

Nursing

Sentara Martha Jefferson Hospital

2023 Nursing Annual Report



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Dear Nursing Colleagues,

As I pen my message for the 2023 Nursing Annual Reports, I am proud to recognize and celebrate the countless contributions Sentara’s nurses make in the lives of the thousands of patients, members, and community residents we serve each year throughout our hospitals, home health/hospice services, health plans and ambulatory services across the system. There is a reason that nursing has remained the most trusted profession in the country for 22 consecutive years, per Gallup annual report which highlights the high honesty and ethical standards displayed by nurses across the country. Here at Sentara, we see and feel this impact every day, both within our walls and throughout the many communities we serve.

When I reflect upon the over 9,000 incredible nurses and total 30,000 colleagues who make up the Sentara team, the words that first come to mind include commitment, professionalism, and excellence. Sentara nurses work tirelessly to deliver the highest quality care to our patients and members at every level of our organization. At the same time, we know it takes a dynamic, diverse, and multidisciplinary team to support Sentara’s mission to improve health every day. As nurses, we work in collaboration with countless other disciplines, and we could not do what we do without the expertise and support of our colleagues across the system.

As a nurse for more than 42 years, I often reflect on why I have chosen to continue my commitment to the

profession of nursing, year after year. For me, it is that passion – that fire within me that reminds me of the importance of what we are doing here. Every day, patients, members, and their families place their humanity into our hands. That is an honor and a privilege that many other professions never experience.

2023 saw us launch the One Sentara strategic plan as a road map for the future, along with Transformation Initiatives to accomplish that plan. Nursing has a key role in much of this work for the years ahead. System outcomes in 2023 showed overall improvement in many areas. Overall Hospital Acquired Infections (HAIs) decreased in 2023 and has over the past 7 years. Nursing retention for 2023 was in the top quartile of the nation with nursing turnover at 12.5%. Close to 2,000 RNs were hired in 2023, well over our 2022 volumes. Our nursing shared governance structure continues to be strong and allows for frontline staff to collaborate with leaders for shared decision-making. Our scholarly work, including published manuscripts, poster and podium presentations, and research projects continue to add to nursing’s overall body of knowledge.

I wish you all well and look forward to seeing each of you live out our mission “to improve health every day.” Making a difference takes courage, integrity, passion, ingenuity, and advocacy. These endeavors connect all Sentara nurses.



With deepest gratitude and respect,
Mary Morin, MSN, RN, NEA-BC
Enterprise Chief Nursing Officer /
Senior Vice President

Dear SMJH Nursing workforce,

I am thankful to be sharing my first message in the nursing annual report as your Chief Nursing Officer. Since I joined the team in October 2023, I have been continuously impressed with the quality of nursing care delivered at SMJH and am grateful to be here.

Coming here with many years of experience in different health systems, I want to take a moment to confirm that the Caring Tradition that you have established here is special. This culture of professionalism and dedication can be validated in the results of the 2023 nursing satisfaction survey which demonstrates outperformance of national averages by the majority of nursing units in six out of seven Magnet® categories that include nurse autonomy, fundamentals of quality care, interprofessional relationships, professional development and RN teamwork. SMJH decreased nursing turnover from 14.3% to 12.6% in one year, a testament to the commitment of our nursing teams. This longevity and expertise translate to patient outcomes that I hope make you proud. By the end of 2023, SMJH exceeded goals set for patient experience, patient throughput, and prevention of hospital-acquired infections just to name a few. I have been involved

in the redesign of our shared governance structure and am looking forward to collaborating with clinical staff further to continue improving outcomes in 2024. Thank you to existing shared governance members for being the voice for clinical staff and if you are not currently involved, please consider participating to share your ideas for care-delivery improvements.

Along with the patient and team-centered culture, there are many unique opportunities that support staff well-being at SMJH. These include offerings provided by the Intentional Caring Program such as wellness retreats and training, as well as financial support through the MJH Foundation to include loan forgiveness, tuition assistance, and certification reimbursement. I hope that as you grow your career here, you take advantage of these resources so that you can feel supported as you continue to provide exceptional expertise to our community.

Thank you for welcoming me with open arms. I am looking forward to continued progress together!



With gratitude,
Patricia A. Scherle DNP, MHA, RN, NEA-BC
Vice President & CNO
Sentara Martha Jefferson Hospital

Quality & patient sensitive measures

Sentara Martha Jefferson Hospital (SMJH) prioritizes high-quality care by fostering a culture where nursing excellence thrives. Nurses at SMJH ensure that the care provided is compassionate and evidence-based, contributing to positive patient outcomes and the hospital's reputation for quality healthcare within our community.

Unit	2023 Patient Satisfaction Goal	2023 Actual
SMJH Overall Inpatient	75.3%	77.6%
Cornell 1		75.0%
Cornell 2		75.9%
Cornell 3		74.1%
Wendel 1		81.8%
Wendel 2		73.9%
Wendel 3		88.8
Additional Goals	2023 SMJH Target	2023 SMJH Actual
Readmission rate	10.2%	9.1%
Length of stay ratio	0.99	0.92
HAPI (rate)	.59	.32
Falls with injury	14	22
Sepsis bundle compliance	56%	68.2%
30-day IP mortality	0.84/77%	0.6/88.3%
TCM visits	77%	78.7%
VTE Bundle	93.6%	94.2%
OSHA employee incidence rate	6.1	4.9

Healthcare Acquired Infection (HAI) Metrics	2023 Target	2023 Actual
SMJH CAUTI	1	6
SMJH CLABSI	3	1
SMJH CDIFF	8	5
SMJH MRSA	4	1
SMJH COLON Surgical site infection	0	1
SMJH ABD HYS Surgical site infection	0	1
SMJH TOTAL	16	15
Sentara System HAI Total	280	203

ED Flow

At Sentara Martha Jefferson Hospital (SMJH), we recognize the critical importance of efficient Emergency Department (ED) throughput in ensuring timely and effective patient care. Efficient throughput not only reduces patient wait times and overcrowding but also enhances overall patient satisfaction and outcomes. Goals are set for timeliness of care and every effort is made to meet the need of our community by meeting the goal.

Metrics	SMJH Target	YTD
CPI RELIABILITY		
SMJH ED Treatment Time	199	206
SMJH FSED Treatment Time	115	110

In line with our commitment to continually improve the quality of care we provide, we are excited to announce a construction project at our main Emergency Department in 2024. This project aims to further enhance ED throughput by optimizing the layout and design of our facility, streamlining workflows, and implementing innovative technologies.

Excellence in Quality Maternity Care

Newsweek ranks Sentara Martha Jefferson Hospital among America's Best Maternity Hospitals for the year 2023, with a 4 ribbon designation. This accolade is a testament to Sentara Martha Jefferson's commitment to providing exceptional care and support to expectant women and their families. This evaluation process considers a range of factors, including clinical data, expert recommendations, and patient satisfaction surveys. After a comprehensive analysis of thousands of healthcare facilities across the United States, Sentara Martha Jefferson emerged as a top-tier maternity hospital, exemplifying excellence in maternal care.

Wendel 3 Goals	2023 Goal	2023 Actual
C-Section Rate	Goal < 32%	24%
NTSV C-Section Rate*	<23.6%	18.11%
Exclusive Breastfeeding	>70%	85%

*NTSV C-Section rate is defined as the C-section rate among low-risk, first-time mothers (also called Nulliparous, Term, Singleton, Vertex (NTSV) Cesarean Birth Rate), is the proportion of live babies born at or beyond 37 weeks gestation to women in their first pregnancy, that are singleton (no twins or beyond) and in the vertex presentation (no breech or transverse positions), via C-section birth.

Quality & patient sensitive measures

SIPC Efficiency

At Sentara Martha Jefferson Hospital (SMJH), we understand the critical importance of peri-operative and procedural efficiency in ensuring the highest quality of care for our patients undergoing surgery and procedures. Efficient and safe care not only minimizes patient anxiety and discomfort but also reduces the risk of complications and enhances overall patient satisfaction.

Our Endoscopy department serves as a prime example of the commitment to continuous improvement in peri-procedural efficiency. In 2023, the Endo department had a goal of 26 minutes for the total turnaround time (TOT) for endoscopic procedures. Through diligent efforts and innovative strategies, they were able to improve TOT from 27 minutes to an impressive 23 minutes.

Several key initiatives contributed to this significant improvement:

- Implementation of a timer
- Better role definition and utilization of resources.
- Collaboration of Charge RN

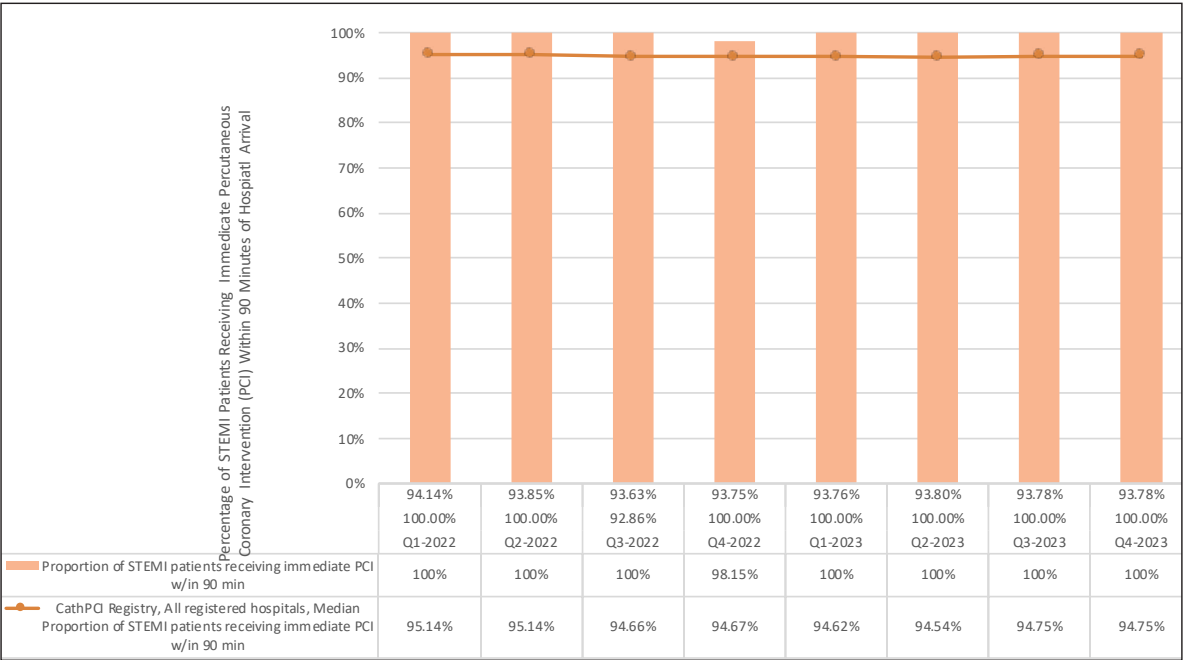
These initiatives not only optimized workflow but also enhanced communication and teamwork among staff members. By continuously monitoring and refining processes, we uphold the highest standards of patient care while maximizing efficiency and safety.

Cardiac Rehab makes commitment to quality by partnering with Pritikin

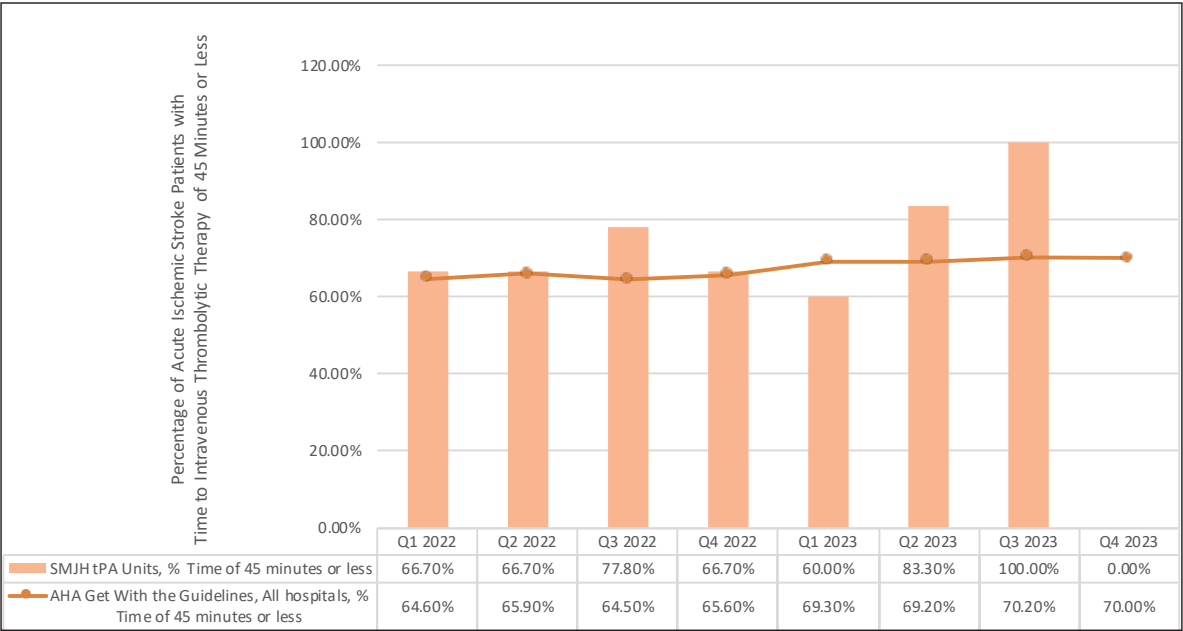
Sentara Martha Jefferson Hospital (SMJH) is proud to have transitioned to Pritikin in 2023 for cardiac rehab services, marking a significant step forward in our commitment to enhancing cardiac health in our community. By partnering with Pritikin, a renowned leader in cardiovascular wellness, we are expanding access to comprehensive cardiac rehabilitation program designed to improve heart health and quality of life for our patients by incorporating evidence-based, data-driven structure to cardiac rehabilitation. This transition underscores our dedication to providing cutting-edge, evidence-based care and underscores our mission to empower individuals in our community to lead heart-healthy lives.



EP19EOa: Percentage of STEMI Patients Receiving Immediate Percutaneous Coronary Intervention (PCI) within 90 Minutes of Hospital Arrival - Ambulatory, PCI Units



Percent of Acute Ischemic Stroke Patients with Time to Intravenous Thrombolytic Therapy of 45 Minutes or Less - Ambulatory, PCI Units



Professional development

Board certification is a validation of nursing excellence, demonstrating a nurse’s commitment to upholding the highest standards of practice and patient care. Nurses who pursue board certification showcase their dedication to continuous learning and skill development in their specialized areas of practice. By encouraging and supporting nurses to attain board certification, we ensure that our team remains at the forefront of clinical expertise and patient-centered care.

At the completion of the year 2023, nearly 34% of SMJH nurses held professional board certification. Our certified nurses are listed here by unit.

Celebrated Certified Nurses

Outpatient Surgery Center

Kendall Crusse (MEDSURG-BC)
Julianna Hoback (CNOR)
Patricia Sawyer (CNOR)
LaNeen Smith (CNOR)

Cornell 2

Deborah Brown (CMSRN)
Starr Livingston (MEDSURG-BC)
Kable Pluger (CMSRN)
Lauren Sink (MEDSURG-BC)

Cancer and Oncology Services

Michele Bascle (OCN)
Hollis Campbell (OCN)
Jessica Cooper (OCN)
Tamsey Dillenbeck (OCN)
Caroline Gitonga (OCN)
Janelle Gorski (AOCN)
Judith Gumbiner (OCN)
Patricia Kearns (OCN)
McKenzie Marshall (AMB-BC)
Brandy Maxton (OCN)
Allison Miles (OCN)
Michael Nelson (OCN)
Casey Pariseault (OCN)
Danielle Schrader (OCN)
Laura Trissel (AOCN)

Nursing Administration

Tabitha Cothran (OCN)
Laura Decker (NEA-BC)
Abby Denby (NE-BC)
Barbara Headen
Courtney Lambert (NE-BC)
Esther Lozano-Otis (IBCLC)
Anne Morris (FNP-BC)
Melissa Proffitt (MEDSURG-BC)
Patricia Scherle (NEA-BC)
Kelly Via (NE-BC)
Beth Vitolo (NREMT)
Jennifer Wray (NE-BC)

Cardiology services

Caitlin Foley (CCDS)
Lindsey Schaffer (CCRP)

Cardiology and Radiology Procedures

Mandy Deinlein (NPD, PCCN)
Makenna Eppard (EMT)
Sara Sandridge (PCCN)
Debbie Seusey (VA-BC)
Roy Tomlin (CCRN)

Emergency Services

Kirstyn Barrows (NPD)
Cristina Buliga (CEN)
Andrew Campbell (CEN)
Kelli Cowger (CEN, TCRN)
Yolanda Garcia (CEN)
Colin King (NREMT)
Ryan Meszaros (CEN)
Travis Muhler (CEN, TCRN)
Myra Pellissier (NE-BC)
Kelly Smith (CEN)
Carrie Thompson (NREMT)

Wendel 2

Teresa Brock (ONC)
Natalie Henry (CMSRN)

Nursing Education, EBP, & WOCN

Angie Craig (NPD)
Nicole Lawson (CAPA)
Olivia Payton (CWON)
Kathryn Reid (CNL, FNP-BC)
Meagan Ruhlman (MEDSURG-BC)

Endoscopy

Layne Brophy (CGRN)
Stacey Williams (RN-BC)

Celebrated Certified Nurses

Operating Room

Irene D’Gamma (CNOR)
Donna Freeman (CNOR)
Lisa Hadley (CNOR)
Cheree Hansen (CNOR)
Steven Thomasen (CNOR)
Kaitlin Young (CNOR)

PASS

Danielle Merritt (AMBBC)

Intensive Care Unit

Tiffany Adams (CCRN)
Leah Ashcraft (CCRN-CSC)
Sarah Campbell (PCCN)
Amber Campos (CNL, CCRN)
Rebekah Critzer (CCRN)
Nina Dennis (CCRN)
Christen Duxbury (CCRN)
Kathleen Eviza (RN-BC)
Grace Foster (EMT)
Grace Gass (CCRN)
Madalyn Huskey (CCRN)
Luis Mejia-Morales (CCRN, CMC)
Sara Morris (CMSRN)
Emily Peterson (PCCN)
Jennis Pickens (SCRN)
Kristin Rubenoff (CCRN)
Kate Shepko (SCRN)

Cornell 3

Kristin Emery (ACM-RN)
Lauda Harmon (CORLN)
Kaitlyn Howard (MEDSURG-BC)
Vonda Lillard (CRRN)
Ebony Lindsay (NPC)
Melinda Schmidt (CMSRN)

Nursing Resource Pool

Nora Hartung (CCRNCS)
Meredith White (CMSRN)

Nursing Quality

Stefanie Brock (CCCTM)
Dana Graves (PCCN-K)
Kelly Ritz (CMSRN)

PACU

Jennifer Frashure (CMSRN)
Colby Hill (CNL)
Wendel 3
Kiley Bailey (RNC-OB)
Heidi Cabot (C-EFM)
Adrianna Chapman (C-EFM)
Stephanie Dennis-Bowers (RNC-OB)
Elizabeth Eldredge (CCE)
Heidi English (RNC-NIC)
Sharon Fickley
(C-EFM, RNC-OB, NPD-BC)
Joann Jennings
Adelle Karaca (RNC-LRN)
Katharine Kuekes-Baker
(CNL), CBC)
Laura Matheny (C-EFM)
Megan Matthews (RN-BC)
Jordan Meeks (CPN)
Penny Merrel (IBCLC)

Wendel 3

Allyson Michaels (IBCLC)
Erin Muller (IBCLC)
Kathy Rainey (IBCLC)
Laura Salvatierra (CCE)
Elise Sauder (RNC-OB)
Lauren Schenkan (C-EFM)
Elaine Shinsky (RNC-OB, C-EFM)
Kristin Von Thelen (RNC-OB)
Sydney Weaver (C-EFM)
Kate Waller (CCRN)

Same Day Surgery

Christy Conner (CAPA)
Lindsey Fletcher (MEDSURG-BC)
Stephanie Garrison (CVRN Level 1)
Heather Noble (CPAN)
Tamara Richardson (CPN)
Tory Stribling (CNL)
Linda White (CMSRN)

RN Anesthetist

Shane Allen (CRNA)
Shaz Andrus (CRNA)
Virginia Johnson (CRNA)
Heather Kartchner (CRNA)
Lisa Mathieson (CRNA)
Viridiana Morman (CRNA)
Robert Posch (CRNA)
Cindy Thompson (CRNA)
Valerie Tulenko (CRNA)

Integrated Care Management

Michelle Harper (CCM, CMGT-BC)
Susan Lebeis (CCM)
Terry Thomas (CMGT-BC)
Rebecca Wolfe (RN-BC)
Intensivists
Norm Dube (NP)
Gina Gilmore (NP)
Morgan Scott (NP)

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Each year, certified nurses are recognized on Certified Nurse’s Day, March 19th.

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Each year, certified nurses are recognized on Certified Nurse’s Day, March 19th.

SMJH nurses are recognized annually on this day with a gift of appreciation and listing of our certified nurses displayed on the plasma screens throughout the organization.



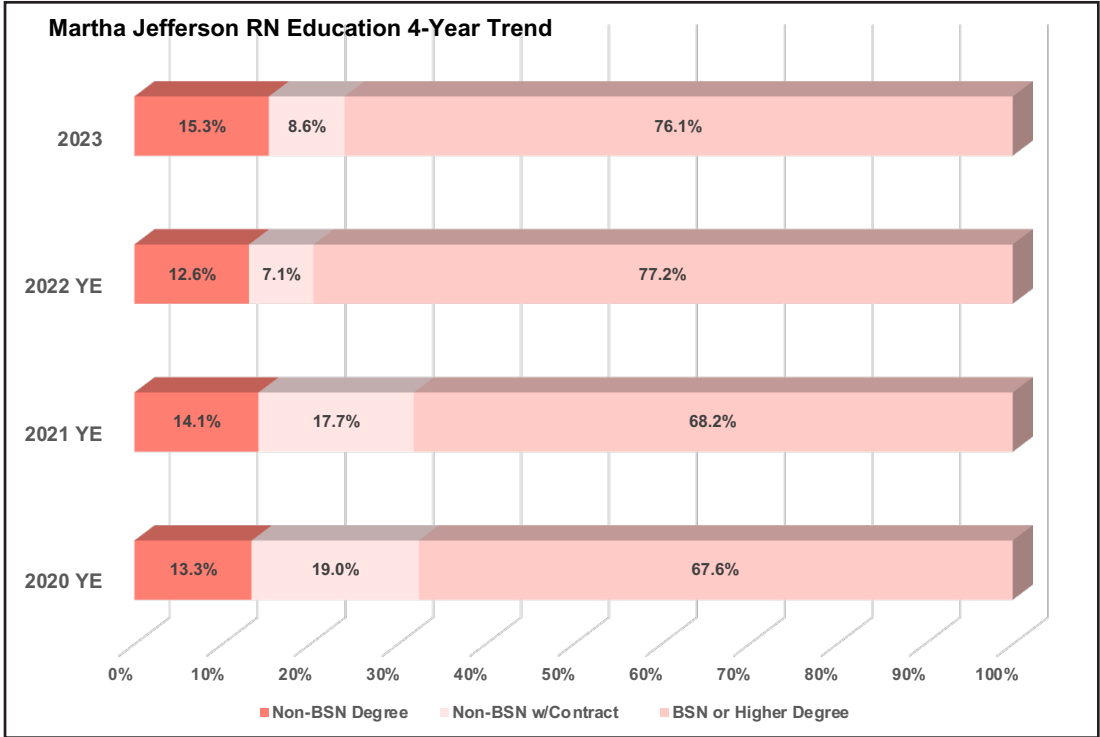
Introducing the new Sentara Nursing Professional Practice Model

Professional Practice Models (PPMs) serve as graphical depictions demonstrating how professional nurses practice, function, interact, and develop professionally to provide high quality care. SMJH’s PPM is used to describe a common foundation of nursing practice, provide clear vision for nursing care, and helps visually set nursing culture.



Mission: We Improve Health Every Day

Professional development



Martha Jefferson				
Total # of Professional RN Staff:			464	
Total # of employees who do not have a Highest Level of Education listed:			18	
Highest Level of Education	RN Education			
	2020 YE	2021 YE	2022 YE	2023
Non-BSN Degree	56	59	55	71
Non-BSN w/Contract (Note: Number of Employees who have signed a BSN contract who do not have a BSN degree)	80	74	31	40
BSN or Higher Degree	284	285	336	353
Total	420	418	422	464
Professional Certifications	118	111	99	114
Professional Certifications %	28.0%	26.2%	22.8%	24.6%

*Please note data from Workday as of 12/31/2023

Advanced nursing degrees, such as Bachelors, Master’s and Doctoral programs, are essential for equipping nurses with the advanced knowledge, critical thinking skills, and leadership capabilities necessary to address complex healthcare challenges. Nurses with advanced degrees play pivotal roles in driving innovation, leading research initiatives, and shaping healthcare policy. By investing in the education and professional growth of our nursing staff, we empower them to make significant contributions to the advancement of nursing practice and the improvement of patient outcomes.

Funding for Nursing Education within Sentara:

- In 2022, Sentara partnered with Guild—a third party agency that aids current employees in advancing their education to meet career goals.
- All full-time and part-time employees are eligible for \$5250 per year in tuition assistance, tuition reimbursement and/or certification reimbursement. There is no waiting period to apply. If an employee is interested in this funding, please visit Sentara. [guildeducation.com](https://www.guildeducation.com) for further details and applications.
- If an employee is not eligible for Guild funding or if the \$5250 does not cover the total cost, SMJH has additional funding available to employees for education, certification and conference attendance. These funds are provided by the MJH Foundation. Please visit the SMJH Nursing SharePoint site and click the link for “Nursing Scholarships” for guidance and applications.

Martha Jefferson’s Clinical Ladder Program

Martha Jefferson Advancement in Professional Practice (MAPP) is Sentara Martha Jefferson’s clinical ladder program. Based on nurse theorist Patricia Benner’s theory of novice to expert, nurses start at level I and can progress up to a level V. Financial incentives are provided to nurses at each level and for maintenance within levels. The MAPP levels reflect four nursing proficiencies: clinical practice, education, leadership and evidence-based practice.

The MAPP clinical levels are:

- Clin I: Novice
- Clin II: Advanced Beginner
- Clin III: Experienced
- Clin IV: Proficient
- Clin V: Expert

Advancement on the nursing clinical ladder provides a structured pathway for nurses to progress in their careers and expand their clinical expertise. Through the attainment of higher levels on the clinical ladder, nurses gain opportunities for increased responsibility, leadership roles, and professional recognition.

Clin III:

Susan Barnard (Admit/Recovery)
Rebekah Critzer (ICU)
Skyeler Cohen (OSC)
Teri Coles (ICU)
Kendall Crusse (OSC)
Brittany Drumheller (C2)
Katrina Duff (ICU)
Aurora Durkee-Warren (Palliative)
Lindsey Fletcher (Admit/Recovery)
Grace Gass (ICU)
Caroline Gitonga (Infusion)
Caitlyn Harris (Admit/Recovery)
Anna Haupt (Hem/Onc)
Madalyn Huskey (ICU)
Patricia Kearns (Infusion)
Cypress Kropko (Infusion)
Luis Morales (ICU)
Kristin Rubenoff (ICU)
Elise Sauder (W3)
Sarah Silverman (Rad/Onc)
Cassie Wharam (C1)
Linda White (Admit/Recovery)
Chelsea Whisant (ICU)
Catherine Yeargin (Hem/Onc)
Francesca Yowell (Infusion)

Clin IV:

Michele Bascle (Hem/Onc)
Kathryn Butler (VIR)
Tamsey Dillenbeck (Hem/Onc)
Kathleen Eviza (ICU)
Danielle Merritt (PASS)
Sara Morris (ICU)
Emily Peterson (ICU)
Barbara Petrella (Endo)
Crystal Rowe (Endo)
Lauren Sink (C2)
Roy Tomlin (VIR)
Kait Young (OR)

Clin V:

Debbie Brown (C2)
Nicole Lawson (Admit/Recovery&PACU)
Allyson Michaels (W3)
Kathy Rainey (W3)
Joy Rosson (SDS)



Transition to Practice Programs

The Nurse Residency Program (NRP) at SMJH is a year-long initiative designed to support new graduate RNs as they transition into professional practice. With monthly sessions focusing on leadership, patient outcomes, and the challenges of novice nursing, participants receive mentoring, structured education, and opportunities for networking. Beyond new graduates, SMJH offers transition programs for nurses interested in specialty areas such as Emergency, Operating Room, ICU, and Labor and Delivery. For those seeking a supportive start to their nursing career, or looking to transition into a specialty, we encourage reaching out to our Department of Nursing Education for more details.

SHIP Program

SMJH’s Student Healthcare Internship Program (SHIP) is an early recruitment initiative tailored for nursing students entering their final year of school. Participants, working as NCPs, can earn income while working within SMJH units and obtaining shadowing experiences to explore various hospital roles. Successful completion of SHIP may lead to preferential job placement and potential sign-on bonuses upon

graduation. We extend our gratitude to all SMJH Nursing team members who supported and engaged with our Summer 2023 cohort of SHIP participants. Below, pictured with our SMJH SHIP facilitator, Angie Craig, MSN, RN, NPD-BC, are members of the SHIP cohort



Additional ways SMJH nurses can advance their career include participation in courses offered by the System Clinical Education and Simulation department.

Pathways for development include:

- Preceptor Training
- Charge Nurse Training
- Basic Arrhythmia Program
- Clinical Nurse Manager Workshops
- Clinical Nurse Manager Program

Visit the Sentara Nursing website at sentaranursing.com for a comprehensive overview of ways to grow and further enhance your professional nursing practice at SMJH.

In January 2023, SMJH hosted its first Professional Development Fair. The event aimed to enrich staff knowledge on professional development topics such as nursing certification, the MAPP Clinical Ladder Program, advanced education opportunities, and more. Staff had the opportunity to engage with experts in each topic, receiving personalized coaching and guidance. Organized by the Professional Practice and Development Shared Governance Council, the fair showcased a diverse range of offerings tailored to the evolving needs of healthcare professionals at SMJH. There were multiple dates and times available for staff to attend in order to capture a wide audience.

Healthy work environment

Intentional Caring Program

The Intentional Caring Wellness Program, designed to enhance resilience among all Sentara Martha Jefferson team members and funded by community support through the Martha Jefferson Hospital Foundation, offers a diverse array of opportunities:

- Massage Therapy
- Mindful Movement
- Wellness Retreats/Workshops
- Respite Spaces for staff
- Wellness Rounds

In 2023, the program saw significant engagement, with approximately 813 employees, representing 74% of the staff, participating. Weekly involvement averaged over 109 employees. Participation across various offerings was as follows:

- 4,278 participants in massage therapy
- 694 participants in Mindful Movement sessions
- 116 participants in SMJH Retreats/Workshops
- 667 employees engaged through Staff Resilience Coordinator & IC Volunteers

In 2023, six off-campus retreats, led by the Staff Resilience Coordinator, aimed to introduce participants to new, evidence-based practices for deeper understanding of inner resilience and strength. The administration authorized employees to allocate 4 hours of sick time pay for a mental health development day.

Furthermore, an IRB-approved replication study, initiated in 2023, surveyed participants before and after the retreat, with follow-ups at 3- and 6-months post-retreat. The research findings highlighted the significant value of off-campus retreats provided by SMJH to employees, noting increased utilization of self-care practices learned during the retreat.

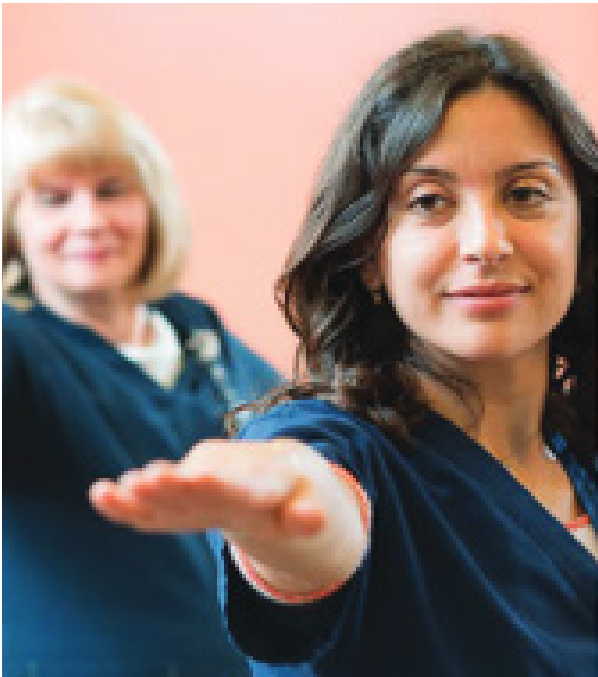


Photo of Esther Lozano Otis, RN, BSN, IBCLC Staff Resilience Coordinator

Moreover, SMJH distinguished itself as an early adopter of the nationally esteemed Stress First Aid curriculum, led by the Intentional Caring team. Implementation began in 2021 and continued through intimate group sessions in 2023, empowering employees to recognize and address mounting stress responses effectively.

Additionally, the Annual Wellness Survey conducted in December 2023 saw 373 respondents, representing a response rate of 33.9%, with 14 questions in total.

Overall, the Intentional Caring Wellness Program has gained significant popularity. In the latest survey, participants rated the program with an average of 4.10 stars out of 5, reflecting its positive impact and effectiveness.

Intentional Caring Program

Community philanthropic support also makes possible advance practice nursing roles, such as NPs with deep specialization in palliative care, cancer survivorship, and breast health.

To support the complex needs of seriously ill patients and their families, our Palliative Care Nursing Team supports approximately 10% of all patients admitted to the hospital—around 4,000 inpatient and outpatient visits annually. The team also educates healthcare providers and others about the latest research and best practices in complex-illness management. More than 80% of all palliative services at SMJH are funded through community generosity, as very little of his important work is funded through insurance reimbursement.

Dedicated nurse navigators also provide active consultation, follow up and long-term monitoring through the multi-faceted Cancer Survivorship Program and the High-Risk Breast Program. Cancer Survivorship Programs help hundreds of cancer patients remain healthy during their treatments, as well as to learn how to recover and thrive despite the complications of treatment. Of the more than 15,000 women who receive annual mammograms at SMJH, approximately 1,000 will be diagnosed at high-risk for developing breast cancer. The High-Risk Breast Program provides unique educational, medical, and nutritional resources to help these women prevent or manage breast cancer.

Living out the Caring Tradition with the Support of our Community

Through the generosity of our community, the Martha Jefferson Hospital Foundation provides more than \$2 million in philanthropic funding to support Sentara Martha Jefferson Hospital staff, patients and their families, and those most in need in our community.

In 2023, more than \$1 million of these funds were allocated to provide educational opportunities and advance nursing excellence through investments in our nursing teams and a wide range of programs designed to boost staff well-being and improve patient care.



Nursing Scholarships and Professional Development Opportunities

Since its launch more than a decade ago, the Haden Nursing Institute has awarded more than 250 nursing scholarships, recognizing that skillful, compassionate nurses are the primary drivers of superior patient outcomes and exemplary care.

2023 was no exception, with the Foundation awarding close to \$300,000 in funding to support scholarships, awards, and certifications for our nursing and clinical staff. Community generosity enabled nurses to expand their education, attend conferences, pursue research and evidence-based practice fellowships, and participate in mentoring and residency programs for new graduates. Highlights included:

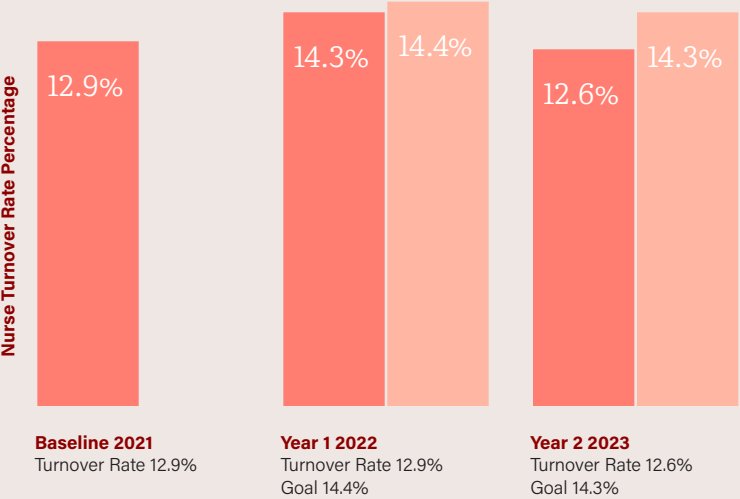
- Scholarship support to help more than a dozen nurses deepen their skills in patient care by pursuing associates to masters-level advanced degrees.
- Funding for a delegation of SMJH nurses to explore best practices in compassionate end-of-life care at a national symposium for palliative care practitioners.
- Purchase of an educational mannequin to help oncology nurses hone their skills drawing blood and administering medications through ports in a patient's chest.
- Funding for a sterile processing technician class, to support best practices in instrument sterilization.

Sentara Martha Jefferson Hospital

Nursing Turnover

SMJH achieved a significant achievement in reducing nursing turnover from 14.3% in 2022 to 12.6% in 2023. This decrease demonstrates the commitment to enhancing staff retention and fostering a supportive work environment for our nursing professionals. It's noteworthy to mention that efforts have resulted in a turnover rate below the national average, which currently stands at approximately 15-20% according to recent industry data.

Magnet graph for SMJH Nursing Turnover Rate
Targeted Goal for Improvement



Sentara Martha Jefferson Hospital

SMJH Annual Nurse’s Awards

The winners of the 2023 SMJH Annual Nurses Awards exemplify the pinnacle of excellence in our nursing community. Our New Nurse of the Year Michelle Palmer, showcased exceptional dedication and skill in her role, while the Experienced Nurse of the Year, Nikki Eppard, demonstrated seasoned expertise and unwavering commitment. The Preceptor of the Year, Tom Schuckert, offered invaluable mentorship, shaping the next generation of OR nurses. The recipient of the Holly Metz Award, Anna Haupt, exhibited unparalleled compassion and selflessness in patient

care and teamwork. Our Support Staff of the Year, Mark Chambers, played a vital role to ensure exemplary care was provided on our inpatient units. Finally, the CNO Shining Star Award recognized Olivia Payton whose leadership and dedication to wound care significantly advanced nursing excellence within our organization. These awards not only honor individual achievements but also serve as a beacon of inspiration, fostering a sense of pride, motivation, and unity among our nursing staff as we continue to uphold the highest standards of patient care.





The DAISY Award for extraordinary nurses

The DAISY Nurse Recognition Program is a prestigious initiative that aims to honor and celebrate the extraordinary work of nurses around the world. Established by the family of J. Patrick Barnes, who tragically passed away from complications of an autoimmune disease, the program seeks to express gratitude to nurses for their compassion, skill, and dedication. Recipients of the DAISY Award are nominated by patients, families, or colleagues and are recognized for their exceptional clinical expertise, exceptional patient care, and compassionate communication. The program not only highlights individual nursing excellence but also serves as a reminder of the profound impact nurses have on the lives of patients and their families.

SMJH gave the following individual DAISY awards in 2023:



May Ann
Fernando, RN



Kunga
DeYang, RN



Debbie Brown, RN,
BSN, CMSRN



Carrie Ann
Brunet, RN



Chloe
Conner, RN, BSN



Rachelle
Scott, RN, MSN



Elise
Sauder, RN, BSN



Emily
Luck, RN, BSN



Jennifer
Young, RN, BSN

DAISY Awards

The DAISY Nurse Leader of the Year recognizes outstanding leadership within the nursing profession, honoring individuals who inspire and empower their teams to deliver exceptional patient care.

The DAISY Team Award celebrates collaborative excellence, acknowledging nursing teams that demonstrate exceptional teamwork, innovation, and dedication in providing compassionate care to patients and families. Both awards highlight the vital role of nursing leadership and teamwork in fostering excellence in healthcare delivery.



The following awards were given at SMJH in 2023:



Jennifer Wray, RN, MSN, NE-BC

DAISY Leader of the Year
Palliative Care Team
DAISY Team of the Year



Congratulations to the SMJH Palliative Care Team!

Deveryn Bailey, Peggy Bishop Paula Capobianco,
Aurora Durkee-Warren, Rebecca Getz, Kate Landis,
Lyndsey Lantz, Alexa Matthews, Alex McGee

Scholarly dissemination

Nursing scholarly dissemination plays a crucial role in advancing the field by sharing research findings, evidence-based practices, and innovative ideas. It not only enhances professional development but also fosters a culture of continuous learning and improvement within the nursing community. At SMJH, we recognize the significance of scholarly dissemination and actively promote it through initiatives such as the Nursing Poster Fair hosted

in January 2023 as part of the Nursing Professional Development Fair. This event provided a platform for nurses to showcase their research, projects, and best practices, facilitating knowledge exchange and collaboration among colleagues. By encouraging scholarly dissemination, we empower our nursing staff to contribute to the collective body of knowledge, ultimately enhancing patient care and driving positive outcomes in healthcare delivery.



SMJH 2023 Nursing Research Table

Nursing Research Study Title (do not include EBP, Performance Improvement, or Quality Improvement Projects)	Date Approved (mm/dd/yy)	Study Status	Date Study Completed (mm/yy)	Name(s) of Organization's Nurse PI, Co-PI, &/or Site PI for each study (must be employed by the organization)
Timely Interventions for Acute Intracerebral and Subarachnoid Hemorrhage Emergency Department Patients	Mar-22	Open		Christi Hankle, PI; Kathryn B. Reid, Co-I
Post-Death: Care Team Protocol Focus Group	May-22	Open		Esther Otis, PI; Kathryn B. Reid, Co-I
Post-Death: Care Team Protocol Survey	May-22	Open		Esther Otis, PI; Kathryn B. Reid, Co-I
The use of a decision aid for women considering Contralateral Prophylactic Mastectomy		Open		Crystal Chu, PI
Implementation of a Nursing Delirium Screening Tool and Care Plan in the Post-operative Setting for Geriatric Hip Fracture Patients	Oct-22	Open		Kathryn B. Reid, PI; Jihun Suh, Co-I (doctoral student)
Early Recognition of Delirium in the Intensive Care Setting	Jan-23	Open		Gina Gilmore, PI; Kathryn Reid, Co-I
Identifying Labor Unit Cultural Factors to Inform and Individualize System Strategies Aimed at Reducing Low Risk Primary Cesarean Sections	Jan-23	Open		Debi Bucci, PI; Sharon Fickley, Co-I
Exploratory Factor Analysis: Moral Distress and Intent to Leave Employment	Oct-23	Open		Esther Otis, Site PI (System-wide study)
Relationships among Chronic Opioid Therapy Agreements and Associated Pain Management Outcomes	20-Apr-23	Open		Roshni Patel, PI and Kathryn B. Reid, Co-I
SMJH Resilience Retreats	12-Apr-23	Open		Esther Otis, PI



Nurse Esther Lozano Otis, RN, BSN, IBCLC, SMJH

Staff Resiliency Coordinator, has been featured in the publication “Self Care for Nurses - Small Doses for Wellness” authored by Natalie May, Tim Cunningham, and Dorrie Fontaine. Her expertise and dedication to fostering staff resilience serve as a beacon of inspiration for nurses on a substantial platform. Esther’s contributions highlight the critical importance of self-care practices in maintaining the well-being of healthcare professionals amidst the challenges of modern healthcare environments.

Community outreach & volunteerism

Community Outreach

At SMJH we recognize the profound impact of integrating community outreach into nursing practice. Our commitment to serving beyond the walls of our facility reflects our core values of compassion, empathy, and dedication to improving the health and well-being of all individuals in our community.

Through initiatives such as speaking engagements at the Boys and Girls Club, organizing food drives, and disseminating food to underserved populations, our nursing staff actively engage with community members to address social determinants of health and promote overall wellness. These efforts not only provide essential resources to those in need but also foster meaningful connections and trust within our community.

Additionally, our participation in events like the United Way Day of Caring demonstrates our dedication to collaborative efforts aimed at enhancing the quality of life for community members. By volunteering our time and expertise, we not only contribute to tangible improvements in community health but also reaffirm our role as advocates for positive change.

At SMJH, we believe that integrating community outreach into nursing practice is reflective of our mission to provide exceptional care with compassion and integrity. Through these efforts, we strive to create a healthier, more equitable community for all.

Workforce Development Programs

Recognizing that workforce development continues to be a top philanthropic priority for Sentara Martha Jefferson Hospital, in 2023 the Haden Nursing Institute and the Center for Clinical Education expanded their scope to support a community-wide workforce development program.

To launch the program, the hospital created a new position, Community Relationships Coordinator, for Career Pathways. The program is 100% locally focused, exclusively serving the Blue Ridge Health District, which includes the City of Charlottesville and the counties of Albemarle, Fluvanna, Greene, Louisa, and Nelson.

The program kicked off successfully in 2023 with two free nursing assistant training courses, which enabled more than 24 community members and SMJH Environmental Services team members to earn their CNA certification. The certification enables them to access a ladder of professional opportunity in the healthcare field, while continuing Sentara Martha Jefferson Hospital's commitment to clinical excellence.

New earn-to-learn workforce development programs are coming online in 2024. While these programs cannot fix the national nursing shortage overnight, they are helping to build the pipeline of nurses and clinical staff, while creating an important source of rewarding jobs and livelihoods in our region.



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