

Opportunity Passionate  
Safety Accountability  
Advancement Professional Support  
Focused Journey Cares  
Listen Authenticity Touching Sentara  
Inspired Respected Fami-Leigh  
Driven Learning  
Quality Tenacious Making  
Confidence Care Success Nurturing  
Practice Evolving  
Comradery Trustworthy Soul  
Heart  
Heard  
Evolving  
Compassion  
Glad Dependable  
Evidence Healing Laughing  
Patient Compassionate Kindness Staff  
Integrity Always Dedication  
Encouragement  
Practice Comradery Trustworthy Heart  
Love Engaged Advocate Hero  
Aim  
Security Determination Rewarding Patience  
Lifelong Professionalism Savings Elevated  
Courageous Stability Community Giving Comforting  
Centered  
People Team Excellence  
Based Best Empowered  
Commitment Soothing Class  
Family Challenging Leadership  
Development  
Awesome Mentoring  
Ambition Loyalty Lives



## SENTARA HEALTHCARE 2017 NURSING ANNUAL REPORT:

# Your Best Day Nursing

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ON THE COVER:  
This word graphic was developed at the 2017 Unit Coordinator Conference where participants were asked to describe what being a Sentara nurse means to them.

Our hope is for you to build a new best day — and many great days — with direction from our nursing strategic plan (our blueprint) and our building blocks:

- Education and retention initiatives
- Positive patient outcomes and clinical performance improvement
- Research
- Community outreach
- Patient and nurse satisfaction
- Recognition

Please learn more about each of these topics in the pages to come.

Looking back at 2017, I see the year as a particularly challenging one, with extreme weather events, prison breakouts, community protests, pandemic flu and unprecedented census peaks in the number of patients we helped. Throughout it all, you, as part of our staff of more than 8,050 nurses, responded in an exceptional manner, serving our patients, our communities and one another. The care you give, no matter the circumstances, is special. I notice it firsthand on my rounds, and I'm told about your unequalled service through letters, emails and phone calls. The personal connections you create make a difference in our patients' outcomes.

You have also ventured beyond patient and family interaction to join teams working to perfect all that we do. Our Clinical Performance Improvement initiatives depend on your analysis and input; your suggestions to improve our processes and outcomes result in a greater number of patients being helped in a more efficient time frame and with healthier results. Please review your accomplishments on page 13 to see just what I mean.

In addition, we are continuing on our professional excellence journey with great progress:

- The number of nurses we employ with BSN degrees and professional certifications has increased.
- We have seven Magnet-designated hospitals and two more working toward the honor, and one of our long-term care facilities secured a Pathways in Excellence designation.
- The volume of our scholarly work and related, evidence-based nursing practices rise each year.

Inspired by your successes, I dedicate our annual report to you for the unfailing determination and quality you bring to your work. I'm proud of your achievements in 2017 and encourage you to continue creating an environment of health and healing — our nursing vision — in 2018.

In good health,

Genemarie McGee, MS, BSN, RN, NEA-BC  
Corporate Vice President and Chief Nursing Officer,  
Sentara Healthcare



Watch Sentara nurses share their best days at [www.SentaraNursingReport.com/BestDay](http://www.SentaraNursingReport.com/BestDay)



### Dear Colleagues,

It's my privilege to once again share our accomplishments and goals in Sentara Healthcare's Nursing Annual Report. This year, we celebrate the best days of nursing — and all the elements that make our best days possible. We've asked you to tell us about your most rewarding moments, and we've featured some of your responses

here. (You'll find more in our new video at [SentaraNursingReport.com/BestDay](http://SentaraNursingReport.com/BestDay).)

We focused on your favorite experiences with several goals in mind:

- Reconnect you with the joys of nursing
- Highlight the education and the resources that empower you to grow on the job
- Inspire you to engage in go-the-extra-mile patient care

STRATEGIC PLAN UPDATE: Sentara Nursing leadership continues to set goals in alignment with the systemwide strategic plan, which was developed in 2017.

# Sentara Nursing

## 2018 GOALS



### CLINICAL QUALITY AND SAFETY

1

- Achieve better health for our members and patients
- ▶ Achieve Clinical Performance Improvement
  - ▶ Decrease care variation applying evidence-based practice to achieve nurse-sensitive goals



### CUSTOMER CENTRICITY

2

- Provide an exceptional, desired experience
- ▶ Ensure care delivery is based on unique needs and desires of patients and families



### GROWTH AND INNOVATION

3

- Grow existing and new markets
- ▶ Expand nursing capacity utilizing innovative staff retention and cost reduction methods

# trailblazing



“This care delivery model has never been done before. Sentara is trailblazing a model that has the potential to affect nursing on a national level. It’s a different approach to team nursing where we tap into each nurse’s strengths. We’ve already seen fewer healthcare associated infections and higher staff and patient satisfaction as a result.”

Wendy Eisner, MSN, RN, Nurse Specialist,  
Cancer Administration, Sentara CarePlex Hospital

### More productive teams, happier days: Care Delivery Model Pilot

Instead of working harder, we want our nurses to work smarter and the first step in accomplishing that can mean listening to our nurses. At Sentara CarePlex Hospital and Sentara RMH Medical Center, we’re piloting a new care delivery model based on nurse input, in hopes that a partnership care model approach will further raise team engagement scores and retention.

One of the important changes being tested: Instead of the nursing team members being given independent assignments, two or three nursing staff members take a shared assignment. As a pair or trio, they plan their day so that all patient care is completed, breaks are scheduled and taken and important team communication such as mid-shift nurse huddles are not pushed aside.

# Education and Retention Initiatives

Preparing our nurses for the day-to-day challenges in a fast-paced, ever-changing environment is one of our priorities at Sentara Healthcare. You, as a competent and confident professional, create our culture of caring where patients grow in health, and we in turn invest in your future with the additional hope that you will continue to work with us for years to come. With these intertwined goals in mind, we guide you to grow your nursing skills in the following ways:

- Earn a bachelor's or higher degree in nursing
- Secure specialty certification
- Participate in on-site learning programs
- Plan your future with a career map at Sentara
- Analyze and perfect our work processes

## Preparing for the best outcomes: BSN and certified nurses

We continue to make progress on our BSN goal, which is in line with the Institute of Medicine's (IOM) target of 80 percent of nurses by 2020. At the end of 2017, 60.4 percent of Sentara Healthcare nurses had earned their BSN, and 17.5 percent were under contract to do so. When new nurses are hired, they understand they must earn their degree within five years. To further encourage our staff, we require a bachelor's degree for more leadership positions.

## Goal nearly accomplished

Our soon-to-be combined total of nearly 78 percent shows continuous progress on a hard-to-move metric, something that almost didn't seem possible when the IOM announced the goal in 2010.

Why does this goal matter? A bachelors-prepared, BSN workforce has shown in studies to correlate to positive patient outcomes.

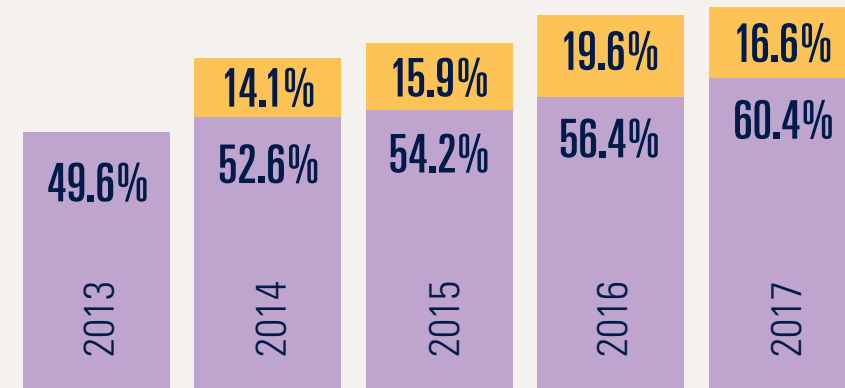
### PERCENT OF SENTARA NURSES WITH BSN DEGREE

1,339 (16.6%) of our licensed RNs contracted to complete their Bachelor of Science in Nursing (BSN).

60.4% of Sentara nurses have a BSN or higher in 2017 compared to 56.4% in 2016.

- Non-BSN with Contract
- BSN or Higher Degree

Source: Sentara HRIS



# 78%

of Sentara nurses are BSN prepared or under contract to be so. The Institute of Medicine set a goal of 80% by 2020.

"I was working at Sentara Princess Anne Hospital as a unit coordinator when I realized we were all going to need to advance professionally. I had been a nurse for 18 years at the time. So I took a few classes at a time and completed my BSN from VCU in May 2017. Things have definitely changed in the field since I started so I learned a lot. Higher education for nurses is a benefit to patients." — Susan Hines, BSN, RN, manager, Integrated Care Management, Optima Health

Pictured left to right: Nicole Binker, BSN, CCM, RN, Case Manager; Tammy Pandolf, BSN, CCM, RN, Case Manager; Sunshine Reil, BSN, CCM, RN, Case Manager; Sheri Nelson, BSN, RN, Integrated Care Manager, Optima Health



## Ongoing education

Along with offering validation of the knowledge and the skill necessary in a nursing specialty, certifications have been linked to good results for patients. In 2017, 23.2 percent of our nurses held a professional certification — up 1 percent from 2016. Five years ago, only 12 percent of Sentara nurses were certified in a specialty.

We thank our nurse leaders who encouraged their team members to pursue certifications, those who developed partnerships with the certifying agencies to make access easier to the prep materials and tests, and all of the nurses who have taken on the challenge to earn certification.

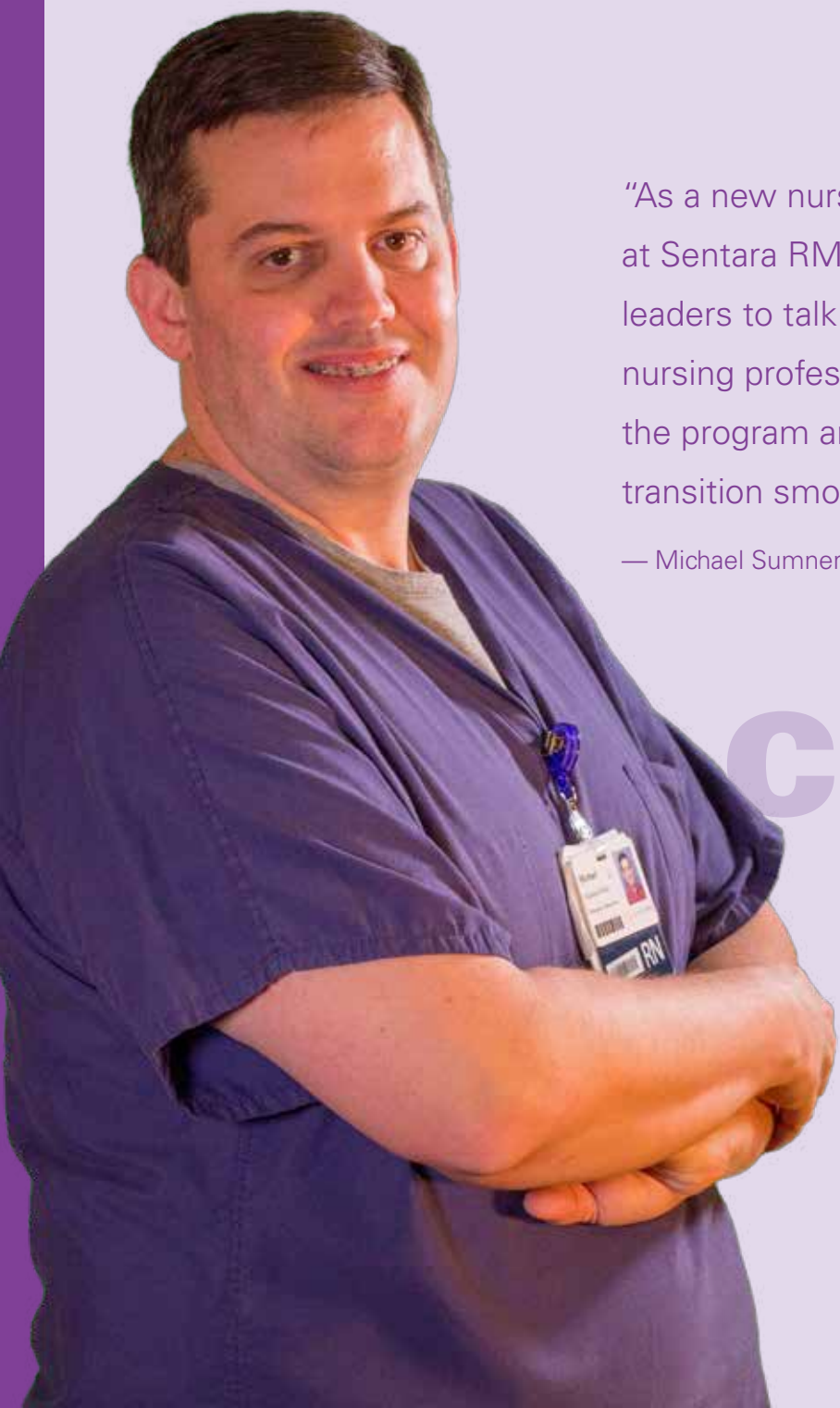
### SENTARA NURSES WITH SPECIALTY CERTIFICATIONS

2012

# 12%

2017

# 23.2%



“As a new nursing school grad, I was part of the Nurse Residency Program at Sentara RMH Medical Center. For 12 months, I met with cohorts and leaders to talk about patient care, self care and transitioning to the nursing profession. I still keep in touch with people I connected with during the program and feel those supportive relationships helped make my transition smoother.”

— Michael Sumner, BSN, RN, Staff Nurse, Emergency Department, Sentara RMH Medical Center

# connection

## SENTARA HEALTHCARE NURSE RESIDENCY PROGRAM

|                                   |   |  |  |
|-----------------------------------|---|--|--|
| <b>2016</b> program<br>is founded | <b>433</b> residents<br>graduated in 2017 | <b>136</b> evidence-based<br>projects presented at<br>graduation | <b>1,268</b> hours<br>of seminar time<br>completed in 2017 |
|-----------------------------------|---|--|--|

## WAY TO GO, NRP LEADERS!

This year’s conference by Vizient, the organization that created the curriculum for our Nurse Residency Program, featured a presentation by Sentara NRP leaders on directing residents’ evidence-based projects to align with nursing strategic plans.

### Smooth transitions into your new career: Nurse Residency Program

At each Sentara hospital, any newly hired nurse who is a new graduate with fewer than 12 months experience is enrolled in a Nurse Residency Program (NRP). Every month, he or she attends a four-hour session with Sentara Healthcare experts to explore quality and safety outcomes, leadership principles and professional development.

### Bonding with fellow nurses

The residents share their day-to-day experiences with each other and a facilitator during Tales From The Bedside, a time reserved for reporting the ups and downs of caregiving and on-the-job growth. Many nurses embrace the time as a safe haven to speak openly, not be judged and feel bolstered by their new support system formed in their cohort. Everything on their minds can and should be discussed: stress, not fitting in, struggling to prioritize tasks, knowing when to delegate, communicating effectively with patients and family, and challenges with clinical competency.

### Planning the future and researching best practices

Nurse residents create a professional development plan while enrolled in the NRP so that they have ideas on mapping out their career, especially at Sentara Healthcare. Facilitators talk about departments where residents can shadow, leaders they can talk to and further education they can complete.

During the NRP sessions, the nurses also work on an evidence-based practice project with a facilitator in small groups, developing their clinical and critical-thinking skills as they link the projects with the Sentara Nursing Strategic Plan.

They present their results at graduation, and nurse leaders select the top projects. The projects were so impressive last year that we invited five teams to present posters at our Sentara Nurse Leadership Academy held in May. Three groups also submitted abstracts for the national Annual Vizient Nurse Residency Conference in March 2018, and one was accepted.

**On-site, advanced skill training:  
Periop 101**

**PERIOP 101  
SUCCESES**

**62**

graduates

**100%**

pass rate on national  
final exam

**81%**

average retention  
of nurses

Fewer and fewer nurses are coming to our hospitals with perioperative experience, leaving us in a potentially compromising position: While the average age of nurses is 50 years old, the average age of operating nurses is about 58 — closer to retirement. The higher age, compounded with a strong economy, could

lead to our hospitals losing large numbers of hard-to-replace, highly skilled nurses.

Succession planning is only possible if we educate nurses to work in this specialty, one that is not mastered in college. It's essential to our patients' safety and our financial stability: Operating rooms can generate 60

**trusted**

"I was part of the Periop 101 program at Sentara Martha Jefferson Hospital in 2016-17. I have been a nurse for 8 years, but the OR was completely different from anything I had done before as a nurse. The Periop 101 program offered classroom instruction paired with a hands-on practicum with experienced nurse preceptors. This blended learning style of classroom and real-world OR experience helped me transition to become a trusted and productive member of the OR team."

— Steven Thomasen, RN  
Sentara Martha Jefferson Hospital



to 80 percent of a hospital's revenue. Fortunately, our Periop 101 internship program can educate 16 interns every quarter, and add more nurses into our operating rooms more quickly.

**Intense learning for well-qualified candidates**

Our Periop 101 coordinator screens applicants to ensure that they're looking for a career — and not merely a job. It's an "all-in" specialty, requiring fast learning, laser focus and self-reliance due to the amount and complexity of the technology involved and, at times, lower nurse staffing.

After six weeks of classes with clinical work in the mornings, nurses sit for a national exam. They are then cleared to finish their operating room education with rotations through nine subspecialties.

**SENTARA HEALTHCARE RN TURNOVER  
SUMMARY FOR DECEMBER 2017\***

**2016 nurse turnover rate: 13.4%**

5,326 employees | 715 voluntary terminations

**2017 nurse turnover rate: 12.4%**

5,648 employees | 702 voluntary terminations

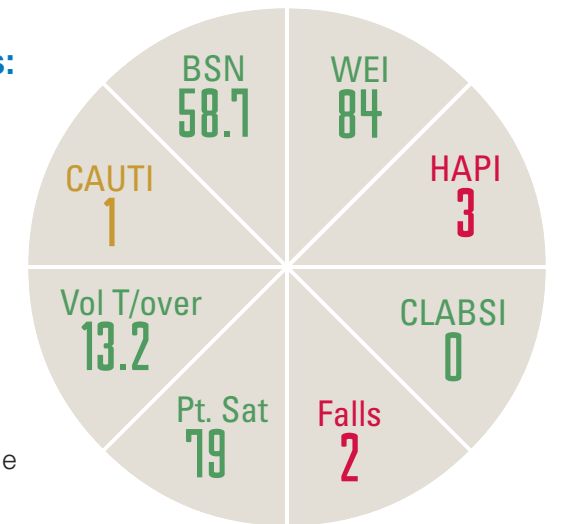
\*All Employees less FLEXI, LTD, and Temporary Employee Terminations

**Planning your future at Sentara:  
Legacy Mapping Program**

Beginning in the winter of 2017-18, nurse leaders added a formal conversation about career planning during each nurse's annual review. Leaders gauge where you see yourself in the future and determine what doors can be opened at Sentara Healthcare. We know that turnover can be inevitable within departments, and as nurses we move up and move on, yet we'd like to retain as many of our nurses as possible and give you a path at Sentara.

**A snapshot of progress:  
Healthy Work  
Environment  
Pie Charts**

We've created a simple pie chart for nurse executives and nurse leaders to look at the "health" of each unit — not the patients', but the staff's. The pie chart includes the unit's Members of the Team engagement survey score, customer service scores and quality and safety measures. It's a snapshot of recent successes and opportunities, with strengths colored in green and challenges in yellow and red. At a glance, the leaders and team members are reminded of areas needing attention to lay the foundation of a productive and pleasant workplace.



# Safety and Systems

The numbers tell all, especially when it comes to reviewing patient safety outcome data and system operations with Clinical Performance Improvement statistics. Through reports, team meetings and publications, we keep our most-revealing figures front and center, sometimes even on a daily basis, so each nurse can gauge progress — whether in protecting patients’ safety or improving quick access to care — individually, as a unit and as a facility team. Here we share our recent progress:

## Hospital-Acquired Pressure Injuries prevention

Our year started with our patients experiencing more hospital-acquired pressure injuries (HAPIs) than we anticipated. These injuries, once known as bedsores, cause discomfort and longer hospital stays and can sometimes require lifelong treatment. Preventing them is paramount to patient care.

After analyzing our system numbers when spotting an upward trend, our HAPI practice forum took immediate action, creating our first-ever HAPI systemwide summit in the spring. Through WebEx seminars, on-site facilitators and hands-on education, our

number of HAPIs fell — but we can never become complacent: In the fall, the HAPI forum was back at it again, hosting a similar summit.

Month in and month out, the forum looks at our numbers. Each member — from a wound ostomy and continence (WOC) nurse to a nursing care partner to a nurse leader — offers his or her perspective:

- How could a particular PI have been avoided?
- Would further education have helped?
- Was another resource needed?
- Were new products available for prevention or treatment?

### Goal

Limit HAPIs to ensure patients’ comfort and health

#### EXCELLENCE IN LIMITING HAPIs The following hospitals were under their limit for 2017:

| NDNQI data HAPI success score                       | 2017 CYTD ACTUAL | CY 2017 LIMIT | % OF 2017 LIMIT |
|---|------------------|---------------|-----------------|
| <b>Sentara Martha Jefferson Hospital</b>            | 4                | 13            | 31%             |
| <b>Sentara Williamsburg Regional Medical Center</b> | 5                | 11            | 45%             |
| <b>Sentara RMH Medical Center</b>                   | 11               | 19            | 58%             |
| <b>Sentara Halifax Regional Hospital</b>            | 3                | 5             | 60%             |
| <b>Sentara CarePlex Hospital</b>                    | 12               | 15            | 80%             |
| <b>Sentara Leigh Hospital</b>                       | 21               | 22            | 95%             |
| <b>Sentara Albemarle Medical Center</b>             | 8                | 8             | 100%            |

Source: Sentara Clinical Performance Improvement

“High priority in pressure injury prevention strategies, attention to detail with skin man assessments and working together as wingmen has helped SLH IMCU have zero HAPIs in 2017. It takes an enthusiastic team of NCPs, RNs, Educators, Leadership and Specialty Nurses to get the job done every day!” — Karen S. King, RN, BSN, Sentara Leigh Hospital

**Back Row:** Martha Garris, BSN, RN; Amanda Davis, AA; Kathleen Jenkins, NCP; Phyllis Adams, MSN, RN; Jonathan Grant, BSN, RN; **Middle Row:** Shannon Booth, BSN, RN; Madison James, RN; Sharon Mazhari, BSN, RN; Brittney Williams, NCP; Lisa Trueblood, RN; **Front Row:** Karen King, BSN, RN, Clinical Manager; Laura Hastings BSN, RN, CCRN, CWON



# teamwork

“As a representative on the Falls Committee, I participate in a monthly meeting where we review the STARS report and talk about what we can be doing better to prevent falls.

We’re learning to be more conscious and alert. And we’re making sure each patient has safety equipment that is in working order, including walkers, gait belts, fall mats, chair alarms and more.”

— Lilia McGee, BSN, RN,  
2 West Wing, Cardiac,  
Sentara Virginia Beach General Hospital



Throughout our healthcare system, Sentara nurses limited patient falls with injury to .39 per 1,000 patient days.

## Fall prevention

“Do no harm” is an adage embraced by healthcare professionals – and especially so by Sentara hospital nurses: Patients trust you’ll return them home closer to good health. You do all you can to earn that trust, including protecting them as they recover.

Sometimes that protection is simple: Provide the right equipment in the right place. When it comes to preventing falls with injuries, we call this the Gold Standard Approach and the way to ensure needed equipment is nearby.

This year, Sentara nurses and leaders ensured that vital supplies — such as walkers, gait belts, soft mats, non-skid socks – were readily accessible in patient rooms and not stored in a supply room.

Nurse units conduct huddles whenever, despite our best efforts, a fall with injury does occur. Our nursing teams meet at the beginning of each of the next six shifts and review the fall – what happened and what should be done differently. This way, every nurse, no matter his or her schedule, learns from the fall. That learning is extended to

## PREVENTING FALLS WITH INJURIES

Adapt the Gold Standard Approach

Conduct fall huddles

Partner with multidisciplinary team members

Heed visual cues

Share lessons learned systemwide through nurse executive meetings

## CLINICAL QUALITY AND SAFETY 2017

| TEAM                        | GOAL                         | 2017 PERFORMANCE                       | NUMBER OF PATIENTS IMPACTED COMPARED TO 2016                                 | NUMBER OF DIVISIONS IMPROVED SINCE 2016               |
|-----------------------------|------------------------------|--|--|---|
| 1 Readmits                  | 9 of 15 Divisions            | 8 of 15 Divisions<br>May - Oct 2017    | 50 more patients readmitted  | May-Oct — 8 of 15 divisions<br>CY: 5 of 15 divisions  |
| 2 APC/PC/Hospice            | 9 of 12 Hospitals            | 11 of 12 Hospitals<br>Jun - Nov 2017   | 370 more patients discharged to hospice care                                 | 9 of 12 divisions improved                            |
| 3 CDI                       | 9 of 12 Hospitals            | 11 of 12 Hospitals<br>Jun - Nov 2017   | 90 fewer patients with CDI   | 9 of 12 divisions improved                            |
| 4 Wrong Events              | 10 of 12 Hospitals           | 9 of 12 Hospitals<br>Jan - Dec 1 YTD   | 3 more patients with a wrong event   | NA  |
| 5 Access                    | 3 of 4 Goals                 | 2 of 4 Goals                           |  |   |
| a) ED Flow                  | 13 of 17 EDs                 | 8 of 17 EDs<br>Oct 1 - Dec 31          | 113,000 hours reduced;<br>22,700 more patients discharged within 120 minutes | Q4: 8 of 12 EDs improved<br>CY: 13 of 17 EDs improved |
| b) Hospital Flow            | 8 of 12 Hospital EDs         | 6 of 12 Hospital EDs<br>Oct 1 - Dec 31 | 6,600 hours reduced;<br>3,600 more patients admitted within 240 minutes      | Q4: 8 of 12 EDs improved<br>CY: 10 of 12 EDs          |
| c) Appointment Availability | 65.2 Patients                | 65.4<br>Jul - Nov 2017                 | 17,000 more patients satisfied with appointment                              | 2 of 4 medical groups improved                        |
| d) Order Cycle              | Define problem, develop plan | On Track Jan - Dec                     | NA   | NA  |

Source: Sentara Clinical Performance Improvement

other units and hospitals as our nurse executives hold similar huddles weekly.

We keep input from other members of the multidisciplinary teams — such as a physical therapist with details on a patient’s limitations or a pharmacist with concerns about a medicine causing dizziness — top of mind, and remember to look for visual cues in our units.

The bright yellow socks given to at-risk patients, the flags outside their rooms and the light above the door remind all staffers to jump to action if needed.

All of this teamwork propelled us to success in 2017: For the first time in several years, we met our overall system goal limit of .39 falls with injuries per 1,000 patient days.



# Research

No doubt, our numbers are impressive. The number of studies we've conducted and the papers, presentations and posters we've shared as a result, show that Sentara Healthcare is dedicated to innovation backed by evidence-based research. But we don't embrace research to impress our colleagues: We do so to improve healthcare for our patients and communities.

Some of our proudest moments resulting from this research last year include:

**Attracting new patients to lifesaving screening tests by first understanding cultural barriers: Sentara-Eastern Virginia Medical School collaboration grant**

Sentara nurses received the only principal investigator Sentara-Eastern Virginia Medical School collaboration grant, a \$10,000 grant usually awarded to physicians. The funds are being used to look at our Northern Virginia mobile van clinic and Hispanics' and Latinos' healthcare decision-making related to fatalism and machismo/machisma.



"We know mobile medicine vans have a great impact on the community and keep people out of the ER but currently there is no published research to show efficacy. So we're participating in a research study to show the effectiveness of the Sentara Family Health Connection mobile van program. We're gathering data from patients to measure how the program has impacted them in some of the following areas: hemoglobin levels, cancer screenings, amount of ER visits and readmissions. We felt driven to conduct this study so we could collect data that would support the continued funding of the program and necessary resources, and perhaps support the Sentara mobile van program model to be used in other areas."

— Megan Clay, MSHI, BSN, RN and Rachel Butler, MSN, FNP-BC, Mobile Clinic, Sentara Northern Virginia Medical Center

## SENTARA HEALTHCARE RESEARCH 2014-2017

| TEAM                         | 2014 | 2015 | 2016 | 2017 |
|------------------------------|------|------|------|------|
| <b>Manuscripts Published</b> | 12   | 14   | 12   | 13   |
| Pending                      |      |      | 3    | 8    |
| <b>Presentations</b>         | 13   | 12   | 25   | 34   |
| International                |      |      |      | 2    |
| National                     | 7    | 6    | 10   | 8    |
| Regional                     | 3    | 2    | 10   | 14   |
| Local                        | 3    | 4    | 5    | 10   |
| <b>Posters</b>               | 88   | 99   | 121  | 124  |
| International                |      |      |      | 1    |
| National                     | 41   | 22   | 14   | 12   |
| Regional                     | 26   | 41   | 91   | 100  |
| Local                        | 28   | 70   | 16   | 11   |
| <b>Grants</b>                | 1    | 6    | 7    | 14   |
| <b>IRB-approved studies</b>  |      |      | 17   | 11   |

### NURSE RESEARCH ACCOMPLISHMENTS IN 2017

12

manuscripts published

34

podium presentations

124

poster presentations

14

grants

11

Institutional Review Board studies

impact

### Minimizing discomfort for patients and stop accidental exposure to disease for nurses: Peripheral Intravenous Catheter study

Sentara RMH Medical Center and Sentara CarePlex Hospital's involvement in this study marks the first time Sentara nurses have led their own randomized control trial at Sentara. Three types of IV catheters are under consideration — an open system and two closed systems. Nurses at Sentara RMH Medical Center initiated the study concept because a number of patients expressed concerns about open systems. After considering evidence-based research, our nurses confirmed that previous research pointed toward close systems being superior; their current, firsthand research will determine Sentara's future practices.



### Meeting today's patients' needs while preventing nurse burnout: Patient Acuity Nursing Tool (PANT)

Limitations lead to improvements, if caring people are paying attention. In the past, Sentara nurses didn't have a proven method for determining the quantity of care in nurse hours required by particular patients in real time. Instead, we looked at last year in retrospect and applied a formula that is case-mix based to create our staffing grids for the present day — which may or may not have been an appropriate match.

A Sentara Leigh Hospital nurse working toward her bachelor's at Sentara College of Health Sciences sparked an idea: A real-time analysis to predict up-to-date nursing needs in staffing hours and other resources more accurately. She launched her study three years ago on two medical/surgical units at Sentara Leigh Hospital; nurse teams developed an algorithm after painstakingly determining the time and staff needed for various nursing interventions. They linked calculations into Epic, our medical record system, and we now automatically review the last 12 hours of each patient's care in terms of nursing interventions and consider the upcoming 12 hours based on patient care orders. From there, we can divvy up nurses among patients to meet each patient's needs.

Units beyond medical/surgical floors will soon benefit from PANT as they begin the same process of calculating the hours needed for nurse intervention procedures they encounter and applying the results to nurse assignments. We'll share PANT outside of our Sentara walls soon, with four papers in the works for publication.

“Evidence-based research helps guide our nursing practice and understand if what we are doing is really helping in the care of patients. As one of two primary investigators on the first IRB study at Sentara Princess Anne, I'm studying MRSA patterns to determine if screening practices need to change. Sentara is now screening more patients with signs and symptoms and the study contributed to that change.”

— Sonya Wilson, MSN, RN, Clinical Nurse Specialist, Sentara Princess Anne Hospital

# change maker



# Community Outreach

According to the Centers for Disease Control and Prevention (CDC), overdose deaths from prescription painkillers increased nationally by 218 percent among men and 471 percent among women during a recent 16-year span. These numbers may very well add up to the most compelling national health crisis in play now.

As a leader in healthcare in Virginia and a recognized innovator throughout the country, Sentara Healthcare is committed to addressing health concerns of not only individual patients who reach out to us, but also communities facing a never-seen health crisis such as this. This past fall, three of our hospitals took steps to prevent and more fully treat opioid addiction:

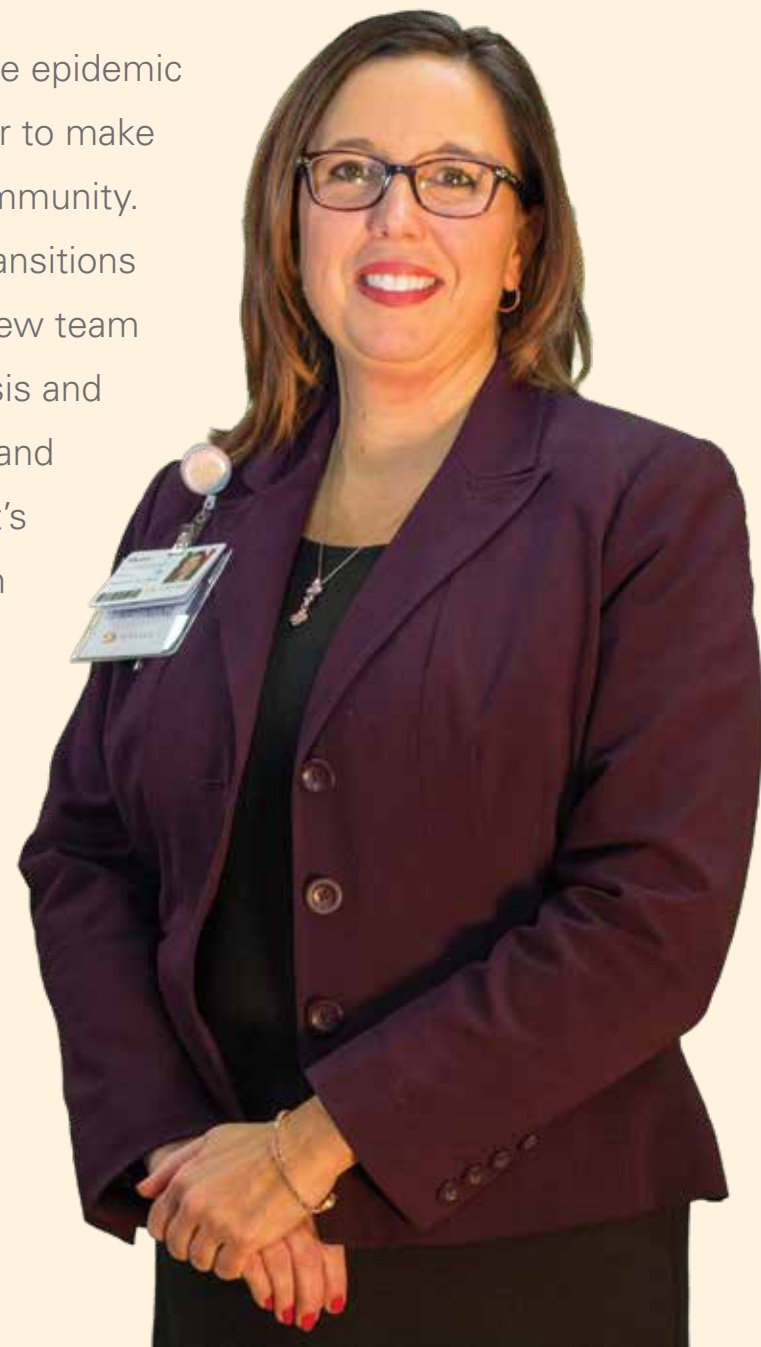
## Sentara RMH Medical Center

The U.S. Department of Health and Human Services Office on Women's Health (OWH) awarded a federal grant to our Harrisonburg-based medical center to help prevent opioid misuse, particularly among women in the area.

# collaborate

“Opioid addiction is a severe epidemic and we are working together to make a positive change in the community. The Hampton Roads Care Transitions Collaborative is a new team addressing the opioid crisis and the associated clinical and behavioral health issues. It’s an opportunity to focus on improving health in the community.”

— Sherry Norquist, MSN, RN-BC, ACNS-BC, Director, ICM & Palliative Care, Sentara Norfolk General Hospital



We will partner with Valley Program for Aging Services, the Central Shenandoah Health District of the Virginia Department of Health and the Strength in Peers organization to combat opioid misuse among women 35 and older. Our approach is three-pronged:

- Lower the number of inappropriate prescriptions provided to women in the central Shenandoah Valley
- Provide support and education for women and healthcare providers
- Remove unneeded opioid medications from the community through drug take-back programs and other means

The new initiative is in addition to Sentara RMH Medical Center’s earlier work when Sentara IT linked access from Epic, our medical record system, to the Virginia Prescription Management Program, a resource providers consult to view a patient’s controlled-substance prescriptions. Crosschecks lead to identifying patients with addictions and referring them to treatment programs.

Healthcare providers will now also be able to refer patients to primary and secondary prevention programs funded by the OWH grant. Stanford’s Chronic Pain Self-Management Program will offer primary prevention, and Strength in Peers will provide secondary services. All partners in this new initiative will supply medication disposal kits that degrade unneeded or expired medications, rendering them unusable and environmentally safe for disposal.

## Sentara Northern Virginia Medical Center

In November, Sentara Northern Virginia Medical Center’s emergency department hosted a two-hour, open-to-the-public opioid education event entitled STOP – Speaking out: Teaching Opioid Prevention.

The free seminar centered on exploring potentially lifesaving questions and topics:

- How did we get here?
- What are we going to do about it?
- Sentara safe opioid guidelines
- Non-opioid pain management alternatives
- How to inject Narcan, a drug that reverses opioid overdoses
- Personal protective equipment: protecting yourself and loved ones
- Sentara efforts to address the crisis
- Treatment options

Brochures about opioid abuse are stacked in the emergency room regularly, and partnerships are in place with area health departments. Through the collaborations, we’re distributing specialty medication wasting bags so that anyone needing them can have a free supply and promoting REVIVE!, a program that makes Narcan available to lay people and demonstrates its proper administration. We also hold biannual drug take-back events where we collect hundreds of pounds of medications, many of which are narcotics and opioids.

## Sentara Norfolk General Hospital

A team in Norfolk is laying the groundwork for an initiative in 2018, with plans to partner with Eastern Virginia Medical School and community organizations. Our plan: Introduce a holistic system to lower the number of opioid-related hospital admissions and lengthy stays and formalize a pathway for patients to transition out of hospital care into safe, effective drug rehabilitation programs.

# customer experience

The Women's Center at Sentara Obici Hospital received the most-improved customer satisfaction scores in the system in 2017.

The Women's Center team at Sentara Obici Hospital: **Back Row:** Lisa Milburn, BSN, RN; Tandy Coyle, BSN, RN; Dixie St. George, RN; Anissa Woodard, NCP; Beth Johnson, BSN, RN; **Middle Row:** Kaitlin Opauski, BSN, RNC, LRN, IBCLC; Britteny Stone-Joel, BSN, RN; Debra Bunch, RN; Jerusha Williams, Operations Coordinator; **Front Row:** Valarie Bryant, BSN, RN; Caretta Galloway, BSHM; Tenisha Wiggins, BSN, RN; Alisha Dunn, BSN, RN; Megan Kessinger, BSN, RN



## Patient and Nurse Satisfaction

Patients and their loved ones come to us at their most vulnerable times, and we must always remember that it's a privilege to care for them – and most important, for us to extend comfort and understanding. When we do so, patients often benefit in two ways:

- Experience fewer medical errors
- Leave our care in better health and a better overall experience of care

For a nurse to provide the physical, mental and emotional support every patient needs, he or she should first feel both empowered and appreciated. Sentara Healthcare creates systems and tools to support these needs, regularly adding initiatives.

### Our three goals:

1. Inspire and motivate employees to take actions that enrich the customer experience.
2. Impress on every employee that each one of us is a customer.
3. Lay the foundation for continuous awareness and understanding of how the Sentara Commitments, safety habits and relationship-based care create the Sentara customer experience.

Also 2017 brought a renewed focus on the importance of rounding at Sentara and the strong correlation between rounding and patient satisfaction. Hourly rounding by our frontline nurses greatly contributes to this. Research conducted by NRC Health shows that patients were 61 percent more likely to rate their hospital stay a 9 or 10 when they responded "Yes" to the question, "During this hospital stay, did a nurse visit you at least every two (2) hours?" To highlight the importance of rounding and model effective rounding in action, a team of executives, leaders and frontline employees worked together

to shoot a video series, "Executive, Leader and Hourly Rounding," set to debut in early 2018.

This year, we'll also push out our other two customer experience components:

- Patient and family engagement
- Effective data use

For the first, we're pinpointing additional opportunities for our Patient and Family Advisory Council members to influence our entire healthcare system, and for the second, we'll begin to generate more feedback from

patients, particularly in real time — when we can immediately fix problems, address concerns and recognize successes.

### FOR 2017, WE REACHED HIGH AND HIT OUR CUSTOMER EXPERIENCE GOALS AT HANDFULS OF CARE SITES:

Sentara Leigh Hospital  
Sentara Martha Jefferson Hospital  
Sentara Princess Anne Hospital  
Sentara Life Care and Halifax Senior Services  
Sentara Albemarle Medical Center  
Optima Health  
Sentara RMH Medical Group  
Sentara Dominion Health Medical Associates

# Recognition



## Magnet™

As a nurse, you probably looked for a career where you could help others in a personal and significant way. You aren't motivated by what you can get; giving fires your actions. While it's impossible to measure a nurse's devotion to others, two professional credentials – Magnet™ and Pathways – from the American Nurses Credentialing Center come close.

Magnet™ began in 1981 when the American Academy of Nursing studied what factors led select hospitals to retain nurses – in other words, act as a magnet – during serious shortages. Since 1994, when the first facility received Magnet recognition, magnet hospitals have served as the fount of knowledge and expertise for the delivery of nursing care globally. Studies show care environments in hospitals recognized with Magnet™ are better than non-Magnet™ hospitals. Those differences are associated with better outcomes for nurses and patients. National hospital ranking and quality benchmarking programs such as U.S. News and World Report's Best Hospitals rankings and the Leapfrog Group hospital ratings have included Magnet™ accreditation as a criterion.

## Best of the best

So far, just 7 percent of hospitals globally have earned Magnet™ status. Seven Sentara hospitals are part of the elite group:

- Sentara CarePlex Hospital
- Sentara Leigh Hospital
- Sentara Martha Jefferson Hospital
- Sentara Norfolk General Hospital
- Sentara Princess Anne Hospital
- Sentara RMH Medical Center
- Sentara Williamsburg Regional Medical Center

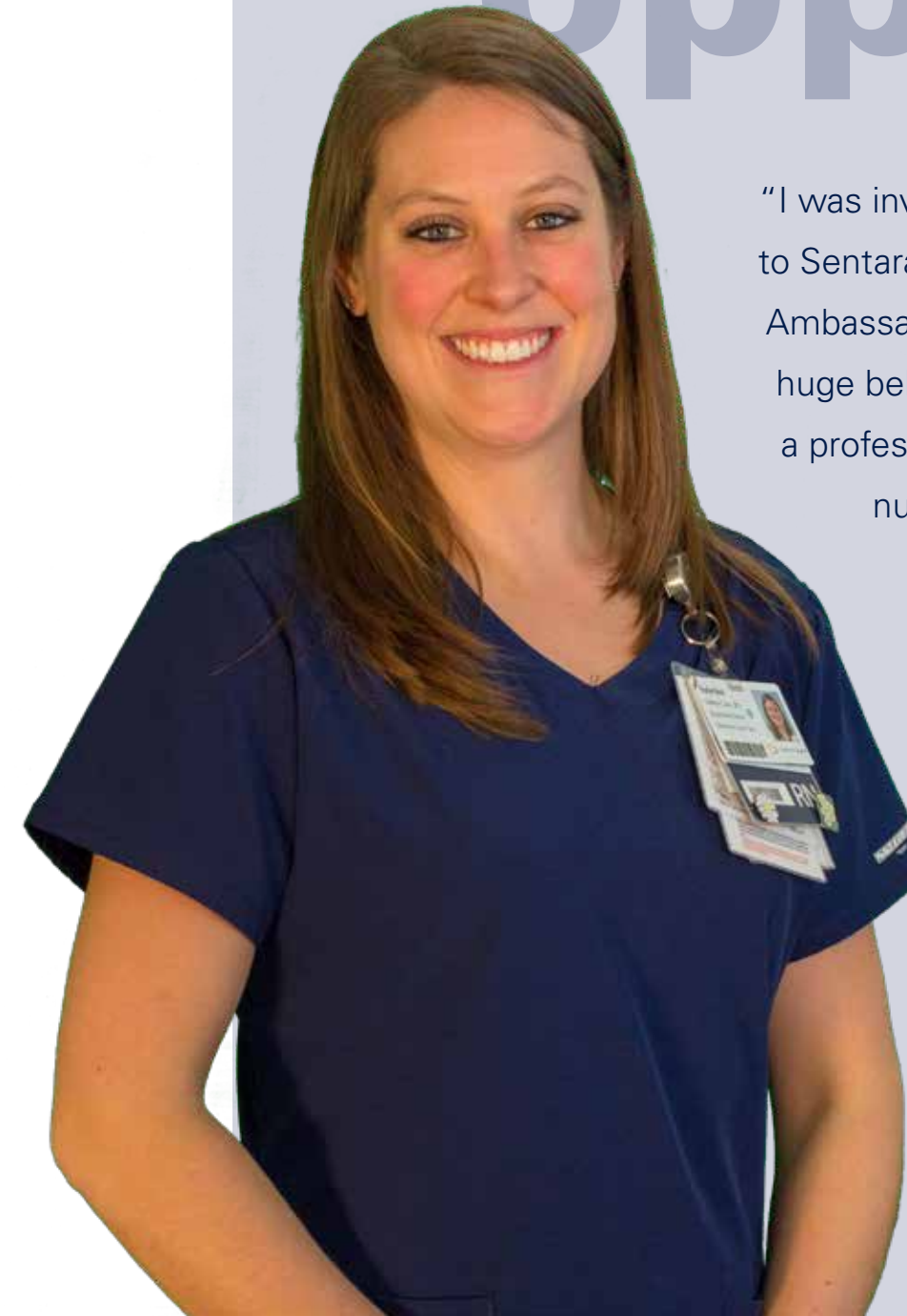
Two more Sentara hospitals are in pursuit of Magnet™ certification, and in time, we're certain that all of our facilities will share the honor.

## Long-term care nursing dedication

The Pathway to Excellence Program recognizes healthcare and long-term care organizations for positive practice environments where nurses excel. To qualify, organizations meet 12 practice standards key to productive and protective nursing environments. Pathway-designated institutions respect nurses' contributions, support professional development and nurture optimal work settings.

Sentara Life Care Center Virginia Beach has completed the rigorous application process and submitted it for evaluation. When Pathways certification is received, we'll become only the fourth long-term care center in the nation with the distinction.

# opportunity



"I was involved with Magnet™ in my previous job so when I came to Sentara Princess Anne Hospital I volunteered to be a Magnet Ambassador and escort the surveyors through the hospital. I'm a huge believer in professional development for nurses. Nursing is a profession – not just a skill. Magnet™ designation shows that nursing has gone above and beyond in the practice to help patients get better, working from evidence-based best practices. Magnet™ achievement was one of the most amazing professional experiences."

— Sabrina Werner, BSN, RN, Staff Development/Educator,  
Sentara Princess Anne Hospital

### Beacon

The American Association of Critical-Care Nurses Beacon Award for Excellence honors individual units that distinguish themselves by improving every facet of patient care. A Beacon Award signifies a positive and supportive work environment with greater collaboration between colleagues and leaders, higher morale and lower turnover. The process can be driven by the nursing staff, nurturing empowerment and leadership. Following a multilevel peer-reviewed evaluation, a unit receives a comprehensive feedback report, which includes



strengths and opportunities for improvement, to chart the excellence journey over time. The following Sentara nursing units have Beacon Awards (as of December 2017): Sentara Norfolk General Hospital, Sentara Princess Anne Hospital and Sentara Martha Jefferson Hospital. (Sentara CarePlex Hospital added Beacon awards in April 2018.)

### DAISY

Sentara Healthcare is pleased to partner with The DAISY Foundation in all divisions. The DAISY Award is in honor of extraordinary nurses. The goal is to ensure that nurses know how deserving they are of society's profound respect for the education, training, brainpower and skill they put into their work, and especially for the empathy, compassion and understanding with which they deliver care.

**excellence**

“It is truly an honor to receive The DAISY Award for Extraordinary Nurses. It’s a reminder of why I chose to become a nurse and my commitment to excellence. It’s knowing that every day you will touch a life or a life will touch yours.”

— BreAnne Jaeger, RN, Sentara Williamsburg Regional Medical Center

Source: This word graphic was developed at the 2017 Unit Coordinator Conference where participants were asked to describe what being a Sentara nurse means to them.



◀ BreAnne Jaeger, RN, (right) Sentara Williamsburg Regional Medical Center DAISY award recipient and Sharon Bunn, MSN, RN, CNML, (left) Sentara Williamsburg Regional Medical Center DAISY Coordinator.



Watch Sentara nurses share their best days at [www.SentaraNursingReport.com/BestDay](http://www.SentaraNursingReport.com/BestDay)



[sentara.com/nursing](http://sentara.com/nursing)

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