



THIS IS NURSING

Sentara Nursing Annual Report 2019



THIS IS NURSING

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ON THE COVER (LEFT TO RIGHT)

Darla Althizer, BSN, RN-BC; Melissa Proffitt, MSN, RN-BC; Corey Balmer, RN; Vanessa Johns, BSN, RN, CWCN; Florence Cain, BSN, RN, CCM; Chandra Hubbard-Wright, BSN, RN, CRNI

ON THE INSIDE COVER (LEFT TO RIGHT)

Andrea Samuel, BSN, RN, PCCN; Jeffrey Barnhizer, RN; Tess Bilyeu, BSN, RN, NP-BC

A MESSAGE FROM OUR CHIEF NURSING OFFICER

Dear Colleagues,

It is my privilege to share with you the Sentara Healthcare 2019 Nursing Annual Report. One of the reasons we publish this report is to recognize and celebrate the accomplishments and contributions of the nursing professionals throughout the system. We measure these activities — through the data we collect on patient-sensitive outcomes, career progression and scholarly dissemination. The intangible contributions of our nursing team are just as important to celebrate. So, as you review the data presented in this year's report, I also encourage you to read the stories of just a few of our exceptional nurses, because we are most appreciative of the people behind the progress.

The World Health Organization designated 2020 as the International Year of the Nurse in recognition of the 200th anniversary of Florence Nightingale's birth. Who would have predicted our world would be turned

upside down by COVID-19? As we enter this year dedicated to our profession, one wonders what the new normal for nursing will be. Whether you are a bedside nurse, an educator, a leader or in some other position at Sentara, you play a vital role in helping provide nursing excellence. Each and every one of you contributes to the overall mission of Sentara nursing — and I want to personally thank you for that.

This year we explore the theme of "This is Nursing." We asked our colleagues throughout the system what it means to be a Sentara nurse. As you will discover in this report, we are protectors ... we are lifelong learners ... we are collaborators ... we are exemplars ... we are trailblazers. We are Sentara nurses, we can manage COVID-19, and we improve health every day.



Yours in nursing,

Genemarie McGee

Genemarie McGee, MS, BSN, RN, NEA-BC

Corporate Vice President and Chief Nursing Officer, Sentara Healthcare

PATIENT-SENSITIVE OUTCOMES

Measuring what matters most: keeping our patients free from harm

As we approach the 200th anniversary of the birth of Florence Nightingale, the founder of modern nursing, we embrace all that she as a pioneer embodied — including her compassion to elevate care standards, her foresight to educate nurses, and perhaps most importantly, her visionary commitment to lead data-driven improvements in patient outcomes. When a person entrusts us with their care, we commit to always keep them safe. To uphold this commitment, we deliver evidence-based care and focus our attention and energy on continuously improving patient-sensitive measures. We do so Because We Care and our patients deserve no less. This past year brought laser focus to multiple patient safety measures and teams shared best practices and successes to improve our performance.

Here on these pages, we review our successes and continued challenges as we relied on our skills, competencies and knowledge to safeguard and serve our patients in 2019.

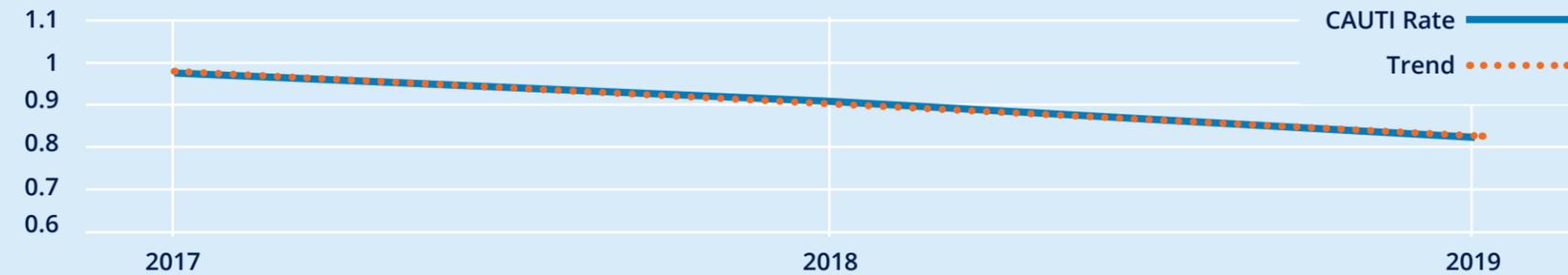
2019 — Clinical Performance Improvement by the Numbers

Teams	Actual Lives Impacted
Readmissions	188 fewer readmissions since 2018 1,375 fewer readmissions since 2015 baseline
30-Day Inpatient Mortality	174 fewer mortalities since 2018 196 fewer mortalities since 2017 baseline
Patient Flow	765,000 patients in 2019 with more expedited flow through the emergency department process
Length of Stay	Patients spent 16,000 fewer days hospitalized since 2018
Sepsis	67 fewer sepsis mortalities since 2018

SENTARA HEALTHCARE CAUTI RATE — Catheter-Associated Urinary Tract Infection Rate

When urinary catheters are necessary, we ask every day if it's in the patient's best interest to continue using one. Our ongoing consideration of a catheter's necessity and strict bundle compliance including careful maintenance have lowered the number of catheter-associated urinary tract infections in our patients.

CAUTI/1,000 catheter days



SENTARA HEALTHCARE CLABSI RATE — Central Line Associated Blood Stream Infection Rate

Our nurses take every precaution to prevent Central Line Associated Blood Stream Infections, questioning daily the need for a line, carefully following safety protocols, and providing meticulous care to minimize patient risk. We are encouraged by our progress in reducing the number of these infections. We will need to continue our focus on this measure for 2020 to continue our progress in keeping our patients safe.

CLABSI/1,000 central line device days



Source: National Healthcare Safety Network report

“When I leave this world, I want it to be a better place. That’s what motivated me to become a nurse. What I do isn’t about what is convenient. It’s about being here for the patients and protecting their safety.”

Corey Balmer, RN, Charge Nurse, Step Down, Sentara Albemarle Medical Center. Corey huddles daily with nurses to evaluate the necessity of each patient’s central line or catheter and review safety protocols and procedures in their insertion, care and removal.



“We ask our bedside nurses to join our HAPI Forum. They know best. Their ideas for improvements prevent harm to patients. When patients leave us, we want them to enjoy life – go on a long family car trip, do something fun – and not spend time and money on follow-up care.”

Vanessa Johns, BSN, RN, CWCN, Team Leader, Inpatient Wound Care, Sentara Obici Hospital and Co-Chair of the system-wide HAPI Forum. The forum meets monthly to review appropriate HAPI prevention, share successful techniques and brainstorm nurse education.



SENTARA HEALTHCARE HAPI RATE — Hospital-Acquired Pressure Injury Rate

Pressure injury prevention is an important area of patient safety and we have seen growing challenges in preventing Hospital-Acquired Pressure Injuries. Our diligence in communicating their risks and offering preventions helped us decrease the number of patients developing pressure injuries while in our care. This is one measure where we are seeing an upward trend in 2020. Please remain diligent in your efforts to decrease pressure injuries.

HAPIs Stage 2 or Greater/
1,000 Patient Days



Source: Wound, Ostomy and Continence Nurses report

SENTARA HEALTHCARE FALLS WITH INJURY RATE — Falls with Injury

We are constantly eliminating hazards that could play a part in a patient’s fall. Our attention to details and our use of appropriate resources have resulted in a lower number of avoidable falls with injury. Thank you for your continued diligence to keep our patients safe.

Falls with Injury/1,000 Patient
Days & Observation Days



Source: Sentara Tracking Action and Reporting System report

2020 Areas of Focus

- Improve Nursing Retention
- Exceed Patient-Sensitive Measures Goals
- Exceed Customer Experience Goals

An Extra Round of Applause

We congratulate our nurses for their constant attention to our patients and their families. In 2019, our staff members in these areas earned improved or exceptional customer experience scores:

- Sentara Healthcare Hospitals
- Sentara Healthcare Senior Services
- Sentara Healthcare Home Health
- Sentara Healthcare Hospice
- Sentara Medical Group
- Optima Health

“A member wrote me a letter saying I’m an angel without wings. I can help because of my knowledge from different jobs I had at Sentara and because we have a whole team focused on improving people’s health. We listen, stay empathetic, gather information and then do whatever is needed together.”

Florence Cain, BSN, RN, CCM, Case Manager, Optima Health. Florence works with Optima team members and Sentara nurses throughout our health system, identifying resources to boost members’ health.



CAREER PROGRESSION

Wise enough to know: There's always more to learn

At Sentara Healthcare, we hire nurses who are committed to lifelong learning. Our nurses expand their proficiencies as they commit to our culture of excellence and continuous growth. We enable our nurses to further their educations through tuition assistance/reimbursement, scholarships, and flexible scheduling. As an integrated Health Care System, we provide a variety of settings, opportunities, and roles in which our nurses can further their careers.

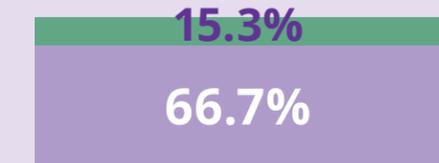


“People ask ‘why?’ and I say ‘why not?’ You should want to learn your whole life. It’s always been my goal to earn my BSN, and I gained a new appreciation for how nurses play a very important role in getting patients back to good health.”

Andrea Samuel, BSN, RN, PCCN, Step Down, Sentara CarePlex Hospital. Andrea earned her bachelor’s of nursing degree in September 2019, 49 years after becoming a nurse.

82%

of Sentara nurses have earned or are under contract to earn a BSN. This places us on track to meet the goal set in the Institute of Medicine Future of Nursing report for 2020.



● Non-BSN with Contract ● BSN or Higher Degree
Source: Human Resources Information System report, December 31, 2019

When the Robert Wood Johnson Foundation and the Institute of Medicine’s Future of Nursing Report recommended an 80% BSN-prepared nurse workforce by 2020, we took immediate steps. Leaders encouraged nurses to return to school, offered financial support and flexible scheduling and promoted the convenient, online RN-to-BSN program at Sentara College of Health Sciences. Thanks to their foresight, we are reaching this national standard.

Sentara New Grad One-Year Retention Rates

2015, before the Nurse Residency Program:

80.6%

2018, three years after implementation of the Nurse Residency Program:

86.5%

Our Transition to Practice Programs

These Sentara programs, led by our nursing educators and leaders, prepare nurses for their transition to practice.

NURSE RESIDENCY PROGRAM — Designed by Vizient and the American Association of Colleges of Nursing to build confidence and competency in new nurse graduates, the residency features four-hour seminars monthly for one year.

ED INTERNSHIP PROGRAM — Launched in 2018, this system-wide program prepares nurses for the variety of patients and the demanding pace in our emergency departments. It combines Emergency Nursing Association modules, master preceptors, an apprenticeship and classes over several months.

PERIOPERATIVE 101 INTERNSHIP PROGRAM — This training for nurses interested in an operating room career includes Association of periOperative Registered Nurses online modules, classroom learning, skills labs and clinical experience in the hospital.

Sentara Nurse Professional Certifications

The number of eligible Sentara nurses earning certifications to demonstrate their expertise in their specialty continues to grow.

Certifications	2019
Professional Certifications	2,092
Professional Certifications %	30.7%

“People come to me on the worst day of their life. I’m ready to stabilize them or to just hold their hand if that’s what’s needed. The ED internship was invaluable in getting ready for such a fast-paced environment with varied patients.”

Jeffrey Barnhizer, RN, Sentara Northern Virginia Medical Center and an ED internship graduate. He enrolled in the internship while working as a med-surg nurse.



PROFESSIONAL PRACTICE

Our guideposts: Inspiring our actions and accomplishments

Making a difference takes commitment, lifelong learning, teamwork and collaboration. This endeavor connects all Sentara nurses as we serve in different roles and in different locations. Our work, through our nursing structure, is based on a model of nurses sharing in decisions and actions that create an environment of health and healing. The results – our nursing mission, vision, values, philosophy and shared decision-making process – are key elements of our Professional Practice Model, represented visually in a shape similar to the Parthenon built on a strong, multi-level foundation.

Our Sentara Nursing Mission, Vision, Values and Philosophy

WHY WE EXIST

OUR MISSION: We improve health every day through nursing excellence.

WHAT WE SEEK

OUR VISION: To create an environment of health and healing.

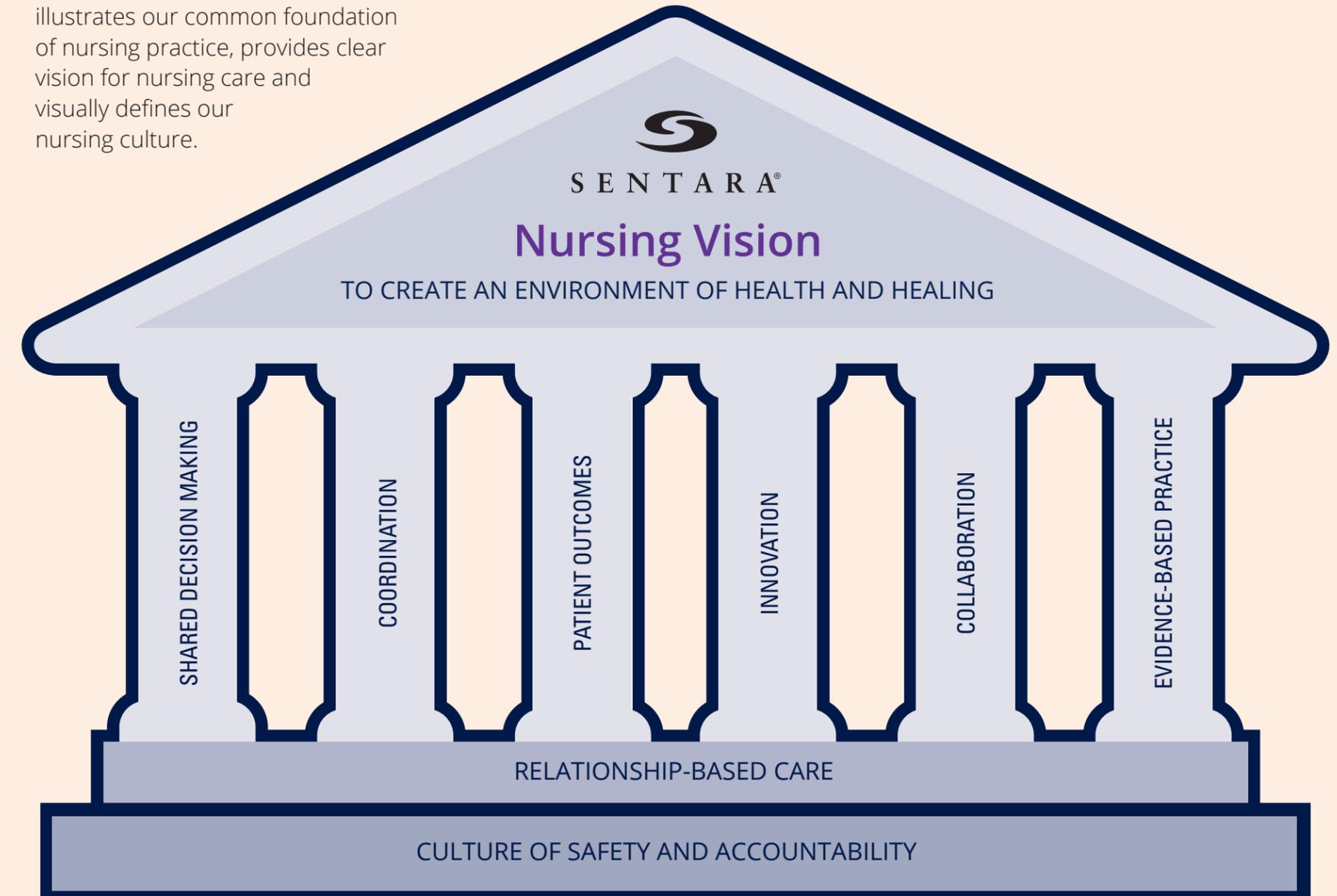
WHAT WE HONOR

OUR VALUES: People, Quality, Patient Safety, Service and Integrity

WHAT WE BELIEVE

OUR PHILOSOPHY: Our work is built on a foundation of safety and accountability. We seek to create the best possible experience of caring and healing for our patients, families and caregivers. As nurses, we influence care through evidence-based practice and shared decision making and through collaboration, coordination and innovation, we accomplish positive patient outcomes.

Our Professional Practice Model illustrates our common foundation of nursing practice, provides clear vision for nursing care and visually defines our nursing culture.

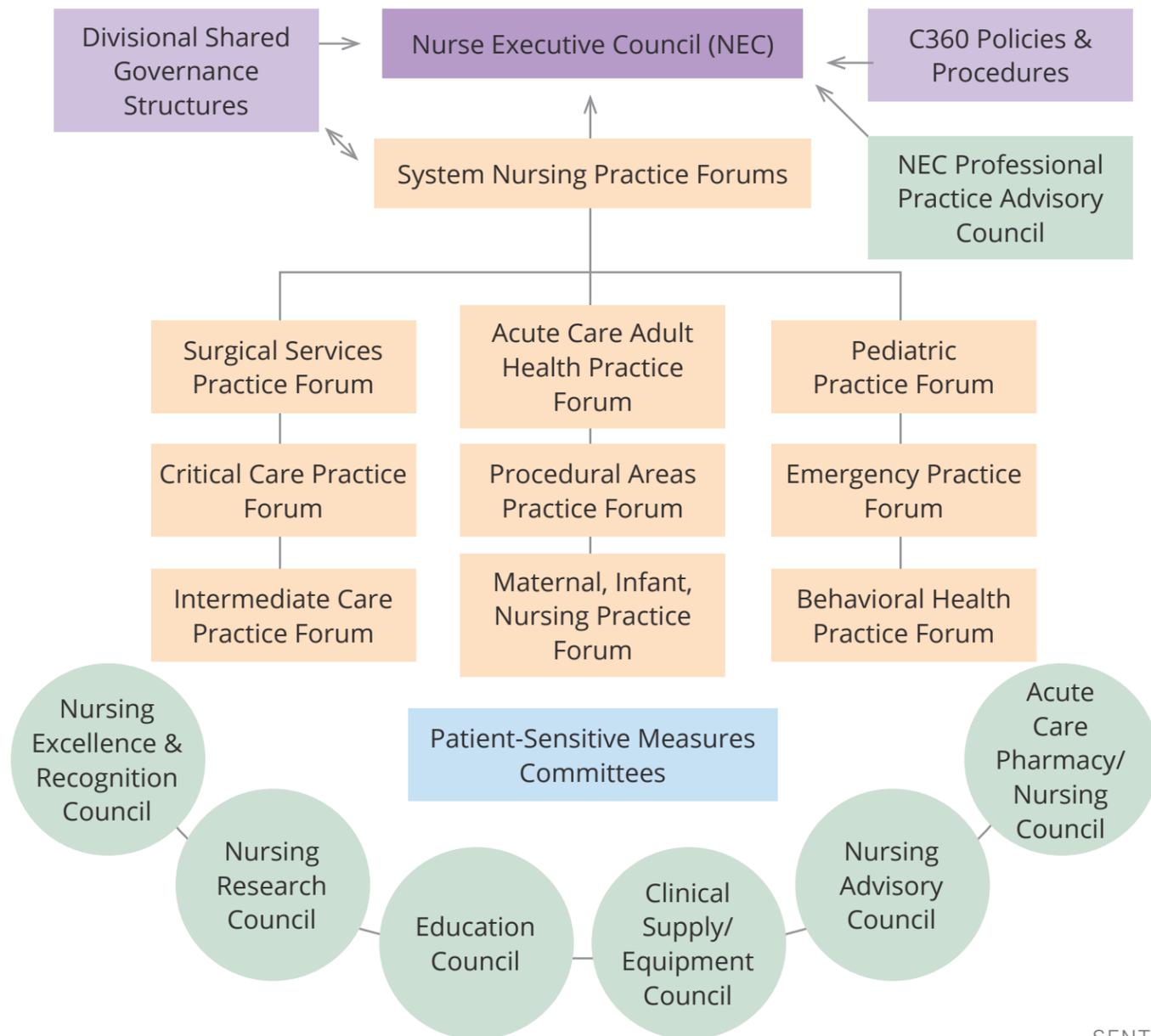


“As we thought about 2020 and it being ‘The Year of the Nurse,’ we wanted to tweak our nurse forum structure so that we act on nurses’ ideas more quickly. Now, week by week, we can share recommendations from one forum to the next. We don’t lose steam. The flow is more efficient, so we improve patient outcomes faster and recognize nurses promptly.”

Tess Bilyeu, BSN, RN, NPD-BC, Manager, Professional Practice, Sentara Leigh Hospital and Chair of Nurse Executive Council Professional Practice Advisory Council.



2020 Sentara System Nursing Shared Decision-Making Structure



Our shared decision-making structures enable direct care nurses to share in decisions and actions regarding patient care. Nurses can be confident their colleague will present their feedback in the appropriate council or forum which then escalates that feedback to the next forum, level and then that group will quickly relay the same information to those at the next forum level. This rapid elevation of ideas, due to the 2019 realignment of our structure and streamlining of meeting dates, allows for faster implementation of solutions and accelerated recognition of nurse contributions.

HEALTHY WORK ENVIRONMENT

A team effort: Creating a culture of caring

Healthy Work Environments are important to the welfare of nurses, for successful recruitment and retention and for the quality and safety of patients. Adapting the standards for a healthy work environment from the American Association of Critical Care Nurses, Sentara nurses created and sustain a healthy work environment where staff can flourish. Nurse leaders use an innovative visual tool to identify areas of focus for their teams to continue to improve. Legacy mapping, or career planning, mentoring, and opportunities for growth are part of the culture of Sentara nursing. Professional nurses appreciate working for a health system that values their contributions and allows them to be part of finding solutions to new challenges. This was clearly shown in

the 2019 Nursing Satisfaction Survey in which Sentara nurses outperformed the national benchmarks. Thank you to our nurses who do so much and support Sentara's mission of improving health every day. We appreciate your confidence in us as a health system committed to excellence.

Nurse Satisfaction Scores Outperform Benchmarks

In the most recent survey, nurses' feedback outperformed satisfaction scores over all benchmarks in comparison categories. We exceeded the National Nursing Excellence averages in all seven categories:

- Adequacy of resources and staffing
- Autonomy
- Fundamentals of quality nursing care
- Interprofessional relationships
- Leadership access and responsiveness
- Professional development
- RN-to-RN teamwork and collaboration

"I have a great mentor in my boss, and I want to do the same for the nurses on my team. I'm big on them having a say. My job is to serve them, so they can best serve our patients. As we look at new ways to better help people, all of the nurses here are on board and know they've been heard."

Darla Althizer, BSN, RN-BC, Clinical Manager for Anticoagulation Services, Sentara Medical Group



“Striving to earn Magnet® is a team effort. While preparing for it, we strengthened our shared decision-making and improved care with evidence-based practices. Nurses felt empowered and so proud that we were recognized for quite a few exemplars, a rare accomplishment. It’s validation for the exceptional care we deliver.”

Colleen Zobel, MSN, RN, OCN, Director of Patient Care Services, Sentara Virginia Beach General Hospital and a member of the team that led efforts to secure Magnet® recognition in 2019.



The Gold Standard of Hospitals: Magnet® Recognition

The Magnet® credentialing process is a roadmap to advance nursing achievement. It honors health care organizations for quality patient care, nursing excellence and innovation.

- Sentara Martha Jefferson Hospital (2006, 2011, 2016)
- Sentara Norfolk General Hospital (2008, 2014, 2018)

- Sentara Williamsburg Regional Medical Center (2014, 2019)
- Sentara RMH Medical Center (2014, 2019)
- Sentara Leigh Hospital (2015)
- Sentara Princess Anne Hospital (2016)
- Sentara CarePlex Hospital (2017)
- Sentara Obici Hospital (2018)
- Sentara Virginia Beach General Hospital (2019)

This list represents 75% of Sentara Healthcare hospitals, a remarkable accomplishment given that just 8% of hospitals worldwide have Magnet® status.

DAISY Awards: Nurses Commending Commitment

Started just over 20 years ago, DAISY Awards are nurse-nominated recognitions. They honor colleagues for above-and-beyond care that impacts outcomes and patients’ well-being. Sentara coordinates with the DAISY Foundation, first accepting nominations on each division’s website. We encourage our nurses to continue celebrating each other in 2020.

Beacon Award for Excellence

This award is reserved for nursing units who successfully improve patient outcomes and align practices with the American Association of Critical-Care Nurses’ six Healthy Work Environment Standards. Units that achieve this three-year, three-level award meet national criteria consistent with Magnet® recognition. Congratulations to the Sentara units that earned this honor as of December 2019.

- SPAH ICU Gold
- SNGH Special Care Nursery Silver
- SNGH Vascular ICU Silver
- SNGH Burn Trauma Neuro ICU Silver
- SCH ICU Silver
- SNGH Cardiac ICU Silver
- SNGH Advanced Heart Failure Unit Silver
- SNGH 4 HH Cardiac Surgical Intermediate Care Bronze
- SNGH Cardiac Surgery Acute Care Unit Silver
- SNGH 5 HH Cardiac Medicine Intermediate Care Silver
- SNGH CSICU Silver

“...whether you’re a new nurse manager or one with 20 years experience, you have something to contribute. Preparing for a lead mentor talk, I reflected on my relatively short time as a manager, and I saw how we’ve developed strong relationships on our team. We’ve brought about cohesive growth through brainstorming, providing feedback and having fun.”

Melissa Proffitt, MSN, RN-BC, Clinical Nurse Manager, Admit/Recovery and PACU, Sentara Martha Jefferson Hospital and one of the nurses who led a WebEx talk as part of the Sentara Clinical Nurse Manager 2019 Virtual Mentorship Series, “Reflections From The Other Side Of The Bed.”



New Mentoring Connections

Mentoring can be a strong force in shaping a nurse’s professional identity. The satisfaction of helping a fellow colleague occurs when the more experienced nurse mentor assists the less experienced nurse mentee in growing and maturing in their nursing specialty. Mentoring expands a nurse’s knowledge and arms them with confidence to improve care and ultimately patient outcomes. In 2019, we introduced the Sentara Clinical Nurse Virtual Mentorship series “Reflections From The Other Side Of The Bed,” a voluntary program for clinical nurse managers. The lunchtime, virtual forums bring together managers for a discussion led by a colleague with a unique perspective. Topics included:

- Work/life balance as a nurse manager
- Holding staff accountable; moving from peer to leader
- Renewing energy when your team has lost theirs
- Giving a difficult performance review
- Managing your endless “to-do” list
- Building your team; finding the right fit
- Building engagement; knowing what your team wants (legacy mapping)
- Taking a team from low to high
- Preparing and responding to your Members of the Team staff engagement results
- When your team and you hit rock bottom; building your team back up

SCHOLARLY DISSEMINATION

A questioning attitude: Moving from questions to answers

Sentara nurses pursue a spirit of inquiry. We advance nursing knowledge through research and evaluation of evidence-based findings to improve care practices. The desire to go above and beyond for one patient inspires us to do the same for all. We instinctively question if there might be safer, more effective, less costly intervention for our patients. Sentara Healthcare galvanizes nurses to develop their questions into possibilities and challenges them to research promising options or apply evidence-based findings, with the ultimate goal of advancing nursing practice. Congratulations to the nurse researchers who saw their questions become answers in 2019.

Sentara nurses Gina Yost and Chandra Hubbard-Wright were among co-authors of “A Randomized Trial Comparing Outcomes of Three Types of Peripheral Intravenous Catheters,” published in *Journal of Nursing Care Quality*, January/March 2020. Additional authors included Dr. Madura and nurse authors Dr. Galang, Dr. Hahn, Dr. Yoder, Dr. Morgan, and Dr. Zimbardo.

“Through three jobs with two promotions, I was determined to continue. This project was rewarding because it was nurse-initiated, evidence-based research. Our nurses were so excited to pinpoint our best option for increasing nurse and patient safety, and it kept us going through various roadblocks.”

Gina Yost, BSN, RN, CSSBB, Manager, Process Improvement, Sentara RMH Medical Center





“Before this, I didn’t have research experience, and here I was, a principal investigator. When I worried that I had no idea what I was doing, nurses gave me encouragement. We supported each other to see this research through and overcome barriers.”

Chandra Hubbard-Wright, BSN, RN, CRNI,
 Manager, Patient Care Services, Sentara
 CarePlex Hospital

Sentara Healthcare leaders commend our nurses’ research for its ability to improve the care we deliver today and into the future. Invitations to publish and present our findings expand our reach to improve nursing beyond our health system.

2019 Sentara Nursing Scholarly Work

	2019
Manuscripts	
Published	12
Pending	6
Podiums	20
International	
National	5
Regional	5
Local	10
Posters	89
International	2
National	11
Regional	57
Local	19
IRB Approved Studies	13
Grants	5

Source: Quality Research Institute



sentara.com/nursing