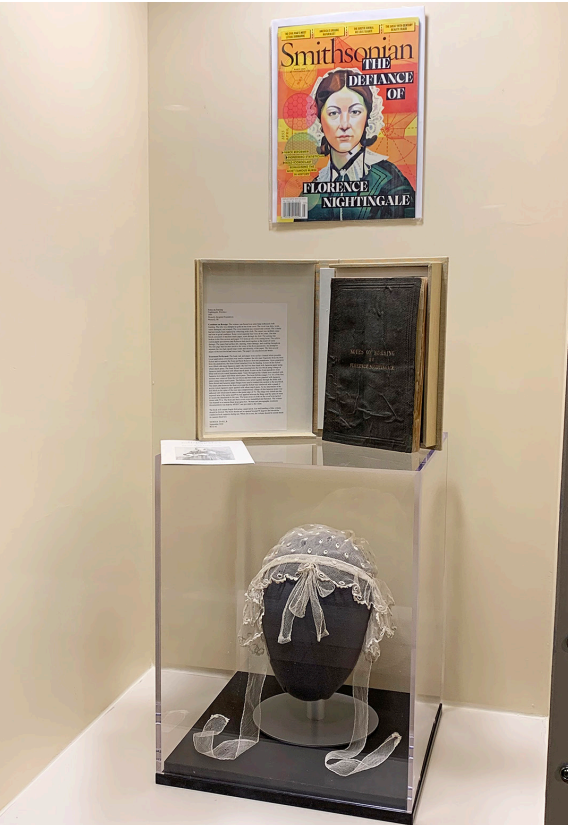


Lawrence + Memorial Hospital Westerly Hospital

Nursing Annual Report | 2024



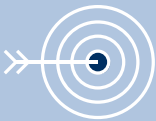
Nursing

Vision, Mission and Values



Vision

To be recognized for excellence in nursing practice at Lawrence + Memorial Hospital and Westerly Hospital, Yale New Haven Health System and nationally. Nursing is committed to the goals of supporting the nursing profession, nursing integration and collaborative teamwork.



Mission

The Department of Nursing at Lawrence + Memorial Hospital and Westerly Hospital exists to provide safe, comprehensive, quality patient- and family-centered care. Lawrence+ Memorial Hospital and Westerly Hospital nurses incorporate evidence-based research into clinical practice, establish professional nursing career pathways, and promote retention of clinical nurses. Nurses are cognizant of their own hierarchy of physical, mental, emotional and spiritual needs, awareness of self-care practice and that of the collaborative team around them. Lawrence+ Memorial Hospital and Westerly Hospital nurses are aware of the ever-changing healthcare environment updating and developing new services to meet the changes in patients' needs in a collaborative, competent, caring and cost-effective manner.



Values

Patient-Centered – Putting patients and families first

Respect – Valuing all people

Compassion – Being empathetic

Integrity – Doing the right thing

Accountability – Being responsible and taking action

A message from Shannon Christian, MSN, RN



Dear Nursing team,

As the Chief Nursing Officer, I want to take a moment to express my heartfelt appreciation and gratitude for each of you. It is because of your dedication, compassion and tireless efforts that our hospitals provide exceptional care to our patients and their families.

Each day, you demonstrate professionalism and an unwavering commitment to nursing excellence. Your ability to provide comfort, healing and support to those in need is inspiring. Whether you are working on the frontlines of patient care, supporting one another, or navigating the complex challenges we face, your collective efforts make a tremendous impact.

I am incredibly proud to work alongside such an extraordinary group of professionals. You embody the values of our hospitals and system. Your contributions are invaluable and I want you to know how deeply appreciated you are, not just by me, but by the entire organization.

As we reflect on the remarkable year of 2024, I am filled with immense pride. This report contains numerous highlights of the ways that nurses, in partnership with our healthcare providers and support teams, are engaged in best practices and strategies that put the patient at the forefront of everything we do.

As a result of your dedication to providing distinguished patient care, not only have our standards been raised, but Lawrence + Memorial and Westerly hospitals have also received important recognition for their exemplary work. Remarkable achievements are a direct result of the meticulous attention to detail and adherence to evidence-based practices by our nursing staff.

Our Staffing Committee structure, in partnership with our union leaders, has been pivotal in making impactful staffing decisions and providing our nurses with a voice in decisions that affect their work and patient care. This committee's efforts contribute to maintaining optimal staffing levels, enhancing patient safety, and improving patient outcomes. The work of this team demonstrates our commitment to collaboration and shared decision-making as a united nursing team.

In our ongoing commitment to fostering professional growth, six deserving nurses received APRN scholarships of up to \$10,000 per year for each recipient. This investment in our nurses' education empowers them to advance their careers and enhance their ability to provide advanced care to our patients. Additionally, we launched the Nursing Education Scholarship Fund, which will provide financial support to our teams pursuing higher education and specialized training. The enthusiasm for professional development among our nursing staff is truly inspiring.

Thank you for your resilience, your care and your continued pursuit of excellence. I look forward to continuing our work together to provide the highest standard of care for our community and each other.

With sincere respect and gratitude,

Shannon Christian, MSN, RN, NEA-BC

Chief Nursing Officer

Senior Vice President, Patient Care Services

Lawrence + Memorial Hospital

Westerly Hospital

A message from Ena M. Williams, PhD, MBA, RN



Dear Nursing team of L+M/Westerly,

I would like to echo Shannon's sentiments and comments about the contributions and impact you all make every day. Your impact is exemplified in professional practice, care for patients, engagement in decision making and use of evidence-based practice to improve care. Shannon always shares numerous best practices you are implementing and the outcomes. There are many examples of those practices being adopted across the Yale New Haven Health System (YNHHS) aimed at continuously improving care and patient outcomes.

As part of Yale New Haven Health, your commitment to providing the highest valued care to the patients we serve is evident and helps to strengthen our organization, improve care for the community and the profession of nursing locally, nationally and globally.

I hope you know how special you all are and how much you are valued as a member of the YNHHS team. It has been my pleasure working alongside Shannon and I look forward to our continued endeavors together. Thank you for allowing me to offer my congratulations and recognition for all you do and who you are.

Let me also close by extending my sincere congratulations for the leadership of Diane Kelly, who served in the role as Chief Nursing Executive for the Health System since 2022. Diane has been a strong advocate for nursing; guiding and challenging us to be transformative, representing nursing at the regional level, strengthening our academic practice partnerships, and challenging us to reimagine nursing for the future. We are grateful for her leadership and impact.

My sincere regards,

Ena M. Williams, PhD, MBA, RN

Chief Nurse Executive
Yale New Haven Health

A message from Rich Lisitano



Dear Nursing team,

I want to take a moment to recognize the incredible role you play in delivering safe, high-quality care to our patients every day. Your skill, compassion and dedication are the foundation of our hospital's success, and I am deeply grateful for the impact you have on every life you touch.

As a hospital, our number one priority is ensuring the safety of our patients and delivering the highest standard of care. We know that this goal is only possible because of your unwavering commitment. You are the first line of defense in safeguarding our patients, and your vigilance, teamwork and professionalism set the standard for excellence in health care.

To support you in this mission, we are investing in initiatives that prioritize patient safety, from updated protocols to cutting-edge technologies. But no system is as powerful as the dedication and expertise of a nurse – and we are honored to have you leading this charge.

I understand the challenges you face and the pressures of delivering care in today's healthcare environment. I want you to know that we are listening. We are working to improve staffing, enhance workflows and provide the resources you need to do your best work without feeling overburdened.

Your well-being matters to us because we know that when you thrive, our patients thrive. That's why we are enhancing wellness programs, expanding opportunities for professional growth, and ensuring that your voices are heard at every level of decision-making.

We are on this journey together, and I am fully committed to making this a hospital where nurses feel valued, supported and empowered. Your satisfaction and well-being are essential not only to you but to the success of our entire organization.

Thank you for all that you do, day in and day out. Please don't hesitate to reach out with your ideas, concerns or feedback. Together, we will continue to build a culture of safety, excellence and compassion – for our patients and for you.

With gratitude and respect,

Rich Lisitano

President

Lawrence + Memorial Hospital

Westerly Hospital

A message from Oliver Mayorga, MD



Dear Nursing colleagues,

In this annual report, we take a moment to honor the exceptional work, unwavering commitment and profound compassion that nurses bring to healthcare. As a physician at L+M and Westerly hospitals for more than 15 years, I have had the privilege of seeing firsthand the extraordinary impact our nursing team has on the lives of our patients. Nurses are not only caregivers; they are the very heart of our healthcare system, embodying compassion and resilience in every interaction. Their dedication to patient care reinforces the idea that healthcare is more than just a series of clinical interventions – it is a deeply human journey.

From hospital rooms and clinics to procedure suites and emergency departments, nurses are tireless advocates for their patients, often serving as both the first and last line of defense. They have an unmatched ability to connect with patients, understanding their fears, hopes and needs. This empathy goes far beyond a learned skill; it is a calling. Nurses show their commitment in countless ways, often extending their care long after their shifts have ended – whether it's comforting a frightened child, holding the hand of a dying patient or offering support to families in their most vulnerable moments. It is this profound compassion that not only enhances the patient experience but also elevates the standard of care across the profession.

As we reflect on the invaluable role nurses play, we don't just celebrate your achievements; we reaffirm our deep commitment to you. Ensuring you have the resources, training, and recognition you deserve is essential. By doing so, we honor not only your contributions but also the trust our patients place in us all. Together, as a unified healthcare community, we must continue to cultivate an environment where every nurse can thrive, ensuring that your light continues to shine brightly and your impact resonates for generations to come. Your work is the foundation of compassionate care and we are deeply grateful for all you do.

With gratitude,

Oliver Mayorga, MD
Chief Medical Officer
Lawrence + Memorial Hospital
Westerly Hospital

Nursing at a Glance



1,026
Nurses

26% L+M
10% Westerly
Certified Clinical Nurses

70% L+M
66% Westerly
BSN and above



L+M

280
beds

28
bassinets

Westerly

125
beds



86,675 L+M
20,508 Westerly
Inpatient visits

56,553 L+M
32,426 Pequot
25,253 Westerly
Emergency
Department visits

8 L+M
2 Westerly
Locations

12 L+M
3 Westerly
IP units

4.1 Team building at WNBA Connecticut Sun event

Nine members of the 4.1 team, along with family and friends, attended a Connecticut Sun game at TD Garden in Boston. This group was part of WNBA history as the game played had the most fans ever to attend a WNBA game.

As employees of Yale New Haven Health, sponsors of the Connecticut Sun, the Lawrence + Memorial Hospital team had the opportunity to sit in sky box seats with complimentary food and beverages while watching the game. This was an amazing opportunity for team bonding and a way to boost morale for the unit.



A DAISY award goes to an ICU nurse at Westerly Hospital

For one patient near the end of life on Westerly Hospital's Intensive Care Unit, the kindness and compassion exhibited by Brendan Kilmartin, RN, made all the difference in the world, both to the patient and her family.

"I just wanted to let you know that Brendan is a remarkable nurse, and that Westerly Hospital is very lucky to have a nurse that is so compassionate to the patients," a family member wrote in a nomination that led to Kilmartin's DAISY award, a top honor for nurses.



Cardiac unit nursing team are heart healthy

Unit 5.4 is a dynamic unit comprised of Adult Cardiac and Pediatric patients.

Over the last few years, we have been fortunate enough to retain our staff and have limited vacancies. The nursing staff on 5.4 have made it a priority to participate in team building activities. Every year our Heart Heroes team participates in the annual American Heart Association Heart Walk. Participating in the walk not only allows for relationships to build outside of work, but also raises awareness for a great cause that staff help to try to manage daily.

Please feel free to join our team! ♥ 5.4 Heart Heroes.



Breaking the silence: navigating mental health challenges at Lawrence + Memorial and Westerly hospitals

Mental Health Awareness Month was recognized by Behavioral Health staff members at Lawrence + Memorial and Westerly hospitals with a focus on shedding light on the multifaceted issues surrounding mental health in healthcare settings, particularly within small community hospital systems.

Even though mental health conditions are as prevalent as physical health conditions, they often remain shrouded in silence and shame. This stigma can prevent individuals from seeking the help they need, leading to exacerbation of symptoms and decreased quality of life.

The Behavioral Health team came together throughout the month to “break the silence” and raise awareness for mental health. Activities included information tables in the cafeterias at both hospitals to share facts about mental health and help dispel common myths. Weekly articles were shared across the delivery network on topics such as stigma, mental health nursing and diversity.

The team hosted activities of inclusion, such as poster coloring and garden clean up (which helped prepare a garden for patient use). The L+M/WH Diversity Equity Inclusion & Belonging team sponsored a presentation, entitled “Dispelling the Stigma on Mental Health/ Accepting Diversity and Inclusion.” Most importantly, they stood together as one united team to decrease the shame surrounding mental health, foster mindfulness and create a unified message to those who are suffering that they are not alone.

It is important to harness the power of interdepartmental collaboration to break the silence surrounding mental health. By collectively addressing these crucial aspects, we can cultivate a workplace and community that prioritizes mental well-being and paves the way for a brighter, healthier future for us all. Together, we can make a meaningful difference in the lives of those affected by mental illness and create a more compassionate and supportive environment for everyone.



CLABSI rate: Best in system

Lawrence + Memorial Hospitals' IV therapy team is a small but mighty department and one of the BIG reasons that our Central Line Associated Blood Stream Infections (CLABSIs) remain low.

The team consistently meets its stretch goal of 0.38. Fiscal year 2024 through August brings in a rate of 0.11, which is an incredible accomplishment.

The IV team is a highly skilled specialized team that provides patients with safe insertion of all types of vascular access devices. In addition to inserting IV access lines, they respond to codes for emergent access assistance. The IV Team monitors and maintains central lines, which effectively contributes to our low CLABSI rate. The IV team is competent to place peripherally inserted central catheters (PICCs) at the bedside which is not common with all IV teams and makes L+M's team unique.



Conference highlights connection between nurses' research and "better health care for all"

More than 220 Yale New Haven Health System nurses and Yale School of Nursing faculty and students attended the 16th annual Janet Parkosewich Nursing Research and Evidence-Based Conference to share their scholarly work to advance nursing practice and improve patient outcomes.

The event, held at Yale University's West Campus, featured 40 posters outlining nurses' research projects on a wide range of topics, including care quality and safety, patient throughput and nurse retention and resiliency.

Keynote speaker Azita Emami, RN, PhD, dean, and the Linda Koch Lorimer Professor of Nursing at Yale School of Nursing, discussed the advantages of an academic-clinical partnership in nursing.

"Clinical care nurses are central to scholarly research and transferring research findings into practice," she said. "Collaboration is the foundation on which we build better research... and ultimately better health care for all."

Emami presented courtesy faculty appointments to YNHHS nursing leaders Diane Kelly, RN, DNP, YNHHS chief nurse executive and Greenwich Hospital president; Anna Cerra, RN, DNP, Greenwich Hospital chief nursing officer (CNO); Mary Christoffersen, RN, DNP, Bridgeport Hospital CNO; Judith Hahn, RN, PhD, executive director of Nursing Professional Practice and Education, YNHHS; and Ena Williams, RN, PhD, Yale New Haven Hospital CNO.

An event highlight was the presentation of the annual research awards. Jaygrut Patel, RN, Lawrence + Memorial Hospital; Bethany Gingerella, RN, nurse manager, Westerly Hospital; and Ashly Vorio, RN, clinical outcomes leader, Yale New Haven Hospital, each received the Marita Titler Evidence Based Practice Award. Cerra and Cheryl Green, RN, PhD, administrative manager, Bridgeport Hospital, each earned the Marge Funk Nursing Research Award.



Connecticut healthcare heroes work at Lawrence + Memorial

Seana Delany, BSN, RN, an intensive care nurse at L+M, was recognized as one of Connecticut's Healthcare Heroes of 2024 by the *Hartford Business Journal*. This award recognizes individuals who have made a significant impact on their patients, their field and the community. Seana was nominated for her kind nature and compassion. Seana had been caring for a patient and comforting his wife for days, even changing shifts so she could continue helping the family until the very end. Not only did she stand by her patient through death and organ donation procurement, but she also helped provide solace to the man's grieving wife. As a keepsake, Seana gave a printout of EKG, rolled up and stored it in a small bottle, made fingerprints, and used a doppler so that the family could hear his heartbeat. These kind gestures touched the wife and helped her appreciate the value of organ donation despite this untimely loss. Seana is truly our hero.



Critical Care Unit joins the 1,000 Day Club

In 2024, the L+M Hospital Critical Care Unit was inducted into the 1,000 Day Club for CAUTI.

Staff worked diligently to remove Foley catheters and used CHAMP behaviors such as having a questioning attitude about inserting Foleys. Staff used alternatives such as external catheters as well as performing bladder scans on patients and providing intermittent straight catheters.

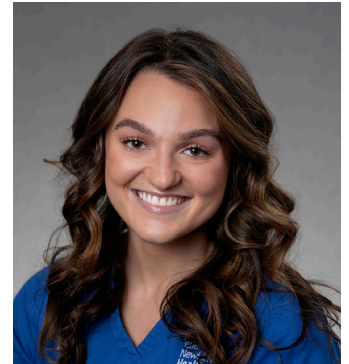
These tactics were reinforced with discussion during interdisciplinary rounds with the mindset of less is best to decrease the risk for a CAUTI. CAUTIs (a urinary tract infection) have been proven to be associated with an increase in length of stay, morbidity and mortality, as well as an overall increase in healthcare costs.

This achievement is a great accomplishment that signifies CCUs commitment to reducing hospital-acquired infections, as well as patient safety. CCU is proud of the collaboration between physicians, nurses and Infection Prevention to commit to the use of evidence-based practice to improve patient outcomes.

Daisies grow in Lawrence + Memorial Hospital ICU

The Critical Care team at Lawrence + Memorial Hospital is an extraordinary group of professionals. They are highly skilled in assessing patients and implementing rapid interventions to stabilize and treat patients in critical condition. Such competence and quick decision-making abilities are essential in ensuring positive patient outcomes. In an environment where situations can change in the blink of an eye, nurses must analyze data, consider potential outcomes, and make informed decisions. In these high stress situations the team demonstrates a kind, gentle nature as they extend compassion during a patient's most vulnerable time. These skills are paramount.

Those who observe or experience remarkable, compassionate care provided by a nurse can share their story through a nomination for a DAISY Award. This prestigious honor recognizes exceptional dedication, kindness, and professionalism. The DAISY Award process helps nurses recognize the incredible level of care they provide. This can have a profound impact on nurses, giving them an increased sense of pride and satisfaction in their job. It reminds nurses of why they became nurses, while celebrating the work they do each and every day.



Anxhela Uzhuri, BSN, RN, (left) and Emma Kolb, BSN, CCRN, both from ICU, were honored with the DAISY Award for their outstanding service in 2024. These two nurses have consistently demonstrated a remarkable commitment to providing comfort and care to patients during the most challenging moments of their lives. As important as it is to water and nourish flowers, so they grow to full bloom, it is the same with nurses. Emma is in the final stretch of her Doctor of Nursing Practice, and Anxhela is finishing her Advanced Practice Registered Nurse program. It has been a pleasure to watch these two daisies grow and bloom in their careers.

Early mobility program launches in the L+M ICU

L+M's Intensive Care Unit implemented an Early Mobility Project with the goal of decreasing the incidence of immobility within the unit by mobilizing patients to their highest level of mobility, promote teamwork of our interprofessional team and increase the confidence nurses have within their role of mobilizing these patients.

Lead by Emma Kolb, BSN, CCRN, as part of her Doctor of Nursing Practice project, the unit adopted Yale New Haven Health's STEP criteria for mobility. This is a patient safety screening tool that has become the standard of care in the organization.

Based on these criteria, the early mobility protocol is initiated by the nurse with the appropriate help of Physical, Occupational and Respiratory therapies. This has been well received by the interdisciplinary team. The team recently got its first vented patient out of bed.

With a commitment to teamwork and real change, this project will elevate patient care and service while promoting positive trends.



For doing her job with the utmost compassion, this ED tech earns a Sunflower award

Kindness and compassion for her patients – and especially for those patients who are struggling in life – helped one Emergency Department employee earn a recent Sunflower award at Westerly Hospital.

ED Tech Codie Corah, CNA, was honored for the way she ensures that each patient in her care receives nothing but her best.

“Codie is always asking if there is anything else she can do to make the patient more comfortable,” read the nomination that led to her award. “Codie is aware of challenges her patients face. She even took on the challenge of holding a clothing drive for patients who present to our ED who need necessities.”

In one case, when a homeless patient needed a shower, Codie arranged for the person to have clean clothes to put on afterward. Her nomination included a quote from the individual, who stated: “It’s the first time I was treated as a human, and Codie made me feel special when she went out of her way to meet my needs.”

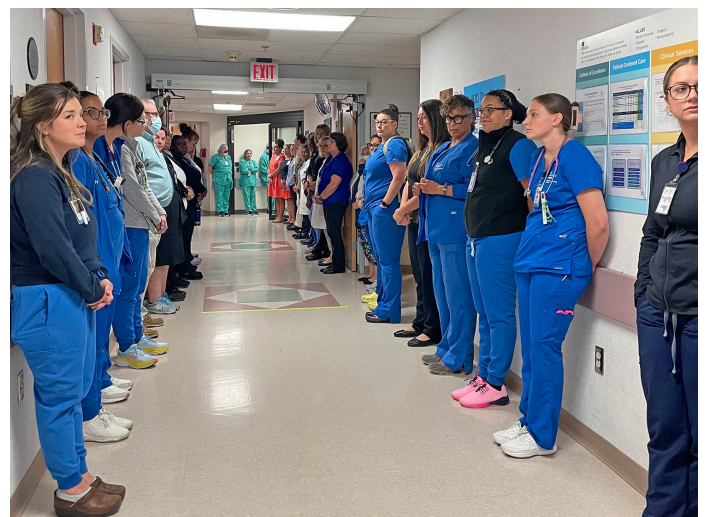
Bethany Gingerella, RN, nurse manager of the Westerly ED, called Codie an exemplary employee. “It’s not always easy to show compassion the way Codie does, and we are lucky to have her on our team. She makes an enormous difference in the patient experience for so many people.”

Codie said she was surprised and humbled to receive the award, adding that, “In my role, I see people on their worst days, and anything I can do to make that better I will. Unbeknownst to most people outside of health care and social work, there is a significant homeless population in this area. We see it all the time in the ED. If a kind word and some clean, warm clothes can make them feel better, then that’s the least I can do.”



ICU honors organ donors with honor walk

Organ donors are heroes who heal and save lives. One way that Lawrence + Memorial staff pays tribute to donors is by holding Honor Walks. This walk is a ceremony that honors all organ, eye, and tissue donors. It is a way to show support for donor families, recognize the donor’s heroism, and promote organ donation. When the donor is being transported from ICU to the OR, hospital staff line the hallway. The walk is a time of quiet respect. Once at the OR doors, the hospital chaplain recites a prayer, and there is a pause for family and friends to say their last goodbyes. This simple, yet powerful gesture shows the family that they are not alone. It shows that the world around them is grateful for the gifts their loved one is about to give.



Get Certified with the Nursing Professional Development team

The Nursing Professional Development Specialist (NPDS) Department at Lawrence + Memorial Hospital is proud to have 100 percent of its nursing team board-certified. Board certification is a significant achievement as it is a formal, regulated process that demonstrates specialty expertise, enhances quality care and reflects a dedication to the nursing profession.

The team is a testament to the diversity and expertise in our profession. The team holds a total of 17 board certifications in various specialties, including critical care, OB, OR, emergency, executive nursing, nursing education and nursing professional development.

As board-certified nurses, the NPDS team leads by example and supports nurses seeking certification. They understand the challenges and hard work it takes to achieve board certification and are available to help. Whether it is helping nurses prepare for the exam, developing review courses and questions, assisting with the application process or helping nurses take advantage

of our “Success Pays” program, which covers the cost of the certification application, they are committed to supporting the continued advancement of nurses. The NPDS team aims to bring out the best in all nursing colleagues and encourage them to be experts in their fields through certification.



L+M Emergency Department expansion opens new patient rooms

The Emergency Department at L+M is currently undergoing a large renovation project affecting every corner of the department.

During the past two years, new spaces have been opened in a phased approach. Patients are welcomed to a waiting room and triage space, a three-bed vertical treatment area and, most recently, a new area with a nurse's station and seven private rooms.

Over the next few months, we will continue to stretch and bend to accommodate outpatient load as the construction continues, and we work towards our 52 bed ED, complete with two trauma bays, an eight-bed psychiatric area and private rooms for our patients.



Get involved with professional nursing

Joining your professional nursing organization is not just a step in your career; it's a journey of growth and community. These organizations help you continue your education, expand your network, and stay current in your practice, but they also provide a sense of belonging and a shared mission.

Rachael Smith, RN, CEN, CCRN, is a Nursing Professional Development Specialist for the L+M, Pequot and Westerly Emergency Departments and is a director on the National Emergency Nurses Association (ENA) board of directors.

As a board member, Smith plays a significant role in ENA's strategic planning and leadership. With a mission to advance excellence in emergency nursing and nearly 50,000 members worldwide, ENA advocates for nurse and patient safety, develops practice standards/guidelines, promotes research, provides education and resources, and guides emergency healthcare public policy.

Being actively involved in ENA and attending events throughout the year has been professionally fulfilling. It has allowed Smith to continue to grow her nursing career and provided valuable resources while representing Yale New Haven Health.

This year's ENA Leadership Conference offered more than 30 educational sessions for over 400 attendees dedicated to growth and development in personal and state/chapter leadership. Smith gave a presentation titled, "Pull Up a Chair – Even When You Aren't Sure You Belong," which focused on mitigating imposter syndrome and was a testament to the personal growth opportunities within ENA. This same presentation was delivered to Combined Nursing Leadership in April.

ENA Day on the Hill is focused on legislative advocacy and meeting with legislators to discuss issues important to emergency nurses. Smith and the Connecticut ENA met with the staff of US Representative Joe Courtney, Senator Richard Blumenthal, Senator Chris Murphy and Representative Jahana Hayes to request support on bipartisan bills: the EMSC Reauthorization Act, the Safety from Violence for Healthcare Employees Act and the Workplace Violence Prevention for Health Care and Social Service Workers Act.

In late September, then President Joe Biden signed a bill to reauthorize the National Poison Control Center helpline; ENA has strongly advocated for this bill as it will continue to fund the 55 regional centers, one of which is in Connecticut.

The Emergency Nursing Conference attracted nearly 4,000 attendees and offered over 140 educational sessions covering a wide range of topics relevant to emergency nursing. Smith had the opportunity to meet nursing legend Sue Sheehy, who authored the first manual for emergency nurses, aptly titled "Sheehy's Manual of Emergency Care," showcasing the networking possibilities at such events. Smith also celebrated with staff at Bridgeport Hospital as a Lantern Award winner.

This is a glimpse into the year with the Emergency Nurses Association. If you are considering joining your professional organization but aren't sure where to start, take the first step and contact your Nursing Professional Development Specialist to help guide you!



Lawrence + Memorial Hospital achieves national accreditation for its Bariatric Surgery program

In 2024, the Lawrence + Memorial Hospital Bariatric Surgery Center was accredited as a Low Acuity Center by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP®), a joint Quality Program of the American College of Surgeons (ACS) and the American Society for Metabolic and Bariatric Surgery (ASMBS).

Launched in March of 2021, under the direction of Geoffrey S. Nadzam, MD, MHA, chair, Department of Surgery, in partnership with the nursing staff on 4.2 (Inpatient Surgery unit), L+M developed a Bariatric Surgery Program that provides multidisciplinary, high quality, patient-centered care. After three years of hard work and commitment to quality improvement, we are proud to be celebrating the accreditation through MBSAQIP.

To earn MBSAQIP Accreditation, L+M met essential criteria for staffing, training, facility infrastructure and patient care pathways, ensuring its ability to support patients with obesity.

The hospital also participates in a national data registry that yields semi-annual reports on the quality of its surgical outcomes and identifying opportunities for quality improvement.



Lawrence + Memorial’s Inpatient Rehab Unit rated #1

The L+M Hospital Acute Inpatient Rehabilitation Unit was named the top rehab hospital in Connecticut based on *Becker’s Review of U.S. News and World Reports’* data in August 2024. Some of the data that was used to determine these top hospitals were patient satisfaction and care of patients recovering from events such as stroke, traumatic brain injury and severe burns.

The Acute Inpatient Rehabilitation unit is a 16-bed specialty rehab unit within L+M. The intensive patient care is designed with individualized goals for a safe discharge home. Approximately 80 percent of patients are discharged home after going through the program.

Each patient has a team that works with the patient and their support system to develop those goals and provide education. The interdisciplinary team includes the physiatrist, rehab nurse, physical therapist, occupational therapist, case manager and if needed, a speech/language pathologist, neuro psychologist and others.

The primary admitting diagnoses are stroke, neurological conditions, amputation of lower extremity, traumatic brain injury, spinal cord injury, debilitation and some orthopedic conditions.

The rehab unit has been known to have top scores for patient experience often being in the top 99th percentile. In 2020, the unit won the prestigious Press Ganey Guardian of Excellence Award. The unit’s goal is to help our patients meet their maximum level of independence so they can go home safely.



L+M Summer 2024 Perioperative student nurse internship program

This year the Perioperative Department at L+M Hospital partnered with Connecticut State Community College – Three Rivers to offer a Summer Perioperative Student Nurse Intern Program.

In partnership with Cynthia Aprin, EdD, MSN, RN, the division Director for Nursing and Allied health at Three Rivers, the program was designed to promote an effective transition from student to novice nurse in the operating room (OR) and to enhance retention of new graduates. The eight-week program also allowed the student nurses to have more clinical hours in the Perioperative specialty areas with a focus on the OR and rotations through the Perianesthesia unit (ASU) and Post Anesthesia Care Unit (PACU).

The Summer Perioperative SNI Program provided an exciting, blended learning environment allowing students to work closely with nurse preceptor(s), Dawn Hydes, MSN, RN, CNOR, Nursing Development Specialist for Perioperative Services, Eric Feely, BSN, RN, CNOR, and Matt Kane, MSN, RN, RNC-NIC, Clinical Coordinators, and Katie Shortman, RN, OR Manager.

During the initial phase of recruitment and interviews, four students from Three Rivers were onboarded: Tara Billups, Macy Flores, Michelle Wollock and Brianna Fuentes. These students were excited to be able to observe and learn the dynamics of being a perioperative nurse supported by the perioperative team members during their 40-hour work weeks.

After their initial hospital orientation, the student nurses were welcomed by the surgical team and initially felt a little overwhelmed by the OR environment and workflow. However, as they progressed through their clinicals, skills labs, and learning with their preceptors, they soon began to assist with the patient care in the OR. Through weekly check-in meetings, students grew more confident in their roles, and their enthusiasm for being part of a complex team-based delivery of care to the patients.

The program was a wonderful success with two of the students, Wollock and Flores, staying on as SNI in the OR scheduled for 24 hours per month. This enables them to continue to learn the perioperative nurse role under the guidance of the surgical team.

Billups was grateful for the opportunity to participate in the program and has now been successful in working as a SNI on Unit 5.4. Fuentes is pursuing a program outside the facility but stated she was incredibly happy to have had the opportunity be part of the program.

Due to the success of the program, we will be offering another Summer Perioperative Student Nurse Internship (SNI) Program in 2025.



LDRP partnering with PT to offer Postpartum Rehab

In partnership with Physical Therapy, Labor Delivery Recovery and Postpartum (LDRP) now offers first in the state, and one of only a few in the country, postpartum rehab programs.

Patients have the option to meet with a physical or occupational therapist before they leave the hospital, who will do an assessment, provide support and education to help minimize pain and maximize recovery during the postpartum period.

A patient who has just given birth has gone through a life- and body-altering experience. After delivery, almost all the education and care a patient receives is focused on baby. There were very few individualized services that focused solely on the patient after giving birth. For example, when a person has any other kind of surgery, their recovery is the focus. But after a c-section, it's all about the baby. This program lets patients know that we're here to support their health as well as their baby's.

Consultations are ordered collaboratively by each patient's doctor or nurse. Patients are then given a tailored experience by PT or OT to review current ease of movement (bed mobility, transfers, walking), evaluate for abdominal separation, address

any known pre-pregnancy musculoskeletal issues, instruct on pelvic floor activation, core activation, diaphragmatic breathing, and education on functional activity modifications. Based on assessment findings, patients will receive recommended home exercises that will help with physical recovery.

It has been great collaborating with the PT team and it's a huge patient satisfier. Patients report feeling heard, cared for and better equipped to take care of their new family.



Med/Surg and ED work together to improve workflow

The Med/Surg units at L+M Hospital are collaborating with colleagues in the Emergency Department to allow new graduate nurses to observe in the ED. In addition, the graduate nurses have the opportunity to shadow on medical surgical units to better understand workflows and build relationships.

The need for shadowing and observation was identified after COVID when procedures in the ED started to change. Following the pandemic, patients being treated in the ED were matched with hallway beds and often arrived on the Med/Surg unit before an in-patient room was ready.

Both teams now better understand each other's workflow and appreciate the reasons behind the process changes. By working together on process improvements, the teams are working toward building a culture of understanding and collaboration.

Med-Surg at Westerly Hospital: giving more – and getting more in return

The Med-Surg unit at Westerly Hospital seems to know how to raise the bar on patient satisfaction, employee engagement, team collaboration, quality and safety – all at the same time.

The unit continues to score high in the 90th percentile when it comes to nurse communication with patients.

The unit’s participation in the last Employee Engagement Survey was at 99 percent.

Since Westerly Hospital is small, the Med-Surg unit manages all patients except for those who go to the Intensive Care Unit. That means nurses sometimes have a mix of patients with vastly different conditions, such as an orthopedic patient in one room and a heart and vascular patient in another. The unit’s design has also made it a popular place to trial new equipment and protocols, from new bandages to strategies to prevent patient falls. These kinds of challenges are embraced as opportunities by the staff.

“What makes us attractive to new nurse graduates is that you can come to one unit and learn all kinds of different skills and see all kinds of different diagnoses,” said Terasa Antoch, RN, clinical coordinator for the unit.

The unit has onboarded approximately 15 new nurse graduates this year, eight of whom are now serving on the unit full-time. Similarly, the unit regularly helps train college nursing students.

Working well as a team means stepping in when you’re not necessarily asked to do something, Jacqueline Osgood, RN, said. “There are a lot of things we can do for patients, even if that person is not on our patient list,” she said. “We can do things to alleviate the situation for the nurse who might be in with another patient. We can help someone to the bathroom, bring a tray of food into a room, turn off an IV that’s finished; little things.”

That kind of support builds camaraderie, Osgood said. “We give each other positive reinforcement as much as possible – and a shoulder when someone needs it.”

And the nurse manager’s door is always open. “We listen to everyone, whether it’s a work issue or a personal issue,” Antoch said. “We respect our team members as individuals, and they give us respect in return.”

“It’s reciprocity,” Rachael Silvia, RN, nurse manager for Med/Surg said. “When we ask a little extra of our team, they’re willing to give it.”

“It’s an excellent team environment,” said Kimberley Maslowski, RN, another new nurse on the unit. “I’ve done clinicals at other places and it’s not always like this. I love it here.”



New dialysis machines at L+M symbolize how teamwork filters out challenging obstacles

This past year, the dialysis unit began treating dialysis patients with a new hemodialysis machine called Tablo, developed for the treatment of patients with acute and/or chronic renal failure. A primary reason for the purchase at L+M is the machine's ability to purify water and generate dialysate (a solution of pure water, electrolytes and salts) without needing a separate water purification system, known as RO (reverse osmosis). There are six machines in total and most patient treatments are four hours in duration.

Tablo machines are the 'next generation of dialysis.' The carts' cloud-based technology allows physicians to virtually access and assess how patients are responding to treatment. Tablo representatives can also log in remotely if there are any technical issues with the machines and work with the clinical team to triage the problem.



NICU team focuses on reducing diaper rash

The Neonatal Intensive Care Unit (NICU) has been working on a Quality Improvement Project to reduce the percentage of diaper rashes on the unit.

Implemented in 2023, the staff reviewed baseline data showing that over 50 percent of the patients admitted to the NICU had a diaper rash ranging from mild to severe at some point throughout their admission to the NICU.

Nursing staff were invested in this project as it felt like we were constantly trying to develop ways to treat severe diaper rashes after they occurred.

The first intervention to try to decrease the incidence of diaper rash was by putting a barrier cream on every baby admitted to the NICU with every diaper change. The team was very diligent with this and taught all the parents in the NICU to do this as well.

We continued with this intervention for approximately three months and saw a reduction in the number of diaper rashes on the unit. During this time, 74 percent of babies admitted did not get a diaper rash when using the barrier cream. Although this was a great improvement, our goal was to get to 80 percent of patients admitted into the NICU to be diaper rash free.

The next step was to continue using the barrier cream with each diaper change but to also implement the use of dry cotton wipes wet with water, instead of store-brand wipes. This yielded the greatest improvement in the percentage of babies admitted to the NICU who did not get a diaper rash.

Currently 93 percent of babies admitted to the NICU do not have any type of diaper rash. This has been a tremendous improvement for the unit and something we are very proud of. We implemented two overall simple interventions and have had a great outcome.



Outpatient Infusion: A growing service

Outpatient Infusion is a growing non-oncology service. Over the last year this service has almost doubled in volume and has been able to help keep community members who need infusion services close to home when in the past they needed to travel a great distance for this service.

In late 2024, the service added pediatric subspecialties into their care. The unit can now care for patients that are in their mid-teens in need of infusions. We will be expanding the care for other pediatric patients in the future.

Outpatient Infusion is located within Lawrence + Memorial Hospital and has seven chairs and one bed. This clinic has high patient satisfaction scores that they have maintained above the 90th percentile.

The Outpatient Infusion center helps patients who no longer need to be in the hospital but continue to need either injections or infusions. It provides patients with a way to treat their chronic diseases outside of the hospital with the help of professional nurses.



Pequot ED direct bedding tech and process

The Emergency Department at Pequot Medical Center is always looking to improve, and an opportunity was identified at the time of patient arrival to provide safer and enhanced coordinated care.

Historically, patients would be greeted by non-clinical patient access staff. There are a wide range of reasons a patient of any age would seek emergency care. This can be challenging for both the patient, visitor and non-clinical staff. Patients would often present needing immediate hands-on care that could not be provided by Patient Access.

In the summer of 2023, we received approval to add a direct bedding tech 16 hours a day to our staffing. This trained ED Tech is available in the waiting area to greet patients and provide immediate care and reassurance if needed. They also assist with rooming ED patients directly, which gets them to an ED provider faster.

This direct bedding process reduced the time of patient arrival to a bed by 50 percent overall, from an average of 14 minutes to 7 minutes. Some days were as low as 2 minutes for an entire 16-hour period.

Direct bedding is a best practice in an ED setting. Patients presenting to the ED are often having one of their worst days, and we have the unique privilege of making that day better for them. Receiving excellent care immediately on arrival results in an outstanding patient experience. We have received many positive patient comments regarding the process.

Painting positive images of Westerly Hospital

Two buoys painted by creative caregivers at Westerly Hospital adorned the annual Stonington Lobster Trap Tree, sponsored by the Ocean Community Chamber of Commerce, and this year, both entries provide a little humor – and a little education.

The buoys – which were displayed with hundreds of others (and viewed by throngs of people who visit the lobster trap tree each holiday season) – were created by Ashley Broccoli, a surgical tech in the Operating Room, and Cathy Urso, an endoscopy tech.

Broccoli went for the funny bone with her entry, painting a rendering of the popular game “Operation.” Just like the game, the patient on her buoy has all the dubious ailments that the original make-believe patient suffered in the game that debuted in the 1960s and still sells today.

“Our buoy patient has butterflies in the stomach, a broken heart, an Adam’s apple, a wish bone, a funny bone, a Charley horse, writer’s cramp and water on the knee,” Broccoli said. “We looked them all up to make sure we were getting them all right.”

The flip side of Broccoli’s buoy states boldly “Yale New Haven Health, Westerly Hospital.”

In contrast, Urso’s buoy provides a subtle public service announcement. Since she works in Endoscopy, the buoy reminds everyone to get a colonoscopy to screen for cancer when the time is right. “Saving lives one colon at a time,” states her buoy, adding: “A healthy colon is a happy colon.”

Both caregivers said they plan to bring their families to Stonington Borough to check out their creations hanging on this year’s lobster trap tree. “I think it’s neat,” Urso said. “There’s a sense of



pride. I’ve never gone to see the tree. My family goes every year, so I’ll go this year, too.”

Westerly Hospital pays the entry fee for each buoy as part of its community sponsorships. “We love doing this each year, and I’m always so impressed with the talented and thoughtful entries created by our talented staff members,” said Carrie Kenyon, RN, executive director of Patient Care Services at Westerly Hospital. “Ashley and Cathy knocked it out of the park this year, and the underlying messages tell people that we’re here for them if they need compassionate care.”

As Broccoli said, “There’s a lot of anxiety when it comes with any procedure or surgery, and these buoys bring a little bit of lightness to those anxiety driven experiences. It’s like, ‘We’re here for you, and it’s not as bad as you think. Let us take good care of you.’”

Teamwork makes the dream work

L+M ICU understands how important it is to work together, inside and outside the workplace. Staff joined a softball league this year calling their team The Bad News Bair Huggers. While their team statistics only got an honorable mention, they scored big time in other ways. Working as a team outside the workplace fosters stronger relationships, builds trust, improves communication and enhances collaboration. This all leads to better teamwork and better productivity in the workplace, because they get to know each other on a deeper level, not just their work roles.



Supporting the nurse preceptor: Implementing the R2C2 feedback model

By Tiffany M. Kriz, DNP, RN, NPD-BC, Alexandra Brown, MSN, RN, NE-BC, Nancy Bonner, MSN, RN-BC

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Abstract

Nurse preceptors are key to the successful transition of graduate nurses to practice and experienced nurses to a new organization. Providing ongoing preceptor development is essential to support nurses in this vital role. The evidence-based R2C2 feedback and coaching model was implemented to facilitate the delivery of constructive feedback from nurse preceptors to their orientees. Post-intervention survey results suggest an overall positive response to the use of the feedback model in practice.

The full article can be found on the Lawrence + Memorial Hospital library website.

Reference

Kriz, T., & Brown, A. & Bonner, N. (2024). Supporting the nurse preceptor role: Implementing the R2C2 Feedback Model. Journal for Nurses in Professional Development, 40(4), 195-200. <https://doi.org/10.1097/NND.0000000000001056>

Supporting our Nurse Residents

In 2021, we aligned with Yale New Haven Health System (YNHHS) to embark on a residency journey that would combine all delivery networks into one residency program. In 2022, YNHHS proudly became designated as the first hospital system in Connecticut to be awarded the ANCC PTAP® Accreditation with Distinction. As part of the residency program our newest nurses participate in multiple surveys that provide us with valuable feedback about our program and benchmarks us with organizations across the country. One such survey is the Casey-Fink Experience Survey®.

The Casey-Fink Experience Survey® focuses on skills and experiences of the new nurse graduate. The feedback proved to us that we had areas where we fell below the national benchmark. Based on skills identified we have incorporated a skill-based session for our new graduate nurses to try and increase their comfort in anxiety-producing skills, such as chest tube insertion and maintenance, adult medical emergency management and blood product administration, to name a few. Feedback provided after the sessions has been positive. We will continue to use the data to drive our change and make improvements to support these new graduate nurses. Our entire Nursing Professional Development team is committed to providing a successful transition to practice for our newest nurses.

The ICU at Westerly Hospital thrives in many ways

When the Intensive Care Unit at Westerly Hospital joined Yale New Haven Health's 1,000 Club for achieving its second infection prevention milestone, it marked another significant accomplishment for a team that has been firing on all cylinders.

The 1,000-Day Club honor for no CLABSIs (Central Line-associated Bloodstream Infections) was the result of careful compliance with health system protocols, the use of new technologies and effective teamwork both among caregivers on the unit and in collaboration with Infection Prevention. The unit also had been recognized previously for going more than 1,000 days without a CAUTI (Catheter-associated Urinary Tract Infection).

"It is an absolute joy to work with the staff in the ICU at Westerly Hospital," said Meghan Nelson, RN, Infection Prevention. "They are an amazing group of people to work with collaboratively, to keep our patients and staff safe, every day."

Sheldon Vogt, RN, ICU nurse manager, noted recently that the unit has gone 2,000 days without a CAUTI (Catheter-associated Urinary Tract Infection), and the CLABSI streak was still intact at the time of publication.

The team's success for CLABSI involves asking tough questions. For example, does the patient truly need a central line as part of their care? If so, how long does the line need to be used, because the earlier it can be removed the less chance for an infection. But the unit has other strategies, too, including the use of ultrasound to place peripheral lines, which can be a safer alternative.

"Using ultrasound means we can place long catheters in veins that you can't see with your eyes, so we don't necessarily have to use a central line," said Jacquelyn Rato, RN, ICU clinical coordinator. "Nurses are able to do this without calling a doctor, so it's saving resources and lowering the risk of infection for the patient."

The influx of new patients has also been a learning opportunity, Rato said. "Nurses have been training how to assess the patients, what to look for, when to call the doctor if something isn't right, and just knowing how to treat patients who have had strokes or seizures," she said.

Other notable milestones on the unit in recent months included an organ donor patient that the ICU team helped prepare for organ procurement, thereby helping save other lives. And, in collaboration with a team of Yale New Haven Hospital medical specialists, the unit engaged in its first extracorporeal membrane oxygenation (ECMO) treatment for a patient with severe lung damage.



"It was a big life-saving measure, and the patient is doing very well," Rato said.

The ICU's ability to manage more acute patients thanks to technological advantages made possible by Yale New Haven Health has been greeted with enthusiasm by staff, Rato added.

"As in the ECMO case, everyone just came together to do what they needed to do," she said. "This was also a great learning opportunity, and now we'll be better prepared if a case like this comes our way again."

The ICU's embrace of system advances, however, does not mean the staff has forgotten what it means to work at a community hospital. The staff annually holds a bake sale in support of a local charity, most of the staff live locally, and everyone tries to keep a sense of humor. That, in turn, fosters a level of camaraderie that benefits care.

"I think the team is all engaged and feels empowered to question the status quo," Vogt said. "They're willing to advocate for their patients, even if it's not popular. That makes patient care safer because nobody's afraid to stop the line."

Rato agreed: "Everyone knows that no matter what nurse is working, they can rely on each other," she said. "If there's an emergent situation and it's all hands on deck, everyone is ready to do whatever needs to be done."

This nurse earned a DAISY award for her “TLC” and more

No one wants to have to go to the Emergency Department, but, according to several nominations for the DAISY award, if you must be there, you’ll be in good hands if your nurse is Mary Coen, RN.

Coen was a recent recipient of the prestigious nursing award at Westerly Hospital for her work caring for patients in the ED. As one patient described it, “Coming to the ED is not much fun, but Mary Coen made it a positive experience for me.

“Mary was very professional, kind, and went the ‘extra mile’ to make me comfortable,” the patient stated. “She met my physical needs with ice, Tylenol and TLC!”

Another patient, in a separate nomination, stated that they came to the hospital confused and scared “and Mary put me at ease every step of the way.” The patient also stated that “Mary listened to my concerns, answering question and after question.”

Later, this second patient, while admitted and awaiting test results, said that Coen calmed the anxiety by “bringing me a puppy – a stuffed puppy, and she kept my mind off all the bad things (to worry about) that were going on for a little while... She is the best!”



Unit 3.6 joins an exclusive club

Unit 3.6 joined the health system’s 1,000-Day Club after going 1,000 days without a single Central Line-associated Bloodstream Infection (CLABSI).

“Everyone is very attentive to orders and making sure we do everything correctly according to policy, and for that I am very proud of our team,” said Kim Diamantini, RN, nurse manager. “I’m also proud of the camaraderie and collaboration we see on our floor, which is another reason I believe we’ve been able to reach this milestone.”



Westerly Emergency Department nurse chosen as a healthcare hero

Bethany Gingerella, RN, nurse manager of the Emergency Department at Westerly Hospital, was named a Healthcare Hero in Rhode Island by the *Providence Business News*. Gingerella was nominated for consistently exceeding expectations and going above and beyond in her interactions with patients and colleagues.



Trauma Program at L+M prepares for accreditation

The Trauma Program at Lawrence + Memorial Hospital is committed to excellence in patient care through patient-centered trauma care and community outreach.

The Trauma Program has a comprehensive performance and process improvement structure. Data from over 800 trauma patients seen each year is analyzed to understand the population experiencing trauma in New London and surrounding areas; this drives each initiative undertaken.

Positive impact has been shown through improvement of inter-professional, inter-departmental and inter-institutional collaboration, and the ability to care for patients who experience traumatic injuries close to home.

Our injury prevention efforts have provided over 40 families with proper car seats and fittings to help prevent injuries in motor vehicle crashes.

Through Stop the Bleed, over 100 people in our community have been trained to provide lifesaving efforts to someone who is bleeding, the number one preventable cause of death in people who experience a traumatic injury.

Through process improvement efforts, blood is immediately available at the bedside for every unstable trauma patient who presents to our hospital.

The Trauma Program manager has contacted over 50 elderly patients this year who presented to the ED with falls discharged directly home to discuss personalized fall preventions strategies. Additionally, she led efforts to standardize streamlined electronic nursing documentation of disaster and mass casualty events across 10 emergency sites in Connecticut and Rhode Island. This prevents the need to use downtime procedures and facilitates family reunification in the event of an occurrence.

At the 2024 Connecticut Nursing Conference, with the generous support of administration, Lawrence + Memorial Hospital had upwards of 20 engaged associates in attendance. This is one of many efforts to foster robust trauma education for bedside nursing leaders who care for our injured patients.

The sustained improvement efforts involving trauma documentation by nurses in the Emergency Department was selected as a poster presentation for the 16th Annual Janet Parkosewich Nursing Research and Evidence-Based Practice Conference.

All of this was accomplished as the team prepared for and executed a successful consultative review visit from the American College of Surgeons. The reviewers stated the trauma program here is advanced as compared to other centers they visit, citing strong executive support, strong Trauma medical director leadership, and a motivated Trauma program manager.

Moving forward in 2025, our sight is set on achieving Trauma Center Level III verification.



Unit 6.2 offers specialized services for its patients

L+M's oncology and medical-surgical 30-bed unit takes immense pride in its specialization in oncology care, including radiation and chemotherapy.

Staff on Unit 6.2 includes a full complement of nursing staff and support services, as well as two full-time nurses certified to administer chemotherapy and access to two additional nurses

within the hospital certified to administer chemotherapy. The ability to offer chemotherapy for inpatients is an advantage for L+M and the community.

In addition, 6.2 also works closely with the Yale Cancer Center's Smilow Cancer Hospital at Waterford to enhance continuity of care and provide daily radiation to those patients who require it.

Virtual Nursing a plus for inpatient units

The Virtual Nursing Program went live at Lawrence + Memorial Hospital in December 2023 after months of planning with our system Digital Technology Solutions team and the L+M management team.

The program started as a trial on the renal and respiratory unit, as well as the adult cardiac/pediatric unit, and expanded to two additional units in June, 2024. The goal is to expand to the remaining medical/surgical units in 2024.

Virtual nursing has provided the primary floor nurses with additional time to spend with their patients rather than focusing on the administrative tasks, such as discharge paperwork. The virtual nurses collaborate with the frontline staff to assist them with admissions, discharges, MRI screening forms, pre-op checklists, education and care plans. We have been able to leverage the existing in-room technology to allow virtual nurses to perform tasks without being physically present on the unit.

The importance of this program cannot be overstated, as it can decrease length of stay, increase the efficiency of bedside nurses, and improve patient experience. In addition, family members can be added to these virtual conversations to help

with comprehension of the plan of care. With family input and understanding, it is possible to decrease hospital readmissions. As technology continues to advance, this program will be an essential factor in the hospital providing accessible, efficient, and high-quality care to the community.



2023 Press Ganey Human Experience Guardian of Excellence Award goes to Westerly Hospital

Westerly Hospital was recognized with Press Ganey's 2023 Guardian of Excellence – Patient Experience – Medical Practice service award, specifically for the clinicians at Smilow Cancer Hospital at Westerly.

The Press Ganey award is the organization's annual ranking of the top hospitals and health systems in the country, according to performance in patient experience. The Guardian of Excellence Award is given to organizations that have achieved the 95th percentile or higher for performance in patient experience. Press Ganey works with more than 41,000 healthcare facilities in its mission to enhance caregiver resilience and to improve the overall safety, quality and experience of care.

Smilow Cancer Hospital is affiliated with Yale Cancer Center, one of only 56 National Cancer Institute (NCI)-designated comprehensive cancer centers in the nation and the only such center in Connecticut and Rhode Island. Smilow Cancer Hospital locations provide patients with individualized, innovative, convenient and caring medical treatment.

