNC-OB, C-EFM & Mallory Whitney CNII. [IRB# 2302912-1A Quality Improvement Educational Initiative to Reduce Obstetric Care Team Bias and Improve Cultural Humility Attitudes. Letter of Determination. Approved: March 2025.

Kristen Stogsdill, BSN, RN, CCRN [IRB # 2305773-1. Knowledge of delirium among intensive care unit nursing staff. Letter of Determination]. Approved: March 27, 2025

Carrie Strick MSN [IRB# 2222880-1] Nurse Survey of Using Virtual Reality for Indwelling Urinary Catheter Insertion Coaching. Letter of Determination: August 9, 2024.

Alysha Theriault, RN, BSN [IRB # 2300119-2]. Dressing Change Workload Satisfaction. Letter of Determination. Approved: March 7, 2025.

Melissa Vanmeter MSN, RN, CNL, CMSRN. [IRB # 2316417-1] A Case Study of an Innovative Approach to Undergraduate BSN Clinical Experience Through an Interdisciplinary Partnership with the Hospital Elder Life Program (HELP). Letter of Determination. Approved: April 21, 2025

Review Preparatory to Research (RPR): Cindy Young, BSN RN, CDCES. Monthly glucose sensor use on Perinatal Unit. RES-F-005 Preparatory to Research Notification: June 7, 2024

Sungjun Park, BSN, RN. IRB [2265012-1] Fasting time interval between patient picked to cath lab and 1st initial dose of analgesic or sedative for cardiac catheterization. RES-F-005 Preparatory to Research Notification: December 3, 2024.

Closed studies:

Rhonda Babine, MS. [IRB# 1702525-3] A Modified and Extended Hospital Elder Life Program (HELP-ME) for Delirium Prevention during COVID-19: Development and Feasibility Testing. Study Closed: May 23, 2024.

Rhonda Babine, MS, DNP. [IRB# 1874072-3] Improving shared decision-making in older adults by standardizing the process of “What Matters” conversations: a quality improvement study. Study Closed: May 23, 2024.

Kate Beever, MA, MT-BC. [IRB# 2218052-2] A Pilot Study for the Effects of Bedside Music Therapy to Reduce Pain and Anxiety in Patients Hospitalized for Cancer Treatment. Study closed: January 27, 2025

Kathryn Farchione, BSN, RN. [IRB# 2194931-3] The impact of post terminal extubation debriefs on moral distress of critical care nurses. Study closed: February 4, 2025

Megan Flynn, MSN. [IRB# 1849221-4] Increasing Code Cart Proficiency Through Gamification. Closed: December 18, 2024

Megan Flynn, MSN. [IRB# 1849221-4] Increasing Code Cart Proficiency Through Gamification. Closed: December 18, 2024

Megan Flynn, MSN. [IRB# 2045790-2] Maintaining Total Fluid Balance in the Neonate. Closed: January 3, 2025

Brittany Stackinski, BSN. [IRB# 2060060-2] Examining Rates of Depression in a Long COVID Clinic: A Retrospective Review. Study Closed: May 23, 2024.

Lauri Wilson, MSN. [IRB# 2060751-4] 2023 Press Ganey/National Database of Nursing Quality Indicators RN Survey. Closed: November 14, 2024.

Publications:

Atkinson, J. M. A., Clark, P. M., & Hyrkas, K. (2024). Using Debriefing to Address Disruptive Behaviors and Improve Clinician Well-Being. *AORN journal*, 120(2), 95-101.

Babine, R. (2025). Evaluating Perceptions of Shared Decision-Making in Hospitalized Older Adults: Impact of Targeted Education in What Matters Conversations. *Journal of Maine Medical Center*. Accepted: March 11, 2025.

Clark, J. B., & Hyrkas, K. (2024). Early identification of vascular access site complications and frequent heart rate and blood pressure monitoring after cardiac catheterization: A scoping review. *Journal of Vascular Nursing*.

Brown, R., Nicolais, L. & Hyrkas, K. (2025). A Prospective Mixed Methods Study on Experiences of Mindfulness Intervention on Pain and Anxiety in Patients Undergoing A Colorectal Surgery". *Journal of Holistic Nursing*. First published online March 17, 2025. <https://doi.org/10.1177/0898010125132196>

Carr, D. & Vollman, K. (2025) "Letter to the Editor: The Full Scope of Nurses' Work in Hospitals". *Critical Care Nurse* 45,(2), 11-12.

Curley, M.A., Zalon, M.L., Seckel, M.A., Alexandrov, A.W., Sorce, L.R., Kalvas, L.B., Hooper, V.D., Balas, M.C., Vollman, K.M., **Carr, D.S.** and Good, V.S. (2024). Call to action: Blueprint for change in acute and critical care nursing. *Nursing Outlook*, 72(6), 102271.

Fagan, N. & Hyrkas, K. (2025) Intermediate Care RN Curriculum and Learning Objective Development using modified Delphi Method. *Journal of Maine Medical Center*, 7(1), 1-3.

Flynn, M. (2024) "Initiation of Patient Centered Cue-Based Care in a Neonatal Intensive Care Unit". *Advances in Neonatal Care*. Accepted for publication: November 14, 2024

Gerwin, R., **St. Pierre, S.**, Podolsky, A., Khurana, A. & Ostrander R. (2024) [Comprehensive Suicide Risk Screening: Depression Is Not Enough](#). *Journal of Maine Medical Center*, 6(2), 1-5.

Kitson, A., **Carr, D.**, Feo, R., Conroy, T., & Jeffs, L. (2025). The ILC Maine statement: Time for the fundamental care [r] evolution. *Journal of Advanced Nursing*, 81(1), 523-536.

Lancaster, Kelly E., Jacqueline Bourque, and Kristiina Hyrkas. (2025). Adult Patient Perceptions of Nurse Listening Behaviors in an Ambulatory Surgery Setting." *Journal of PeriAnesthesia Nursing*. In Press.

Melendi, M., Zanno, A. E., Holmes, J., Chipman, M., Cutler, A. K., Stoddard, H., ... & Craig, A. (2024). Development and Evaluation of a Rural Longitudinal NRP® Telesimulation Program (MOOSE: Maine Ongoing Outreach Simulation Education). *American journal of perinatology*.

Soghikian, S., **Chipman, M.**, Holmes, J., Calhoun, A. W., Mallory, L. A., & Mallory, L. (2024). Assessing Team Performance in a Longitudinal Neonatal Resuscitation Simulation Training Program: Comparing Validity Evidence to Select the Best Tool. *Cureus*, 16(9).

Wang, M., Falank, C., Simboli, V., **Ontengco, J. B.**, Spurling, B., Rappold, J., ... & Smith, K. E. (2024). "Should We Phenobarb-it-All?" A Phenobarbital-Based Protocol for Non-Intensive Care Unit Trauma Patients at High Risk of or Experiencing Alcohol Withdrawal. *The American Surgeon™*, 90(6), 1531-1539.

Weeks S, & **Carr D.** (2024). Engage nurses and place patients at the center of our care. *American Nurse Journal*, 19(8). Doi: 10.51256/ANJ082442

Presentations:

Hannah Anderson C-EP, CCRP, **Erin Woodbury, BSN, RN, CCRP** Douglas Sawyer, MD. Cardiac Rehabilitation is the Answer to Improving Functional Capacity for Patients with Heart Failure. 39th American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR) Annual Conference 9/25-9/27. Anaheim, CA (Poster)

Rhonda Babine, DNP, APRN, ACNS-BC. Making NURSING CONVERSATIONS Meaningful by Identifying What Matters. International Learning Collaborative (ILC), Oxford, UK, June 7th & 8th 2024. (podium)

Amanda Bennet MSN, RN, Michael Defrancisco, Victoria Zerbato & Meagan Anderson: Unlocking how to escape standard education platforms: a prospective controlled trial comparing traditional teaching methods to the use of escape rooms for nursing education. Costas Lambrew Research Retreat, Maine Medical Center. Portland Maine. May 1, 2024. (Poster)

Paul Blakeslee, Rebecca Zinkowski, **Kristiina Hyrkas**, Wendy Graig: Nutrition Screening and Interventions by Registered Dietitians for Hospitalized Patients with Malnutrition: A Retrospective Cohort Study. Costas Lambrew Research Retreat, Maine Medical Center. Portland Maine. May 1, 2024. (Poster)

Emily Bartlett, BSN, RN, CMSRN; Jana J. Drake, MBA, BSN, RN; Nora Fagan, RN, MSN, BScN, CMSRN; Carrie Strick, CNL, RN, CMSRN; Stephanie Verwys, BSN, RN, CMSRN; Patricia M. Clark, PhD, RN & E. Kristiina Hyrkas, PhD, LicNSc, MNSc, RN. Medical Surgical Nurse Perceptions of High and Low Value Activities. International Learning Collaborative (ILC), Oxford, UK, June 7th & 8th 2024. (Poster)

Emily E. Bovino MSN, RN, CNL, CCRN & Amy Stafford, MN, APRN, CCNS. Implementation of the Healthy Work Environment Standards through AACN's National Collaborative. Creating Healthy Work Environments. Sheraton Phoenix Downtown, Phoenix, AZ. 28-30 March 2025. (Rapid Presentation Round)

Michelin Chipman, RN, MSN, Rebecca Hunt, MD: Identifying Latent Safety Threats during an in-situ simulation of an Operating Room Fire on Labor and Delivery using Healthcare Failure Modes and Effects Analysis. Costas Lambrew Research Retreat, Maine Medical Center. Portland Maine. May 1, 2024. (Poster)

Hilary Chickering, MSN, RN, NPD-BC, CMSRN. Reducing Time to Independence by Increasing Repetition of Basics. Fusing Lessons of the Past with Current Innovations: Preparing Nurses for the Future. 31st Annual Conference for Nurse Educators. May 29 – May 31, 2024. Sea Crest Beach Hotel, North Falmouth, MA. (Poster)

Caitlin Coppenrath MS, ACSM CEP, CCRP, Amy Litterini, DPT, **Amy Pearl, RN**, Theodore Wissink, Ashley Speckhart, MD. Outcomes of a Pilot Virtual Survivorship Group Medical Visit and Cancer Exercise

Program. 39th American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR) Annual Conference 9/25-9/27. Anaheim, CA. (Poster)

Jessica D'Amico DO; Lauren Tate, RD, LD; Stefanie Diloreto; Jonathan Zuckerman, MD; Wendy Craig; **Eira Kristiina Hyrkas, PhD, LicNSc, MNSc, RN**; Ina St Onge DO; Whitney Gould, RD, LD; Maryann Ludlow, RD, LD; Thomas Lahiri, MD; Charlotte Teneback, MD; Jillian Sullivan, MD. "High Dose Vitamin D: Improving Vitamin D Deficiency and Identifying Patient Barriers" North American Cystic Fibrosis Conference. Boston, September 26-28, 2024. (Poster)

Jessica D'Amico DO; Lauren Tate, RD, LD; Stefanie Diloreto; Jonathan Zuckerman, MD; Wendy Craig; **Eira Kristiina Hyrkas, PhD, LicNSc, MNSc, RN**; Ina St Onge DO; Whitney Gould, RD, LD; Maryann Ludlow, RD, LD; Thomas Lahiri, MD; Charlotte Teneback, MD; Jillian Sullivan, MD. Food Security Trends in People Living with Cystic Fibrosis. North American Cystic Fibrosis Conference. Boston, September 26-28, 2024. (Poster)

Michael DeFrancisco MSN, RN, CCRN-CSC-CMC, NPD-BC. Design/implementation of escape room (1-hour sessions), occur in 5 rooms simultaneously, 3 times a day during the conference. NTI, New Orleans, May 19-21, 2025.

Victoria English & Christine St. Amand. Increasing Knowledge Retention by Empowering Nurses. Fusing Lessons of the Past with Current Innovations: Preparing Nurses for the Future. 31st Annual Conference for Nurse Educators. May 29 – May 31, 2024. Sea Crest Beach Hotel, North Falmouth, MA
Victoria English, MSN, RN. "What, no skills fair and I have options?!" Association for Nursing Professional Development (ANPD) Aspire Convention. The 2025 Aspire Convention is taking place April 29 – May 2 in Las Vegas. (podium)

Nora Fagan MSN, BScN, RN, CMSRN: Intermediate Care RN Curriculum & Program Development using Delphi Method. Costas Lambrew Research Retreat, Maine Medical Center. Portland Maine. May 1, 2024. (Poster)

Megan Flynn, CNL, RNC-NIC, C-ELBW. Empowering Nurses to Take Ownership of Fundamental Neonatal Care: Neonatal Thermoregulation. International Learning Collaborative (ILC), Oxford, UK, June 7th & 8th 2024. (Poster)

Megan Flynn, MSN, RN, CNL, RNC-NIC, C-ELBW, NE-BC. Initiation of Patient Centered Cue Based Cares in a Neonatal Intensive Care Unit. 2024 NANN Research Summit, in Orlando, FL, September 16th at the Hilton Orlando. (Podium).

Megan Flynn, MSN, RN, CNL, RNC-NIC, C-ELBW, NE-BC. Thriving in a Multi-Generational Workplace. 25th Braden E. Griffin Memorial Symposium. UMass Memorial Health/UMass Memorial Medical Center, UMass Chan Medical School. Friday, November 15, 2024. (Podium)

Cecilia Inman MSN, RN, VA-BC, CV-BC & Mandy Rodney, BSN VA-BC. Leveraging the Vascular Access Team to increase safety and access to care. Transformation 2024 Conference. Portland, ME. May 16, 2024

Jane Kinney, BSN, RN, SCR, Sonja Orff, Nicolas Flavin, Kristiina Hyrkas, Robyn Begin (et al.): Risky Business: Creating a Process to Review Accuracy of American Society of Anesthesia (ASA) Classification

and to Improve Overall Quality Risk Adjustment of Surgical Patients. Costas Lambrew Research Retreat, Maine Medical Center. Portland Maine. May 1, 2024. (Poster)

Jane Kinney RN, Sonja Orff RN, Robyn Begin RN, Nicholas Flavin, Eira Kristiina Hyrkas RN, Christopher Adams MD, Ian Neilson MD, FACS. Risky Business: Using a NSQIP Audit of American Society of Anesthesia (ASA) Classification to Improve Overall Quality Risk Adjustment and Safety Across a Health System. 2024 ACS Quality and Safety Conference, Denver CO. July 18 - 21st, 2024. (Poster)

Sonja Orff MS, RN, CNL, CSCT, Jenny Gilmore, RN & Kristiina Hyrkas, PhD, RN. Communicating with Spanish Family Members/Friends with Limited English Proficiency during Ambulatory Surgery: Text Message Translation and Cultural Adaptation Process. International Learning Collaborative (ILC), Oxford, UK, June 7th & 8th 2024. (Poster)

Mandy Rodney, BSN VA-BC & Cecilia Inman MSN, RN, VA-BC, CV-BC. Vascular Access Team Development Workshop, Advancing Excellence: Vascular Access Team Empowerment. Team Leadership Topic: Expanding the Reach/Scope of a Vascular Access Team. Association for Vascular Access (AVA) Annual Scientific Meeting. September 28 - 30, 2024, Denver Colorado

Amy Stafford, MN, APRN, CCNS. Treating Acute Respiratory Distress Syndrome (ARDS). American Association of Critical Care Nurses (AACN) National Teaching Institute (NTI). Denver, CO, May 20-22, 2024. (Podium)

Amy Stafford, MN, APRN, CCNS. Integrating the ICU Liberation Bundle into Critical Care Orientation Curriculum. International Learning Collaborative (ILC), Oxford, UK, June 7th & 8th 2024. (Poster)
Carrie Strick, CNL, RN Holly Woodman, MS, RN, CMSRN; Emily Bartlett, BSN, RN, CMSRN; Jill Sweezy, BSN, RN, CMSRN; Hilary Perrey, MHA, LSSBB, CPHQ, CMPE. Fundamentals of Care: The Keys to Getting HOME. International Learning Collaborative (ILC), Oxford, UK, June 7th & 8th 2024. (Podium)

Lauren Tate, Rebecca Edwards, Ana Cairns, **Cheryl Coyne, RN**, Kimberly Violette, Kathleen Walker, **Ann Ladner**, Jessica D'Amico: Food Insecurity Screening in People Living with Cystic Fibrosis. Costas Lambrew Research Retreat, Maine Medical Center. Portland Maine. May 1, 2024. (Poster)

Melissa Vanmeter, MSN, RN, CNL, CMSRN & Lynn Keller, RN, MSN, CNRN. Achieving Positive Results Through Teaching FoC: How Pre-Licensure Baccalaureate Students Demonstrate Patient-Centered Behaviors. International Learning Collaborative (ILC), Oxford, UK, June 7th & 8th 2024. (Podium)

Stephanie Verwys, Emily Bartlett, BSN, RN, CMSRN; Jana J. Drake, MBA, BSN, RN; Nora Fagan, RN, MSN, BScN, CMSRN; Carrie Strick, CNL, RN, CMSRN; Patricia M. Clark, PhD, RN & E. Kristiina Hyrkas, PhD, LicNsc, MNsc, RN. Medical Surgical Nurse Perceptions of High and Low Value Activities. International Learning Collaborative (ILC), Oxford, UK, June 7th & 8th 2024. (Poster)

Cynthia Young, BSN RN, CDCES. Unit Based Clinical Mentors to Improve Diabetes Care at the Bedside. International Learning Collaborative (ILC), Oxford, UK, June 7th & 8th 2024. (Poster)

Awards:

19th Annual Research Award



Darlene Rouleau, MSN, RN, CMSRN, CNL & Lauri Wilson, MSN, RN-BC, CNL

Project title: Zero Readmission Rates: Initiative to Standardize Tracheostomy Education and Care.

May 9, 2024

19th Annual EPB/QI Project Award



Tricia Foley, BSN, RN, CWOCN & Amy Stafford, MN, APRN, CCNS

Project title: Capturing Pressure Injuries Utilizing Technology

May 9, 2024

International Learning Collaborative (ILC), Oxford, UK, June 7th & 8th 2024

