



NURSING ANNUAL REPORT

2025

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THANK YOU TO ALL WHO CONTRIBUTED TO MAKING THIS REPORT A SUCCESS!

A Note from the Chief Nursing Officer

Dear Colleagues,

Every year, I look forward to this report because it gives us the chance to pause and take in what we have accomplished together. And every year, I am humbled. 2025 was not simply a good year for nursing at South Shore Health—it was a defining one. Across our hospital, our homes, our ambulatory sites, and our community, our nurses demonstrated what it means to lead with both discernment and heart.

Consider what we achieved. Our Critical Care Unit earned the prestigious AACN Beacon of Excellence Silver designation, a recognition reserved for units that exemplify exceptional outcomes and healthy work environments. Our New Graduate Nurse Residency Program received ANCC Practice Transition Accreditation, validating what we already knew—that the 81 new nurses who joined us this year entered one of the finest programs in the region, with retention reaching 97%. South Shore Health earned The Joint Commission’s Health Equity Certification, affirming our commitment to equitable care for every patient who walks through our doors. And in our NICU, a team of nurses, physicians and others traveled to Cologne, Germany to study the groundbreaking Tiny Baby Collaborative, returning home to develop protocols that give our most vulnerable patients the best possible start to life.

What makes these accomplishments extraordinary is not the awards themselves, but the way our nurses led them. This year, frontline nurses drove the replacement of over 500 IV poles and 600 pumps across our system, ensuring that the technology we selected reflected the wisdom of those who use it every day. Our Night Shift Advisory Council—born from inspiration at the ANCC Magnet Conference—gave voice to colleagues whose contributions had long deserved a brighter spotlight. Our first in-person Shared Governance Summit since the pandemic brought nearly 100 nurses together at Curry College, reigniting the spirit of professional governance. And nurses on Emerson 6 mentored ambulatory colleagues to expand intravesical chemotherapy. These are not top-down directives. They are nurse-led transformations.

I am equally proud of the quieter work that strengthens us from within. Our nurses are conducting original research—studying critical thinking in new graduates, pressure injury prevention, cardiac arrest readiness, and neonatal skin integrity. More than 25 nurses and nursing assistants earned NICHE certification to elevate geriatric care. Our academic partnership luncheons with regional nursing deans deepened the bridge between education and practice. This is what a learning organization looks like: curious, rigorous, and never satisfied with the status quo.



I have said many times that nursing is discerning expertise in human caring. You prove that definition every shift, in every setting, with every patient. You are the reason families trust us, the reason new nurses choose us, and the reason our community turns to us first. As we look toward our continued Magnet journey and our pursuit of high reliability, I carry absolute confidence in this team. The gold is not in our recognitions. It is in you.

Thank you for an extraordinary year. I am honored to serve alongside you.

With deep gratitude and admiration,



Andrew D. Harding, DNP, RN, CENP, NEA-BC, FACHE, FAHA, FAEN
Chief Nursing Officer
South Shore Health

A Note from the President and CEO

At South Shore Health, our nurses are at the heart of our commitment to safe, high-quality care and an exceptional patient experience. Every day, across our hospital, outpatient practices, homes, and community settings, you bring extraordinary skill, compassion, and kindness to the care you provide for the patients and families who depend on us.

The accomplishments highlighted in this report reflect the clinical excellence, teamwork within nursing and across multiple other disciplines, and mutual support that define nursing at South Shore Health. Our nurses care deeply for their patients and for one another. That spirit is one of our greatest strengths.

Thank you for the dedication you bring to this important work each day.



With appreciation,

A handwritten signature in black ink, appearing to be 'A. Smith', written in a cursive style.

Allen L. Smith, MD, MS
President/CEO
South Shore Health

Nursing BY THE NUMBERS

OVER
520
nursing colleagues
hired in 2025

MORE THAN
104,000
visits conducted by
South Shore VNA

26 nurses
became
certified

81 new graduate
nurses

2,026
nurses system-wide

OVER 1,050
undergraduate nursing students

109
senior
nursing
students

MORE THAN
75
advanced practice
nursing students

66.5% BSN or higher

OVER 3,100
BORN contact hours awarded

\$35,500
in scholarships
awarded

OVER American Nurses
3,200 Credentialing Center (ANCC)
contact hours awarded

58 Nurses leveraged the Transition
to Practice programs to begin
practicing in a new specialty

Over 115,000
clinical hours with
undergraduate nursing students

6 Clinical
Ladders
Attained

FOURTEEN Presented at a Professional Conference

NINE Nurses Published

Andrew Harding, DNP, RN, CENP, NEA-BC, FACHE, FAHA, FAEN, Chief Nursing Officer and Vice President

Cheryl Silipigno, MSN, RN, MEDSURG-BC, Clinical Professional Development

Cynthia Dutton, MSN, RN, NI-BC, Magnet Program Manager

Elizabeth Fraser, DNP, RN, ACM-RN, Care Progression

Kayla Alvares, PhD, RN, RNC-NIC, Neonatal Intensive Care Unit

Kristine Dicarolo, DNP, RN, EFM, NCC, NP, Clinical Professional Development

Patty Bartzak, DNP, RN, TCRN, CMSRN, CNRN, NP, BC, Nurse Research Scientist

Rosanna Jaime, MSN, RN, Clinical Professional Development

Sharon Stemm, MSN, RN, NE-BC, ACNO Professional Development

Andrew Harding, DNP, RN, CENP, NEA-BC, FACHE, FAHA, FAEN, Chief Nursing Officer and Vice President

Alexandra Haggerty, CNP, Addiction Medicine

Cheri Dauphinee, MHA, BSN, RN, ACM-RN, Care Progression Manager

Cody Hedglin, MSN, RN, CWON, Program Manager of Wound and Ostomy

Erin Donahue, MSN, RN, CNL, Pratt 4 Nurse Manager

Evelyn Vasconcelos, MSN, MBA, RN, NEA-BC, ACNO Medical Surgical/Critical Care

John Casey, BSN, RN, CWON, Wound and Ostomy

Maureen Farrow, BSN, RN, Trauma Program Manager

Melissa DiNunno, DNP, CNM, RN, Professional Development

Michele A. O'Hara, DNP, RN, NE-BC, CLC, Nurse Manager, Mother Infant Unit, Lactation Department, and Childbirth Education program

Nicole Lopes, MSN, RN, ACM, Care Progression Manager

Regina Cushing, MSN, RN, ACM-RN, Care Progression Manager

Shannon Laubenstein, RN, ACM, Care Progression

Sharon Stemm, MSN, RN, NE-BC, ACNO Professional Development

**EXCELLENCE
IN NURSING**

EXEMPLARY PROFESSIONAL PRACTICE

Exemplary Professional Practice: Core to every Magnet® designated institution is exemplary professional practice within nursing. At South Shore Health, nursing practice regularly exceeds the threshold of excellence. Nurses rely on evidence-based practice, interprofessional collaboration, and process improvement to continually deliver exceptional patient care. Patients experience fewer complications and are engaged and satisfied with the care they receive due to the dedication of our nurses.

A YEAR DEFINED BY EXCELLENCE

This year marked an extraordinary chapter in South Shore Health's ongoing pursuit of excellence in nursing and patient care. Across the organization, teams demonstrated the highest standards of professionalism, collaboration, and clinical expertise, earning prestigious recognitions that reflect our unwavering commitment to delivering exceptional care to every patient, every day.

ACHIEVING JOINT COMMISSION HEALTH EQUITY CERTIFICATION

South Shore Health proudly earned The Joint Commission's Health Equity Certification, an achievement that reflects our ongoing commitment to delivering equitable, high-quality, and safe care for every patient. This certification affirms the meaningful progress made through years of collective effort, ensuring our colleagues have the training, tools, and support needed to provide culturally responsive care. It also recognizes the intentional processes we have put in place to help all patients achieve their best possible health outcomes. This milestone underscores our belief that equity is not a single initiative, but a sustained, organization-wide responsibility embedded in our professional practice.

ANCC PTAP ACCREDITATION FOR THE NEW GRADUATE NURSE RESIDENCY PROGRAM

Our commitment to supporting the next generation of nurses was further validated through ANCC Practice Transition Accreditation Program (PTAP) accreditation for South Shore Health's New Graduate Nurse Residency Program. This national recognition affirms that our residency program meets the highest standards for supporting new nurses as they transition into professional practice. Through structured mentorship, evidence-based curriculum, and a culture of continuous learning, we are cultivating confident, competent nurses who are prepared to deliver exceptional care from day one.

CRITICAL CARE UNIT EARNS THE 2025 BEACON OF EXCELLENCE SILVER DESIGNATION

Exemplary professional practice was also on full display in our Critical Care Unit, which received the 2025 Beacon of Excellence Silver designation from the American Association of Critical-Care Nurses. This honor recognizes units that exemplify exceptional patient outcomes, healthy work environments, and a steadfast commitment to evidence-based practice. The Beacon designation reflects the skill, compassion, and teamwork that define our Critical Care nurses and their dedication to delivering the highest level of care to our most acutely ill patients.

CELEBRATING NICHE

Recognizing the growing number of geriatric patients across our system, Christina McCarthy, BSN, RN, Nurse Manager of Emerson 3, and Lynn Wenners, MSN, RN, Nurse Manager of Pratt 3 supported by Evelyn Vasconcelos, MSN, MBA, RN, NE-BC, ACNO of Critical Care and Medical Surgical, championed professional development by expanding access to NICHE training and certification for their nursing teams. Through their leadership, staff were empowered to deepen their expertise in caring for older adults, an essential priority for South Shore Health.

Nurse Managers Lynn Weners and Tina McCarthy recognizing their clinical staff with their NICHE certificates.



Congratulations to our new NICHE-recognized caregivers!
Nurses Improving Care for Healthsystem Elders

- | | | |
|---------------------------------|----------------------------|--------------------------|
| Christina McCarthy, BSN, RN | Callin Celestino, RN | Brittany Sherry, RN |
| Lynn Weners, MSN, RN | Bonnie Simmons, NA | Michelle Douyon Prou, NA |
| Joan Blanchard, MSN, RN | Marie Nancy Millien, NA | Maureen Long, RN, |
| Marie Charles, NA | Bebelda Thelisma, NA | MED-SURG-BC, GERO-BC |
| Sonia Da Rosa, NA | Sthessy Riviere, NA | Albertina Goncalves, NA |
| Kara Martignetti, RN | Christlene Jean Pierre, NA | Elsa Barros, NA |
| Kelly Drew, BSN, RN | Erica Foley, BSN, RN | Romina Barros, NA |
| Jill Dunbar, MSN, RN | Megan Zugale, BSN, RN | Mireille Deissaint, NA |
| Monique Grenoble, BSN, RN | Samantha Mullaney, RN | Divya Barbosa, NA |
| Rosemary (Rain) Keenan, MSN, RN | Laura Cody, MSN, RN | Darline Ruben, NA |
| Natalie Russo, NA | Louis Itacy, BSN, RN | Denise Garcon, NA |
| Tacha Francois, NA | Lilly Davies, RN | Aline Louis, NA |
| Roland Elen Gabriel, NA | Caitlin Shaffer, RN | Marie Louis, NA |
| Marissa Pellerin, BSN, RN | Haleigh Hunt, BSN, RN | Francisca Depina, NA |

We are proud to celebrate more than 25 nurses and nursing assistants who have recently completed training and certification through NICHE (Nurses Improving Care for Healthsystem Elders). This nationally respected program, led by the NYU Rory Meyers College of Nursing, equips care teams with specialized knowledge and skills to deliver age-friendly, evidence-based care to older adults. In addition to those newly certified, several Emerson 3 and Pratt 3 nurses had previously earned NICHE certification, demonstrating a sustained and heartfelt commitment to geriatric nursing excellence.

This accomplishment reflects South Shore Health’s deep organizational commitment to fostering nursing excellence, supporting professional growth, and elevating the standard of care for a rapidly expanding patient population. By investing in NICHE certification, we are empowering our nurses to become leaders in geriatric care—driving improved outcomes, strengthening interdisciplinary collaboration, and enhancing the personalized experience of every older adult we serve.

For our patients and their families, NICHE-certified care represents far more than clinical expertise. It ensures that dignity, safety, and compassion remain at the center of every interaction. This work also aligns with our Magnet designation and supports our continued journey toward high reliability and patient- and family-centered care. We proudly celebrate these exceptional caregivers whose dedication continues to make South Shore Health a place where older adults receive the thoughtful, specialized care they deserve.

SOUTH SHORE VNA EARNS PRESTIGIOUS ACCREDITATION FOR EXCELLENCE IN HOME CARE & NAMED 2025 BEST OF BOSTON SOUTH SHORE (BOSS)

South Shore Visiting Nurses Association (VNA), part of South Shore Health, has officially earned Accreditation from the Home Care Alliance of Massachusetts, cementing its reputation as one of the state’s most trusted providers of home health care.

For more than a century, South Shore VNA has delivered skilled nursing, rehabilitative therapies, medical social work, and home health aide services. This new accreditation confirms that South Shore VNA meets the highest standards for quality, safety, and ethical practices, ensuring patients and families receive care that is both compassionate and nationally recognized.

Lucia Auguste, MSN, RN, Director of VNA Clinical Operations could not be more proud of the care delivery of the VNA team, they bring skill, empathy, and unwavering focus to every patient interaction, often going above and beyond in ways that are unseen but deeply

South Shore VNA colleagues celebrate receiving the Best of the South Shore (BOSS) recognition.



felt. Their efforts elevate the standard of home care and strengthen the trust our community places in us. “The daily commitment is the reason we have been awarded the Accreditation for Excellence in Home Care 2025. It isn’t just a recognition for our organization; it’s a recognition for them, the clinicians who consistently show what exceptional VNA care looks like” said Lucia. “This accreditation is a powerful validation of the work our VNA team does every day,” said Elizabeth Sulger, Vice President of Home and Community Care at South Shore Health. “Our nurses, therapists, and caregivers bring exceptional skill and heartfelt compassion into the homes of our patients.”

“South Shore VNA has long been a cornerstone of our health system,” added Allen L. Smith, MD, MS, President and CEO of South Shore Health. “Accreditation reflects the exceptional standards our community has come to expect and reinforces our mission to deliver safe, reliable, patient-centered care.”

The Home Care Alliance represents 175 agencies across Massachusetts and launched its Accreditation Program to spotlight quality, integrity, and best practices in an industry without formal licensure. Jake Krilovich, Executive Director of the Alliance, noted: “These standards highlight our agencies’ best practices and help ensure families can trust the care they receive.”

Rounding out a year of remarkable achievements, South Shore VNA was named the 2025 Best of Boston South Shore (BOSS) award winner. This recognition celebrates the VNA’s outstanding reputation, exceptional patient experience, and deep connection to the community. The award reflects the professionalism and dedication of our home care nurses, therapists, and support staff who bring expert, compassionate care directly into the homes of patients and families across the region.

CELEBRATING INDIVIDUAL EXCELLENCE: GINNY PHILLIPEAUX, DNP, RN

This year also highlighted the remarkable achievements of individual nurse leaders whose contributions elevate our entire organization. Ginny Phillipeaux, DNP, RN, received the Excellence in Nursing Practice Award from the New England Regional Black Nurses Association (NERBNA). Nominated by her peers, this prestigious honor celebrates Ginny’s dedication, compassion, and unwavering commitment to nursing excellence.

Ginny has served as Chair of the Shared Governance Evidence-Based Practice Council, where she led the development and implementation of the Carrier Fluid Protocol, strengthening clinical practice and improving patient outcomes. Her commitment to lifelong learning is equally inspiring, Ginny earned her Doctor of Nursing Practice (DNP) in 2025, supported by South Shore Health’s tuition reimbursement program and is a recipient of a Friends of South Shore Health scholarship. Her leadership, scholarship, and advocacy embody the very best of professional nursing practice.

HONORING DISTINGUISHED LEADERSHIP: TIMOTHY QUIGLEY, DNP, MBA, RN, NEA-BC

Timothy Quigley, DNP, MBA, RN, NEA-BC, Senior Vice President of Special Projects, was honored with the Living Legends Award by the American Nurses Association, Massachusetts (ANAMASS). Presented at the ANAMASS Awards and Scholarship Gala on April 4, 2025, this distinguished recognition celebrates Tim’s extraordinary contributions to the nursing profession and his enduring impact on healthcare excellence.

“Tim is an exceptional nurse leader, dedicated advocate, and compassionate individual who consistently prioritizes the well-being of others. His unwavering commitment to patient care, innovative nursing contributions,

and ability to inspire are highly commendable,” said Allen L. Smith, MD, MS, President and Chief Executive Officer, South Shore Health.

Tim’s influence extends far beyond organizational leadership. His dedication to behavioral health patients and individuals with substance use disorders has expanded access to critical services for vulnerable populations. Through his advocacy, public awareness has grown, opening doors to life-changing programs for countless individuals in need.

Tim Quigley retired from South Shore Health after 30+ years of outstanding commitment and accomplishments.



CELEBRATING OUR CHIEF NURSING OFFICER: ANDREW HARDING, DNP, RN, NEA-BC, CENP, FACHE, FAEN

Through exceptional leadership and unwavering partnership, Andrew (Drew) Harding, DNP, RN, NEA-BC, CENP, FACHE, FAEN continues to inspire his nursing teams to strive for nursing excellence. He leads by example. Drew’s year was marked not only by his day-to-day executive responsibilities, but also by prolific scholarly contributions, including numerous published articles and presentations at national conferences.

- Harding, A. D. & Stemm, S.S. Supporting Newly Licensed Nurses on the Night Shift: A Strategic Approach to Workforce Development and Retention (2025). *Nurse Leader*, 24(5): 102452.
- Jaime, R., Silipigno, C. Stemm, S., & Harding, A. D. (2025). Uniquely Created Nurse Residency Program for Extraordinary Growth and Effectiveness, *Nursing Administration Quarterly*, 49(3), 231-238.
- Harding, A. D. & O’Brien, M. (2025). CAUTI – Cost Reduction Technique, *Nursing Administration Quarterly*, 49(3), 242-244.
- Harding, A. D. (2025). Leader Read: The Leader’s Guide to Managing Risk: A Proven Method to Build Resilience and Reliability, *Voice of Nursing Leadership*, 23(2), 10.
- Hutton Johnson, S., Macchiano, S., & Harding, A. D. (2025). Enhance Skills of Strategic Planning and Execution through Leadership Investment. *Nursing Management*, 56(1), 44-48.
- Establishing Performance Improvement Baseline and Implementing a Project Plan for Controlled Substances Diversion – BlueSight™ Diversion Symposium 2025, March 18, 2025
- Protecting and Retaining New Graduate Nurses, *Strategies for Healthcare Leaders – Organization of Nurse Leaders*, February 28, 2025

His influence extends far beyond South Shore Health, and this impact was recognized with his election to the 2025–2026 Board of Directors for the Organization of Nurse Leaders as the Massachusetts State Representative. This prestigious appointment honors his professional achievements and amplifies the voice of our organization in shaping the future of nursing leadership. We are proud to have his expertise, vision, and dedication representing Massachusetts and inspiring all of us to continue reaching for the highest standards of nursing excellence.

A YEAR THAT EMBODIES EXEMPLARY PROFESSIONAL PRACTICE

Together, these accomplishments illustrate the strength of South Shore Health’s professional practice environment, one grounded in collaboration, evidence-based care, continuous improvement, and a shared commitment to excellence. Each recognition represents not only the achievements of individual teams, but the

collective spirit of our nursing workforce and the culture of professionalism that defines our organization. As we look ahead, South Shore Health remains steadfast in its mission to elevate nursing practice, advance patient outcomes, and lead with integrity, compassion, and nursing excellence. This year's achievements are a powerful reminder of what is possible when nurses are empowered, supported, and united in purpose.

NURSE RESIDENCY PROGRAM: BUILDING CONFIDENCE, COMPETENCE, AND THE FUTURE OF NURSING

Beginning a nursing career is both exhilarating and challenging, which is why our New Graduate Residency Program is designed to ensure every new nurse enters practice with the confidence, support, and preparation needed to thrive. The program's remarkable success reflects the unwavering dedication of Cheryl Silipigno, MSN, RN, MEDSURG-BC, and Rosanna Jaime, MSN, RN, Clinical Professional Development Specialists, supported by Sharon Stemm, MSN, RN, NE-BC, ACNO of Professional Development, along with the tireless commitment of our off-shift educators. Together, they have created an environment where new nurses feel empowered, supported, and truly ready to grow. Launched in 2023 it was initially designed to strengthen staffing ratios. However, the program has quickly become a cornerstone of nursing excellence at South Shore Health.

At its core, the program eases the transition from student to professional RN while building clinical confidence and supporting long-term retention. New graduates begin with a 14-week preceptorship featuring intensive hands-on mentorship, weekly evaluations, and ongoing communication between educators and unit leaders. This foundation is followed by a year-long structured experience that includes 13 classes: 11 didactic sessions in the first 14 weeks and two reunion sessions at months six and twelve, along with dedicated skills days, a tiered skills-acquisition model, a unit-based buddy system, and an evidence-based practice project culminating in a professional poster presentation.

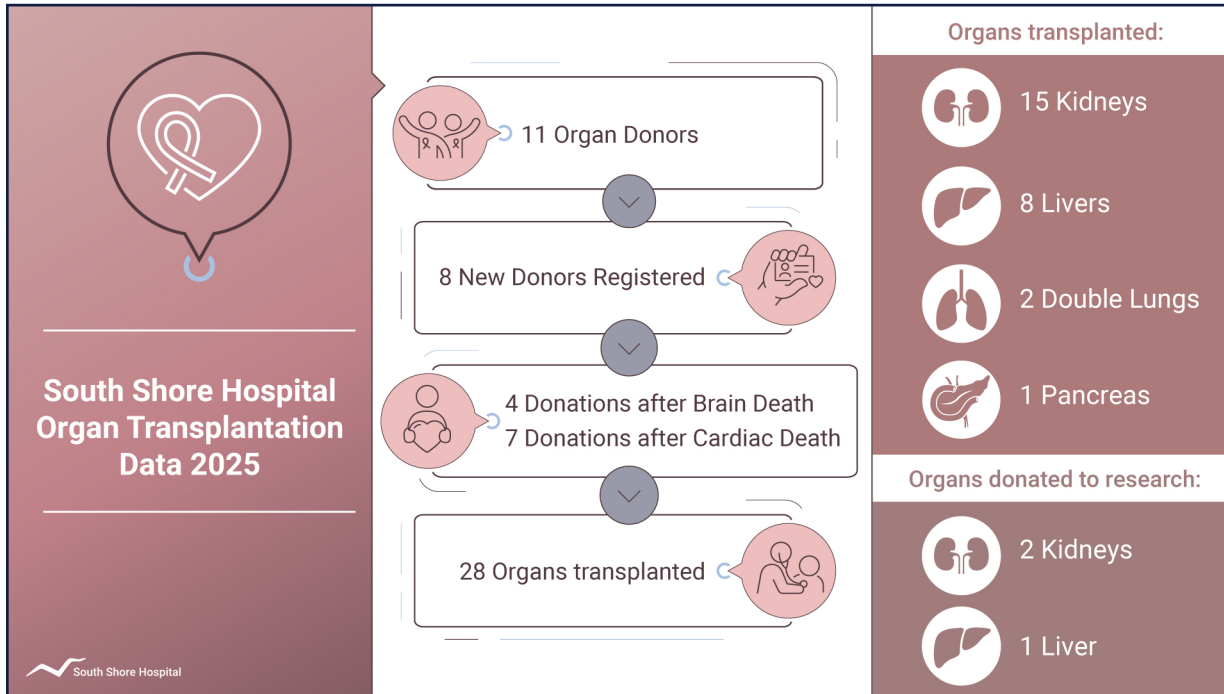
Interest in the program continues to grow, and 2025 marked a new milestone with 81 new graduate nurses joining the residency. This surge in interest reflects the program's rising reputation as a premier launchpad for emerging nurses seeking a supportive, high-quality transition into practice. The increasing applicant volume and exceptional caliber of candidates underscore the trust new nurses place in South Shore Health as the place to begin their careers. For the August 2025 cohort alone, 108 candidates were interviewed and 60 residents selected, demonstrating both enthusiasm and selectivity as the program continues to expand.

Resident feedback has been overwhelmingly positive, highlighting the blend of expert-led education, hands-on practice, supportive preceptors, and the invaluable presence of off-shift educators who guide and mentor through the night. The impact is clear: retention reached 97% in 2024, up from 88% in 2020 and well above the 86.7% national average reported by the American Nurse Credentialing Center (ANCC) Practice Transition Accreditation Program (PTAP), who has since designated South Shore Health with accreditation. Preceptors and educators consistently affirm the program's effectiveness in developing confident, competent, and compassionate nurses.

This year, the program's innovation and outcomes were showcased in the published article "Uniquely Created Nurse Residency Program for Extraordinary Growth and Effectiveness" by Rosanna Jaime, Cheryl Silipigno, Sharon Stemm, and Andrew D. Harding. Their work highlights the program's growth, its evidence-based design, and its role in attracting top talent in a competitive market. With designation of PTAP accreditation the program is poised to reach even greater heights.

This is more than a residency program, it is a launchpad, a community, and a transformative journey. We look forward to welcoming the next class of nurses to South Shore Health who will shape the future of care, beginning with their own.

SOUTH SHORE HOSPITAL ORGAN TRANSPLANTS 2025



STRUCTURAL EMPOWERMENT

Structural Empowerment: South Shore Health’s nursing colleagues are grounded in the health system’s mission, vision and values. They are recognized for their contributions to addressing the strategic priorities of the organization. Our nurses are supported to be autonomous through shared decision-making, nurse-driven protocols, and professional development.

Shared Decision-Making in Action: Nurses Leading Organizational Transformation Across South Shore Health

Shared decision-making is a defining strength of South Shore Health. It is a commitment to ensuring that our nurses have a meaningful voice in the decisions that shape their practice, their workflows, and the care they deliver. When nurses can influence organizational initiatives, the results are powerful: safer care, stronger outcomes, and a culture where every team member feels valued and heard. This year, South Shore Health has seen remarkable examples of this philosophy in action, from major technology upgrades to systemwide workflow redesigns.

A MONUMENTAL ACHIEVEMENT: SYSTEM-WIDE IV PUMP REPLACEMENT

In February, South Shore Health reached a major strategic milestone with the replacement of over 500 IV poles, 600+ pumps, and more than 1,000 channels across South Shore Hospital and 2 Pond Park. This massive undertaking required extraordinary coordination, all while maintaining uninterrupted patient care.

A dedicated, cross-functional team came together with a shared purpose: to enhance patient safety and elevate care quality through the adoption of new IV pump technology. But the foundation of this success was clear, nurses were central to the decision-making process.

FRONTLINE VOICES SHAPING THE DECISION

Months before the rollout, South Shore Health hosted IV vendor fairs, giving all nurses the opportunity to meet vendors, compare pump features, and evaluate usability. Nurses completed structured evaluation forms, offering insights grounded in daily practice. Their feedback ensured that the selected pumps met the needs of all patient populations, from neonates to critically ill adults.

This is shared decision-making at its best: frontline expertise guiding organizational investment.

LEADERSHIP AND COLLABORATION AT EVERY STEP

This initiative was expertly led by Colleen Smith, MSN, RN, CMSRN, Clinical Professional Development Specialist, and co-lead by Sharon Stemm, MSN, RN, NE-BC, ACNO Professional Development. Their meticulous planning, collaboration with clinical leaders and staff, and efficient execution reflect a deep commitment to professional development and continuous improvement. Their work was supported by an interprofessional team that delivered a seamless transition in record time.

ENHANCING EMERGENCY READINESS: NEW POINT-OF-CARE BLOOD REFRIGERATORS

South Shore Health also celebrated another major advancement with the installation of two new blood refrigerators strategically placed closer to the point of care. Previously, blood products had to be transported from the Blood Bank across the street, adding critical minutes during trauma activations, surgeries, and emergencies.

With the new refrigerators in place, clinical teams can access blood products immediately, improving patient safety, strengthening trauma readiness, and supporting more efficient massive transfusion protocols. This achievement was made possible with clinical nurses' collaboration with interprofessional team members from the Lab/Blood Bank, Nurse Leaders, Anesthesia, Trauma Program, Information Systems, Clinical Informatics, Clinical Professional Development, Medical Chiefs/Chairs, Supply Chain, Receiving, Engineering, Environmental Health & Safety, Facilities, Public Safety, Quality Management, Legal, Risk Prevention, and the Massive Transfusion Protocol Committee. Together, these teams demonstrated the power of shared purpose and cross-disciplinary partnership.

TRANSFORMING PRIMARY CARE AT SSMC: THE RIGHT PERSON, IN THE RIGHT PLACE, AT THE RIGHT TIME

At South Shore Medical Center, the Primary Care team has embarked on a transformative journey to improve efficiency, safety, and satisfaction for both patients and staff. At the heart of this initiative is a simple but powerful principle: putting the right person in place at the right time.

LEADING CHANGE WITH PURPOSE

Massiel Eversley, BSN, MJ, RN, NE-BC, CPC, ACNO of Ambulatory Care, is incredibly proud of how this work has reshaped the prioritization of urgent needs, reduced wait times, and reinvigorated collaboration between nursing and administrative teams.

TOOLS THAT EMPOWER TEAMS

A workgroup from SSMC Primary Care composed of physicians, nurses, medical assistants and call center representatives was formed to transform the workflow. They collaborated to implement several key tools to support their transformation, including the Red Flag Priority Index for pediatric and adult calls, an inventory of misdirected inquiries, redesigned workflows for clarity, and targeted education on what constitutes clinical work. They also introduced structured scripts, Epic Telephone Encounter training, and daily huddles to standardize communication. Together, these changes have strengthened teamwork, improved consistency, and elevated the overall quality of care delivery.

STREAMLINED WORKFLOWS, STRONGER COLLABORATION

One of the most impactful changes was consolidating in-basket pools. This simplification reduced silos, improved communication, and made triage significantly more manageable. With Andrea Stephens, MSN, RN, Nurse Manager, leading the nursing team and Kelli Cahill, Manager of Patient Scheduling, leading the call center staff, the initiative brought multiple disciplines together toward one shared goal.

NURSING FEEDBACK: A CALMER, MORE EFFECTIVE WORKFLOW

Nurses report that triage now feels calmer, more clinical, and more aligned with their licensure. Stress has decreased, wait times have shortened, and MyChart messages are being addressed within 24 hours, a dramatic improvement from prior multi-day delays.

PATIENTS ARE FEELING THE DIFFERENCE

Patients have noticed the change as well. They are more satisfied, more appreciative, and often surprised by the speed of callbacks. The team looks forward to seeing these improvements reflected in patient experience scores.

BUILDING A CULTURE OF EMPOWERMENT AND EXCELLENCE

This transformation is not just operational; it is cultural. Nurses feel empowered, patients' needs are met more efficiently, and teams are collaborating more effectively. SSMC is not only meeting goals, but also creating a model others can follow.

A UNIFIED VISION: NURSES LEADING THE WAY

Across South Shore Health, these initiatives reflect a shared truth: when nurses are empowered to lead, organizations thrive. Whether selecting new technology, improving emergency readiness, or redesigning primary care workflows, nurses are shaping the future of care with insight, expertise, and unwavering commitment.

STRENGTHENING ACADEMIC PARTNERSHIPS: LUNCHEONS WITH NURSING COLLEGE DEANS AND SOUTH SHORE HEALTH NURSING LEADERS

South Shore Health continued to advance its commitment to nursing excellence this year through a series of luncheons that brought together the Deans of leading regional nursing colleges, our Chief Nursing Officer, and South Shore Health nurses who proudly represent these institutions as alumni. These gatherings have become a cornerstone of our strategy to cultivate strong academic-practice partnerships and reinforce our alignment with Magnet principles.

The luncheons serve as intentional, relationship-building opportunities, spaces where academic leaders and practicing clinicians exchange insights, celebrate shared accomplishments, and collaborate on the future of nursing education and workforce development. By reconnecting South Shore Health nurses with the schools that shaped their early careers, these events create a powerful bridge between classroom and clinical practice.

HONORING OUR ACADEMIC PARTNERS

This year's luncheons included participation from an impressive group of academic leaders from the University of Massachusetts Boston, Saint Anslem College, Simmons University, Quincy College, Northeastern University, Massasoit Community College (MCC), Labouré College of Healthcare, Curry College, and Signature Healthcare Brockton Hospital School of Nursing as they play a vital role in preparing the next generation of nurses. Their presence underscores the strength of our regional academic network and the shared commitment to preparing a highly skilled, practice-ready nursing workforce.

Diane Uzarski, Dean of Saint Anslem College and Andrew Harding, Chief Nursing Officer, South Shore Health



CELEBRATING OUR NURSES AND THEIR ROOTS

For South Shore Health nurses, these luncheons offer a meaningful opportunity to reconnect with their alma maters and reflect on the educational foundations that shaped their professional journeys. Their firsthand perspectives, shared directly with deans and faculty, provide invaluable insight into evolving clinical needs, workforce expectations, and opportunities for curriculum enhancement.

These conversations help ensure that academic programs remain aligned with the realities of modern patient care, while also highlighting the pride our nurses carry for both their institutions and their roles within South Shore Health.

A MAGNET-ALIGNED COMMITMENT TO PROFESSIONAL DEVELOPMENT

The luncheons reflect South Shore Health's deep alignment with Magnet principles, particularly in the areas of transformational leadership, structural empowerment, and exemplary professional practice. Magnet-recognized organizations are expected to demonstrate strong academic partnerships, support lifelong learning, and empower nurses to influence the future of the profession.

Discussions with academic leaders often focus on:

- Evolving clinical competencies and workforce trends
- Clinical placements and preceptorships
- Joint initiatives to support evidence-based practice and nursing research
- Transition-to-practice pathways for new graduates
- Education and advanced degree opportunities

These collaborations strengthen our ability to maintain a highly educated, Magnet-caliber nursing workforce and reinforce our role as a leader in regional nursing excellence.

BUILDING A PIPELINE FOR THE FUTURE

The luncheons have become a catalyst for strengthening the nursing pipeline across the South Shore and beyond. By fostering open dialogue and shared planning, South Shore Health and its academic partners are better positioned to address workforce challenges, support student success, and create seamless pathways from education to practice.

For students, this means access to high-quality clinical experiences at South Shore Health. For South Shore Health, it means a steady influx of well-prepared graduates who understand our culture, our standards, and our commitment to exceptional patient care.

FAST FOCUS: SITTER REDUCTION INITIATIVE IMPROVES SAFETY AND LOWERS COSTS

As part of our Financial Accountability and Sustainability Taskforce (FAST) work, our Nursing teams have launched a transformative sitter-reduction initiative, one that strengthens patient safety, clarifies workflows for colleagues, and reduces costs across the health system.

At the heart of this effort is a simple but powerful idea: Safety Zones. Each inpatient medical-surgical unit now designates a cluster of six to eight beds as a clearly marked Safety Zone. Within these zones, a dedicated Nursing Assistant rounds on every patient every 15 minutes, ensuring consistent monitoring, reducing fall risk, and enabling nursing teams to coordinate care with greater efficiency.

Nursing team members who had an active role in the FAST initiative.



The initiative is also a strong example of structural empowerment in action. Nurses at all levels, Nursing Assistants, Clinical Nurses, and Nurse leaders, were engaged in identifying the problem, designing the solution, piloting the model, and refining workflows. By giving frontline nurses the authority, resources, and support to shape care delivery, the project elevated professional autonomy and reinforced a culture where nurses drive meaningful, system-level change.

The concept was first piloted on Pratt 4, where early success quickly sparked momentum. Over the summer, Safety Zones expanded across all nine inpatient units. The results have been remarkable: dramatic reductions in patient falls and falls with injury, clearer and more consistent processes for staff, and even shorter lengths of stay, helping improve patient flow and reduce wait times in the Emergency Department.

The financial impact has been equally meaningful. By integrating Safety Zones into the existing Nursing Assistant budget, the initiative significantly reduced overtime and eliminated the need for agency sitters in the Emergency Department, contributing to substantial savings across the system.

This project reflects the very best of collaborative innovation. Nursing colleagues partnered closely with nursing leaders to identify opportunities, test new approaches, and refine the model together, an embodiment of empowered practice and shared governance. The work has not only improved care, it has earned well-deserved recognition. Erin Donahue, MSN, RN, Nurse Manager of Pratt 4, and Evelyn Vasconcelos, MSN, RN, NE-BC, ACNO of Critical Care & Medical Surgical, were selected to present their work at the 2025 Organization of Nursing Leaders (ONL) Winter Meeting.

Their achievement highlights what's possible when empowered nursing teams unite around a shared purpose: safer care, stronger professional practice, and a more sustainable future for our health system.

COLLABORATION REDUCES PRESSURE INJURIES AT SOUTH SHORE HOSPITAL

Hospital-acquired pressure injuries (HAPIs), often known as bedsores, are persistent challenges for hospitals nationwide, including our own. Recognizing the need for meaningful, sustainable change, South Shore Hospital convened a dedicated interdisciplinary Wound Task Force to confront the issue head-on. This group brought together expertise from wound care nursing, plastic surgery, nursing education, nurse management, risk management, and other key partners to reimagine how we prevent and treat pressure injuries across the organization.

A NEW STANDARD FOR PREVENTION AND CARE

One of the most significant outcomes of this collaboration was the development of a comprehensive, hospital-wide policy that reshaped expectations for pressure injury prevention. Central to this policy is the Wound Ostomy Nurse Driven Protocol, a new evidence-based order set designed to streamline early intervention.

This protocol empowers nurses with rapid access to the tools, assessments, and guidance they need to act quickly strengthening clinical decision-making and improving patient outcomes. Since its launch in September 2024, the protocol has been supported by robust education, hands-on training, and daily integration efforts across nursing teams.

The Skin Team nurses leading the way for reducing pressure injuries.



MEASURABLE IMPROVEMENTS IN PATIENT OUTCOMES

Each quarter, a passionate group of unit-based nurses known as The Skin Team conducts a hospital-wide Pressure Injury Prevalence Audit to assess the overall state of patient skin health. Their findings demonstrate the powerful impact of this collaborative work.

- March 2024: 5.41% prevalence
- June 2025: 1.01% prevalence
- September 2025: 0.72% prevalence
- December 2025: 1.27% prevalence

These dramatic reductions reflect the combined efforts of the Wound Task Force, the Skin Team, and frontline nurses across the hospital. Together, they have created a safer environment for patients while strengthening consistency and accountability in care practices.

SHARING OUR SUCCESS BEYOND OUR WALLS

This achievement has earned well-deserved recognition. Cody Hedglin, MSN, RN, CWON, Program Manager of Wound Ostomy, and John Casey, BSN, RN, CWON shared South Shore Hospital's results at the New England Chapter of the Wound, Ostomy, and Continence Nurses Society Conference. Their work will also be featured in an upcoming publication, helping other healthcare organizations learn from our experience and replicate our success.

A MILESTONE WORTH CELEBRATING

While pressure injury prevention is an ongoing effort, this milestone represents a remarkable step forward. It showcases what is possible when interdisciplinary teams unite around a shared goal, leverage evidence-based practice, and empower nurses to lead change.

NEW KNOWLEDGE, INNOVATIONS, AND IMPROVEMENTS

New Knowledge, Innovations, and Improvements: At South Shore Health, nurses are invited to shape the future of nursing. Using research, evidence-based practice, innovation, and technology to redefine the practice environment is a hallmark of a Magnet organization.

ADVANCING NEW KNOWLEDGE AND INNOVATION: THE TINY BABY COLLABORATIVE

In 2024, a multidisciplinary team, including NICU nurses Yvonne Cannon, BSN, RN and Genevieve MacKinnon, BSN, RN traveled to Cologne, Germany to study the groundbreaking work of the Tiny Baby Collaborative, a program internationally recognized for achieving greater than 50% survival of liveborn infants at 22 weeks' gestation for more than five consecutive years.

This transformative international learning experience reflects South Shore Health's dedication to advancing neonatal care and ensuring that our tiniest and most vulnerable patients benefit from the latest global research and best practices.

LEARNING FROM A GLOBAL LEADER IN EXTREME PREMATURITY CARE

The Tiny Baby Collaborative has become a model for centers striving to improve outcomes for infants born at the threshold of viability. Their sustained success is rooted in meticulous clinical practice, interdisciplinary teamwork, and a deeply held belief that infants born at 22 weeks can not only survive but thrive.

These firsthand experiences provided invaluable insight into the systems and philosophies that underpin the Collaborative's exceptional outcomes.

A COHESIVE, EVIDENCE-DRIVEN APPROACH AFTER RETURNING HOME

This year, the South Shore Health NICU team, supported by Elizabeth Brooks, BSN, RN, RNC-NIC, Nurse Manager of NICU and Pediatrics, and Zuzanna Kubicka, MD, Chief of Neonatology, have worked cohesively to translate their learning into practice. Paige Fleming, MSN, RN, RNC-NIC along with Yvonne and Genevieve, in collaboration with Kristine DiCarlo, DNP, RN, NPD-BC, RNC-NIC, RNC-MNN, C-EFM, Clinical Professional Development Specialist of NICU/SCN, have led the development of the nursing care protocols. Their efforts are grounded in a proactive, evidence-based philosophy that mirrors the mindset observed in Cologne: an expectation that infants born at 22 weeks will survive and thrive.

This shift in mindset has been accompanied by the implementation of new clinical practices designed to optimize stabilization and early physiologic support for extremely premature infants.

IMPLEMENTING THE “SOFT LANDING” EN CAUL DELIVERY TECHNIQUE

One of the most significant innovations adopted by the team is the en caul “soft landing” delivery technique, modeled after the practices observed in Cologne. This approach is designed to minimize trauma, support physiologic transition, and protect the infant during the most fragile moments of life.

The process includes:

- Delivering the fetus en caul, still within the intact amniotic sac
- Gently placing the sac on a pre-warmed mattress under a radiant warmer on the resuscitation table
- The neonatology provider opening the sac slowly and carefully
- Holding the placenta elevated above the infant to support placental transfusion
- Clamping the umbilical cord at 60 seconds
- Positioning the infant side-lying for the first 10 minutes of life, supported by the nurse’s fingers to promote stability and minimize stress

[Click the photo to view the full story from WCVB Channel 5.](#)



South Shore Health is the first hospital in the United States to implement this full suite of evidence-based practices. Since adopting these innovations, we have already seen encouraging improvements in outcomes for the micro-preemies who have received this advanced level of care.

A MAGNET-ALIGNED COMMITMENT TO INNOVATION

This initiative exemplifies the Magnet principle of New Knowledge, Innovations, and Improvements, demonstrating how South Shore Health actively seeks out emerging evidence and global best practices to advance patient outcomes. By investing in international learning and translating that knowledge into practice, South Shore Health reinforces its role as a leader in neonatal care and a champion for the smallest patients and their families.

LOOKING AHEAD

The insights gained in Cologne marked the beginning of an exciting and ongoing journey. As the team continues to refine and expand these practices, South Shore Health is poised to strengthen care for infants born at the limits of viability and contribute meaningfully to the broader field of neonatal innovation.

South Shore Health’s commitment remains unwavering: to learn, to innovate, and to give every baby, no matter how tiny, the best possible start.

SPOTLIGHT ON INNOVATION: INTRAVESICAL CHEMOTHERAPY EXPANDS TO AMBULATORY CARE

South Shore Health continues to advance patient-centered oncology care with the successful launch of intravesical chemotherapy, specifically GEMZAR, within Ambulatory Care. This initiative reflects our commitment to expanding access, enhancing comfort, and delivering high-quality cancer treatment closer to home for our patients and families.

WHY AMBULATORY CARE?

The shift toward offering bladder instillation therapy in the ambulatory setting aligns with the growing demand for outpatient oncology services and the benefits of decentralizing chemotherapy administration. Patients experience greater convenience, reduced disruption to daily life, and a familiar, calm environment. At the same time, empowering ambulatory nurses to deliver this specialized therapy optimizes systemwide resources and allows our colleagues on Emerson 6, our inpatient medical/surgical oncology unit, to focus on other critical inpatient needs.

WHAT IS BLADDER INSTILLATION THERAPY?

Intravesical chemotherapy involves inserting a Foley catheter, draining the bladder, and instilling a chemotherapeutic agent ordered by South Shore Urology. The medication remains in the bladder for a prescribed dwell time before being drained or before the patient is instructed to avoid voiding for two hours. To ensure safe, consistent care, appointments are scheduled weekly on Wednesdays, allowing for dedicated staffing and streamlined operations.

IMPLEMENTATION & TEAMWORK

This initiative came to life through focused education, hands-on training, and strong interdisciplinary collaboration and with nursing leads Carolyn Marshman, BSN, RN, OCN; Kyla Madden, BSN, RN, MEDSURG-BC, OCN; and Rosanna Jaime, MSN, RN, who provided structured skills training supported by competency tools and tip sheets. Also, Emerson 6 nurses offered mentorship to Ambulatory nurses, to enhance clinical readiness.

PATIENT EXPERIENCE

Patients have responded with gratitude for the convenience and comfort of receiving treatment in Ambulatory Care. The reduced travel burden and familiar environment have made a meaningful difference in their overall experience, allowing them to maintain daily routines with fewer interruptions.

LOOKING AHEAD

The work is ongoing. The team is actively exploring best practices and reviewing emerging research and refining strategies to improve tolerability and procedural efficiency. Collaboration with South Shore Urology, Professional Development, and Pharmacy remains central as we strengthen clinical alignment and enhance communication. This initiative exemplifies nurse-led innovation, interdepartmental collaboration, and a culture of excellence that continues to elevate the care we provide. By expanding intravesical chemotherapy to Ambulatory Care, South Shore Health is not only meeting patient needs; it is redefining what accessible, compassionate oncology care can look like.

THE IMPORTANCE OF NURSING RESEARCH AT SOUTH SHORE HEALTH

Nursing research is a powerful driver of better care, safer practices, and continuous improvement. It turns questions into meaningful change, ensuring that nursing and the care we provide is grounded in the best evidence available.

At South Shore Health, our nurses are leading this work with energy and expertise. From exploring new care approaches to evaluating outcomes and sharing findings, South Shore Health nurses are actively shaping the future of nursing practice. Their commitment to inquiry strengthens our teams, elevates patient care, and reinforces our identity as a learning organization.

Nursing research isn't something that happens "somewhere else." It's happening here! It is led by South Shore Health nurses who are curious, innovative, and dedicated to advancing the profession. Their work ensures that our patients benefit from the highest standards of evidence-based care.

ACTIVE NURSING RESEARCH AT SOUTH SHORE HEALTH

- Critical Thinking Research Study for New Graduate Nurses, Patricia J. Bartzak, DNP, RN
- Diaper Dermatitis Occurrence in NICU Patients Receiving Calorie Fortification: A Retrospective Study, Kristine DiCarlo, DNP, RN, NPD-BC, RNC-MNN, C-EFM
- Examining Nurse Self-Efficacy in Performing Life-Saving Interventions During In-Hospital Cardiac Arrest After Completing an Educational Program, Ginny Philippeaux, DNP, RN
- Butt Seriously, Let's Prevent Pressure Injuries!, Elisa Pollard, MSN, RN
- Patient Restraint and Patient Fall Review, Susan Mangini, DNP, RN

TRANSFORMATIONAL LEADERSHIP

Transformational Leadership: Driven by purpose, South Shore Health's transformational nursing leaders have the vision, influence, clinical knowledge, and expertise to create, lead, and nurture a nursing culture and practice for the future.

TRANSFORMATIONAL LEADERSHIP IN ACTION: 2025 SHARED GOVERNANCE NURSING SUMMIT

South Shore Health nurses, from bedside to boardroom, gathered at Curry College for the long-awaited Annual Shared Governance Nursing Summit, marking our first in-person summit since the COVID-19 pandemic. Nearly 100 nurses filled the auditorium, united by a shared mission to elevate professional practice and celebrate the power of nursing leadership. Thanks to our strong partnership with Curry College, we were welcomed into a space that fostered connection, collaboration, and inspiration. The energy in the room was unmistakable as nurses embraced the summit's theme, "Ready for Takeoff: Professional Governance Awaits," launching new ideas and reaffirming our commitment to nursing excellence.

The day opened with the Captain's Address and a series of in-flight presentations that highlighted how transformational leadership empowers nurses to drive evidence-based practice and quality outcomes. A standout example was the nurse-driven HAPI reduction project, which demonstrated how frontline nurses can identify gaps, implement evidence-based interventions, and achieve outcomes recognized well beyond our walls. Additional successes in CAUTI, CLABSI, and fall reduction reinforced how empowered nurses strengthen patient outcomes, professional satisfaction, and organizational performance, advancing the Quintuple Aim and South Shore Health's mission.

The summit also emphasized evidence-based practice as the engine of quality care, blending research, clinical expertise, and patient preferences to ensure safe, effective, and cost-efficient outcomes. Discussions on governance models highlighted the evolution from shared governance to professional governance, where nurses move from participation to ownership and accountability. This shift supports autonomy, data-driven decision-making, and environments that improve nurse-sensitive indicators, HCAHPS scores, and overall satisfaction. The Golden Buddha metaphor reminded us that empowerment is about rediscovering the brilliance

The summit closed with a powerful call to action: to see ourselves and our colleagues not as ordinary, but extraordinary. Beneath every set of scrubs and every South Shore Health badge lies gold, our collective strength, vision, and ability to transform healthcare. This day was a celebration of that gold and a reminder that through empowerment, evidence-based practice, and professional governance, nurses are not just caregivers but leaders, innovators, and change agents shaping a brighter future for our patients and community.

TRANSFORMATIONAL LEADERSHIP IN ACTION: THE RISE OF THE NIGHT SHIFT ADVISORY COUNCIL

In March 2025, South Shore Health witnessed the launch of a bold new initiative, one sparked by inspiration, fueled by advocacy, and driven by the unwavering commitment of our night shift nurses. The Shared Governance Night Shift Advisory Council was officially formed, giving nurses from every patient care area a meaningful platform to represent their units and shape the future of night shift culture.

The idea took root at the 2024 ANCC Magnet Conference, where themes of empowerment, autonomy, and shared governance resonated deeply with attendees. Among them was Courtney Barbetto, BSN, RN, CEN, Rapid Response, who returned energized and determined to create a space where the unique experiences of night shift nurses could be heard. By March 2025, that vision became reality. The council convened representatives from across South Shore Health with one powerful goal: ensure night shift nurses to have a seat at the table and a voice in decisions that impact their practice.

From its first meeting, the council became a catalyst for transformational change. Through quarterly gatherings and open dialogue, night shift nurses began advocating for improvements that directly enhanced their work environment, well-being, and professional growth.

EARLY WINS THAT REFLECT TRANSFORMATIONAL LEADERSHIP

Food Trucks at Night: In partnership with the local Food Truck Association, rotating food trucks now visit campus during night hours, offering fresh, exciting meal options beyond the vending machine.

Learning Opportunities: EVAC 123 training sessions were scheduled during night shifts, ensuring equitable access to essential education. The council also championed support for self-evaluations, helping nurses reflect on their growth and goals.

Connection with Leadership: The Chief Nursing Officer attended a quarterly council meeting and now makes drop-in visits during night learning events, strengthening visibility, trust, and connection between leadership and bedside teams.

HR Advocacy: Recognizing the challenges night shift staff face during open enrollment, the council successfully advocated for Human Resources support during off-hours to assist with benefits navigation.

CELEBRATING RESILIENCE: THE FALL-BACK EVENT

As daylight savings time marked the longest night of the year, the Night Shift Advisory Council transformed it into a heartfelt tribute to the dedication of our night shift nurses. The Fall-Back Event, a celebration of resilience, camaraderie, and gratitude, was designed to honor the unique challenges faced by those who work through the night, especially when the clock rolls back, and their shift stretches an extra hour.

This year's event featured:

- The Sarcastic Swine Food Truck, serving warm comfort food throughout the night
- Free Coffee in the Cafeteria, keeping spirits high and energy flowing
- Nurse Leader Rounding, a highlight that brought smiles across every unit

From the Chief Nursing Officer to Associate Chief Nursing Officers, nurse managers, and council leaders Courtney Barbetto, BSN, RN, CEN and Shelagh Rickert, BSN, RN, the rounding team delivered treats, encouragement, and meaningful conversations. Nurses shared insights, stories, and reflections, reminders of the strength, compassion, and unity that define night shift culture.

And no celebration would be complete without a special guest: Stanley, the beloved service dog of Erin Cummings, MSN, RN, ONC, Nurse Manager of Emerson 5. Stanley's visit brought warmth and joy to the halls of South Shore Health.

The success of the Fall-Back Event was felt in every smile, every shared moment, and every expression of appreciation. It was a powerful reminder that at South Shore Health, we don't just work together, we lift each other up.

A MOVEMENT, NOT JUST A COUNCIL

The Shared Governance Night Shift Advisory Council embodies transformational leadership at its best. Through advocacy, collaboration, and a commitment to elevating every voice, night shift nurses have transformed challenges into opportunities and strengthened the culture of care across South Shore Health.

As the council looks ahead to 2026, one thing is clear: it is leading the way forward. Night shift nurses interested in joining this empowered group are encouraged to connect with their nurse leader.

Here's to our night shift nurses. Thank you for all you do!

LEADING THROUGH CHANGE: THE WEST TEAM'S JOURNEY

Change in healthcare is inevitable, but the way teams navigate it defines the experience. When South Shore Hospital announced the expansion of the Short Stay Unit, known as West, the news brought a mix of excitement and uncertainty. For the nurses who had built a close-knit community, the possibility of being separated weighed heavily.

"We were really anxious about the unknown and the possibility of breaking up our tight-knit team," shared Amy Timmons, BSN, RN, Nurse Manager of the Float Pool and West Short Stay Unit. "Our hope was to stay together and keep providing the best care for our patients."

Leadership listened. A plan was put in place to temporarily relocate the West team to Pratt 3N, ensuring the group could remain intact throughout construction. The transition was not without challenges, including the natural stress of adapting to a new environment, but the nurses' concerns were heard, and solutions were implemented quickly.

The Fall Back concessions setup, and a visit from one of our wonderful volunteer service pups, Stanley!



The Pratt 3 nursing staff played a pivotal role in easing the transition. “The Pratt 3 staff really welcomed us with open arms. Their kindness and teamwork made all the difference,” said Kathleen Guilfoyle, BSN, RN. “We feel truly supported.”

LEADERSHIP THAT STEADIED THE TRANSITION

When the Short Stay Unit closed for relocation, the move to Pratt 3 was expected to last approximately nine months. Evelyn Vasconcelos, MSN, MBA, RN, NE-BC, ACNO of Critical Care and Medical Surgical, partnering with Amy, understood that relocating an entire team required more than operational planning, it required emotional support, transparency, and a shared vision.

West Nursing colleagues and Nurse Manager Amy on Pratt 3, united and smiling as they settled into their temporary location.

COMMUNICATION THAT BUILT CONFIDENCE

Throughout the transition, communication was a cornerstone in Amy’s leadership. She provided:

- Regular progress updates during staff meetings
- Detailed email communications outlining timelines and expectations
- Photos and guided tours of the new unit as it took shape

These updates did more than inform, they empowered. Nurses could visualize their future space and stay connected to the project, reducing uncertainty and building excitement.



VOICES THAT SHAPED THE VISION

Amy didn’t just communicate; she listened. She encouraged open dialogue and ensured that nurses’ insights were brought directly to project leaders. Their feedback influenced:

- Layout decisions
- Workflow considerations
- Practical design elements that support patient care

The result is a new unit that reflects the team’s values, needs, and professional expertise.

A BEAUTIFUL NEW CHAPTER

Now settled into their brand-new space, the West team carries a deep sense of pride and ownership. The unit is more than a renovated area; it is a testament to collaboration, advocacy, and nurse-driven change.

Amy transformed a period of uncertainty into a powerful example of what can happen when nurses are informed, included, and supported. The West team didn’t just survive the transition; they emerged stronger, more united, and ready for the next chapter.

South Shore Health is grateful to the West team and the Pratt 3 nursing colleagues whose partnership made this journey possible.

RECOGNITION AND DEVELOPMENT

NURSES WEEK AWARDS

National Nurses Week, celebrated May 6–12, 2025, honored this year’s theme, “**The Power of Nurses,**” recognizing the compassion, expertise, and impact nurses bring to every setting of care. This annual celebration highlights the invaluable contributions and unwavering dedication of our nursing professionals. As part of Nurses Week activities, nursing award winners from across the organization were recognized for their exemplary service.

Congratulations to our 2025 Nursing Award Winners, who were peer-nominated for their outstanding partnership, leadership, and commitment. We proudly celebrate this year’s winners and nominees for their well-deserved recognition.

INNOVATION AND CONTINUOUS IMPROVEMENT AWARD



WINNER

Julie Gonzalez, Mother Infant Unit

NOMINEES

Rebecca Dawicki, Emerson 6
 Makayla Cuppett, Emerson 6
 Lynn M Costello, OR
 Adrienne Paretchan, Emerson 6
 Alexis Pereira, Emerson 6
 Karen W Gibbons, Mother Infant Unit
 Rachel Fegan, Emerson 6
 Rachel Barnes, South Shore Urology
 Sabine Galipeau, Pratt 5
 Tiffany LaMier, Pediatrics
 Priscilla Mello, CCU

COMMITMENT TO EXCELLENCE AWARD



WINNER

Michael Marble, ED

NOMINEES

Elissa A. Salvucci, Pratt 5
 Mary Joyce, NICU
 Lee Brooks, Emerson 4
 Lisa Doucet, Home Care
 NouLee, MIH
 Cynthia Schlehuber, Endoscopy
 Karen Duffy, Float Pool

SSMC QUALITY AND SAFETY AWARD



WINNER

Kelly Mattar, Professional Development

NOMINEES

Jessica Stevens, Professional Development

OUTSTANDING CONTRIBUTOR AWARD



WINNER

Ann McDonald, Endoscopy

NOMINEES

Marie Faustin, Emerson 4
 Elizabeth Sarro, NICU
 Lisa Darcy, Emerson 6
 Paula Newell, Emerson 4
 Georgina Semedo, Emerson 3
 Emily Best, Pratt 4
 Sonia Da Rosa, Emerson 3
 Beth McGanty-Kennedy, Ambulatory Surgery 2PPK
 Catherine Terrell, ED
 Joseph Mendes, MIH
 Karen Pina, Professional Development
 Stanley Luc, Pratt 4
 Samantha Brow, CCU
 Supranee Smart, Mother Infant Unit

SSMC PROFESSIONAL DEVELOPMENT AWARD



WINNERS

Robert Mood, SSMC Surgical Services

NOMINEES

Andrea Stephen, SSMC Nursing Management

PATIENT AND FAMILY CENTERED CARE AWARD



WINNER

Casey Rooney, Recovery Room

NOMINEES

Catherine Whittington, Emerson 4
 Sara Porter, NICU
 Taylor Romanelli, NICU
 Erica Nickerson, Emerson 6
 Erin Carey, Emerson 6
 Anna Barnes, Emerson 6
 Jenna Canducci, ED
 Ashley Doyle, Emerson 6
 Kyla Madden, Emerson 6
 Ellen Gammons, Pratt 5
 Julie Gonzalez, Mother Infant Unit
 Leah St. Laurent, SSMC Pediatrics
 Rhonda McIntyre, Home Care
 Tammy Sullivan, Case Management
 Cailin Celestino, Emerson 3
 Brianna Tetreault, NICU
 Judith Smith, Wound Center

RISING STAR AWARD



WINNER

Katelyn Lynch, Professional Development

NOMINEES

Tyara Martin, South Shore Cardiology
 Katie Eisermann, Pratt 5
 Claudia Biagini, NICU
 Christina Antonetti, Emerson 6
 Samantha Thomson, Emerson 6
 Patricia Cook, Emerson 4
 Amber Stanley, Pratt 4
 Amanda Russo, Emerson 4
 Samantha Betti, Home Care
 Kelsey Routhier, Home Care
 Brianna Vella, Emerson 3
 Paige Brown, Pratt 5
 Sarah Mannion, Emerson 4
 Bridget Cumming, Pratt 5
 Douglas Reardon, Pratt 3
 Justine Almstrom, CCU
 Narika O'Connell, Lactation

SUE TOBIN AWARD



WINNER

Deborah Conners, Endoscopy

NOMINEES

Monique Hankinson, Birthing Unit
 Rachel McGrath, Pratt 5
 Charles Mooney, Emerson 4
 Kelly McLaughlin, NICU
 Shu Liang, SSMC Surgical Services
 Robert Mood, SSMC Surgical Services
 Laurice Vallancourt, Rapid Response

COMMUNITY AND POPULATION SERVICE AWARD



WINNER

Mary Beth Goldman, Clinical Informatics

NOMINEES

Victoria Shanahan, Home Care
 Joan Blanchard, Emerson 3
 Ingeborg Alvarez, SSMC
 Trisha Edgar, MIH
 Muriel Natsis, CCU

PARTNERSHIP AWARD



WINNER

Nathan Watts, Respiratory Therapy

NOMINEES

Jessica Govoni, Inpatient Rehab
 Ruben Reyes, Supply Chain
 Stephanie Pimenta, Parent Child
 June-Noelle Williams, Inpatient Rehab
 Tyler Dezutter, Patient Transport
 Donna Connolly, Birth Registrar

SSMC RISING STAR AWARD



WINNER

Tyara Martin, South Shore Cardiology

NOMINEES

Bailey Carter, OR
 Chloe Kilkelly, SSMC Family Medicine
 Elisangela Teixeira, The Women's Center of SSMC
 Rachel Barnes, South Shore Urology

TRANSFORMATIONAL LEADERSHIP AWARD



WINNER

Kerriann Campbell, Professional Development

NOMINEES

Donna Terry, CCU
 Rachel Repoza, Emerson 4
 Alison Bell, Pain Clinic
 Cari Ciano, Home Care
 Jacqueline Macone, OR
 Caitlin Babin, Mother Infant Unit
 Kayla Alvares, NICU
 Michele O'Hara, Mother Infant Unit
 Rachel Barnes, South Shore Urology
 Ashley Lawson, Mother Infant Unit
 Erin Donahue, Pratt 4
 Shelagh Rickert, Pratt 5

EXEMPLARY PROFESSIONAL PRACTICE AWARD



WINNER

Ashley Lawson, Mother Infant Unit

NOMINEES

Carolyn Marshman, Emerson 6 & Pratt 4
 Kelly Colantonio, Birthing Unit
 Kelsey Taylor, NICU
 Kelly McLaughlin, NICU
 Elizabeth Conway-Treanor, Emerson 6
 Catherine Whittington, Emerson 4
 Kellie Murray, Home Care
 Madeline Dudek, Emerson 4
 Conor Gillespie, ED
 Jody Clergy, Cardiovascular Center
 Cristen Gerrish, OR
 Casey Rooney, Recovery Room
 Crystal Lawson, Case Management
 Susan Mantiglia, Recovery Room
 Maureen Rogers, Recovery Room
 Alexcia Natsis, CCU
 Johnelia Chance, CCU
 Courtney Repetto, CCU

HALL OF FAME AWARD



WINNER

Sharon Stemm, ACNO Professional Development

NOMINEES

Joyce Maloney, NICU
 Carolyn Marshman, Emerson 6 & Pratt 4
 Theresa Sexton, ED
 Mary Burke-Roth, Home Care
 Lisa Lennon, Professional Development
 Kelly Mattar, Professional Development
 Rachel Repoza, Emerson 4
 Alison Bell, Pain Clinic

SSMC EXEMPLARY PROFESSIONAL PRACTICE AWARD



WINNER

Robyn Tiernan, SSMC Family Medicine

NOMINEES

Internal Medicine Nursing Team
 Family Medicine Nursing Team
 Andrea Stephen, Nurse Manager
 Tina Meech, SSMC Urgent Care
 Shu Liang, SSMC Specialties
 Victoria Greene, SSMC Quincy
 Emily Dwyer, SSMC Quincy
 Carolyn Powers Bennett, Wound Center
 Brittney Seigler, The Women's Center of SSMC
 Pam Daly, The Women's Center of SSMC
 Denise Lyons, The Women's Center of SSMC
 Anticoagulation Clinic Nursing Team

SSMC CHANGE AGENT AWARD



WINNER

Pam Daly, The Womens Center of SSMC

NOMINEES

Emily Dwyer, SSMC Quincy
 Susan Sampson-Lang, The Women's Center of SSMC

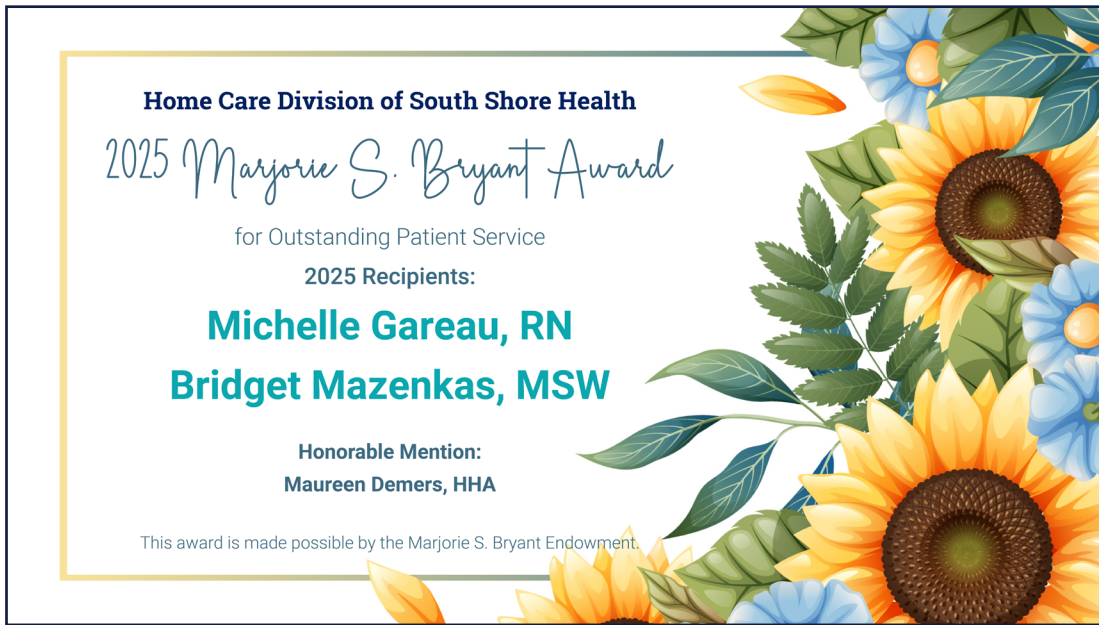
MARJORIE BRYANT AWARD



WINNERS

Michelle Gareau and Bridget Mazenkas

We are excited to share that we had a tie for this year's Marjorie S. Bryant Award for Outstanding Patient Service, Michelle Gareau, RN and Bridget Mazenkas, MSW, along with honorable mention, Maureen Demers, HHA! Each year, the Bryant Award is given to a South Shore VNA colleague who demonstrates exceptional direct care, kindness, and compassion to their patients. All nominees are selected by their peers, and we are thrilled celebrate Home Care Month in such an exciting way!



THERESA SEXTON NAMED CERTIFIED NURSE OF THE YEAR

It is with great pride and admiration that the Nursing Professional Development Shared Governance Council announces **Theresa Sexton, MSN, RN, CEN**, as our 2025 Certified Nurse of the Year!

The Certified Nurse of the Year Award is a designation used to recognize the contributions of certified nurses, not only to exemplary patient care but also to the elevation of the nursing profession as a whole.

Theresa was nominated by multiple colleagues, a testament to her unwavering dedication and extraordinary contributions to the field of nursing. As a Certified Emergency Nurse, she is a beacon of knowledge and a vital resource, especially for our night shift nurses. Theresa willingly shares her expertise with both novice and seasoned staff, fostering professional growth and collaboration.

Her accomplishments are numerous, impactful, and align with Magnet Model components:

New Knowledge, Innovation and Improvements:

Theresa spearheaded the implementation of the Carpuject syringe system in our Emergency Department, driven by her commitment to patient and staff safety. Her efforts not only minimized needle stick injury risks but also generated significant cost savings.

Exemplary Professional Practice: An active member of the Emergency Nurses Association (ENA), Theresa stays ahead of advancements in emergency nursing by engaging with professional journals and resources. She applies these insights to elevate the quality of care in our facility.

Structural Empowerment: Theresa has mentored countless nurses through the certification process, offering study materials, tailored guidance, and motivational support. Her on-site CEN review classes have empowered peers to achieve professional milestones and raise the standard of care we provide.

Transformational Leadership: From teaching trauma courses to leading certification classes, Theresa's enthusiasm, knowledge, and experience inspire all who learn from her. She consistently goes above and beyond, even stepping in during the day despite working nights, to uplift her colleagues and advance their practice.

Theresa's passion for emergency nursing shines in her interactions with both patients and peers. Her wisdom, mentorship, and tireless dedication are an incredible gift to our department and community. Every patient she cares for benefits from her compassion, and every colleague who learns from her is strengthened by her example.

Please join us in congratulating Theresa on this well-deserved recognition and to [all of this year's nominees!](#)

Certified Nurse of the Year Theresa Sexton, MSN, RN, CEN (center with certificate) alongside her nursing colleagues.



THE FRIENDS OF SOUTH SHORE HEALTH SCHOLARSHIPS

The pursuit of nursing excellence is rooted in continuous professional development and lifelong learning. In an ever-evolving healthcare landscape, staying current with knowledge and skills is essential to delivering the highest quality care. At South Shore Health, we are committed to fostering an environment where lifelong learning is encouraged, supported, and celebrated. Through opportunities such as tuition reimbursement and scholarships offered by *The Friends of South Shore Health*, we empower registered nurses (RNs) to advance their education at the baccalaureate and graduate levels. These resources are also available to individuals aspiring to enter the nursing profession. Our goal is simple: to invest in our nurses so they can continue to grow, lead, and elevate the care we provide to our community.

RICHARD & JOANN AUBUT NURSING SCHOLARSHIP

WINNER: Elisa Pollard



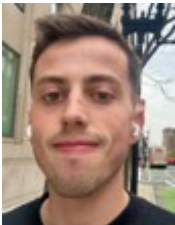
DR. ALLEN SMITH AND DENISE DUCHAINEY NURSING SCHOLARSHIP

WINNERS: Amy Santana, Esmael Barbosa



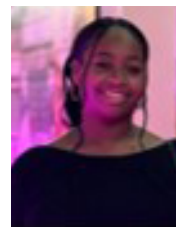
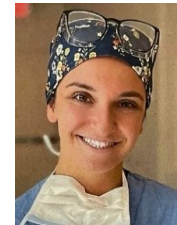
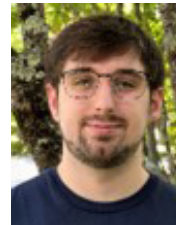
NURSING SCHOLARSHIPS

WINNERS: Brian Barry, Amanda Fernandes, Stephen Donovan, Kate Levine, Tiffany LaMier



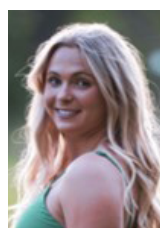
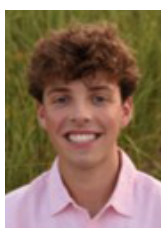
MARION C. MARTINSEN SCHOLARSHIP

WINNERS: Andrew Campbell, Emma Paolucci, Ava Hajjar, Lilliana Licona, Ben Nguyen



HEALTH-RELATED SCHOLARSHIPS

WINNERS: Mikaela Hawe, Emilie Trainque, Nathan Quirk, Lauren Holland



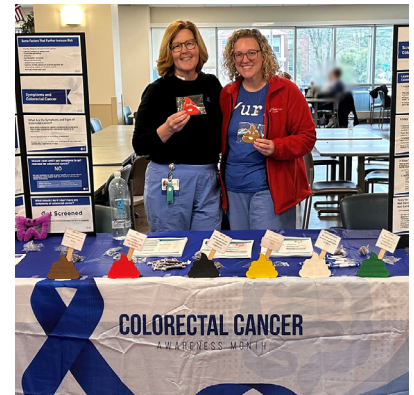
TERRY RIES SCHOLARSHIP

WINNER: Alexander Kleinschmidt





THE YEAR IN
PHOTOS





South Shore Health

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