Nursing

Sentara Northern Virginia Medical Center

2023 Nursing Annual Report



Sentara®

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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 Nursing Team,

Looking back over 2023, we have many accomplishments to be proud of and to celebrate. For nursing quality specifically, we have surpassed our Clinical Performance Improvement (CPI) HAI goal, as well as our patient-sensitive goals for falls with injury and HAPI incidence is at ZERO! We also surpassed our CPI goal of ED throughput and met many of our Women's Health Center, Surgical Services, and Heart & Vascular goals. While we did not meet our patient satisfaction goal overall, this year was filled with so much positive traction, and we are now the second most improved hospital in the system over 2022 scores. These scores mark fantastic nursing quality results.

This year was also a strong year for nursing staffing. We worked diligently to fill vacancies and even over-hired to meet our high census peaks using our internal traveler program. Each unit has focused heavily on recruitment and most importantly, on retention. We implemented a PCT and nurse scholarship program and continued our SNAP, Clinical Instructor, and fall on-site PCT school. We added lots of new equipment and resource support. Our efforts have led to us reducing our turnover rate by almost half of last year's rate. We ended the year at 11.0%–amazing work and the lowest nursing turnover rate in years!!

Our journey to meeting our mission and providing quality care has led us to improve our Leap Frog and CMS star ratings. In 2019, we were a Leap Frog "C" and CMS Star rating of "2". We are now a Leap Frog "B" and a CMS Star rating of "4". With our continuous focus on improving quality and providing the best care, it makes perfect sense to showcase these efforts through our Magnet journey and subsequent survey towards designation. 2024 will allow us to do just that through submission of our Magnet document (all of the 100 wonderful stories) and preparation for our Magnet survey.

Congratulations to you all as these are such exemplary accomplishments and you have all worked very hard to make this happen! I am looking forward to what we can accomplish together in 2024, and I am very proud to be your Chief Nursing Officer.



With gratitude,

Christy Grabus,
MBA/MHA, BSN, RN, NE-BC
Vice President/Chief Nursing Officer

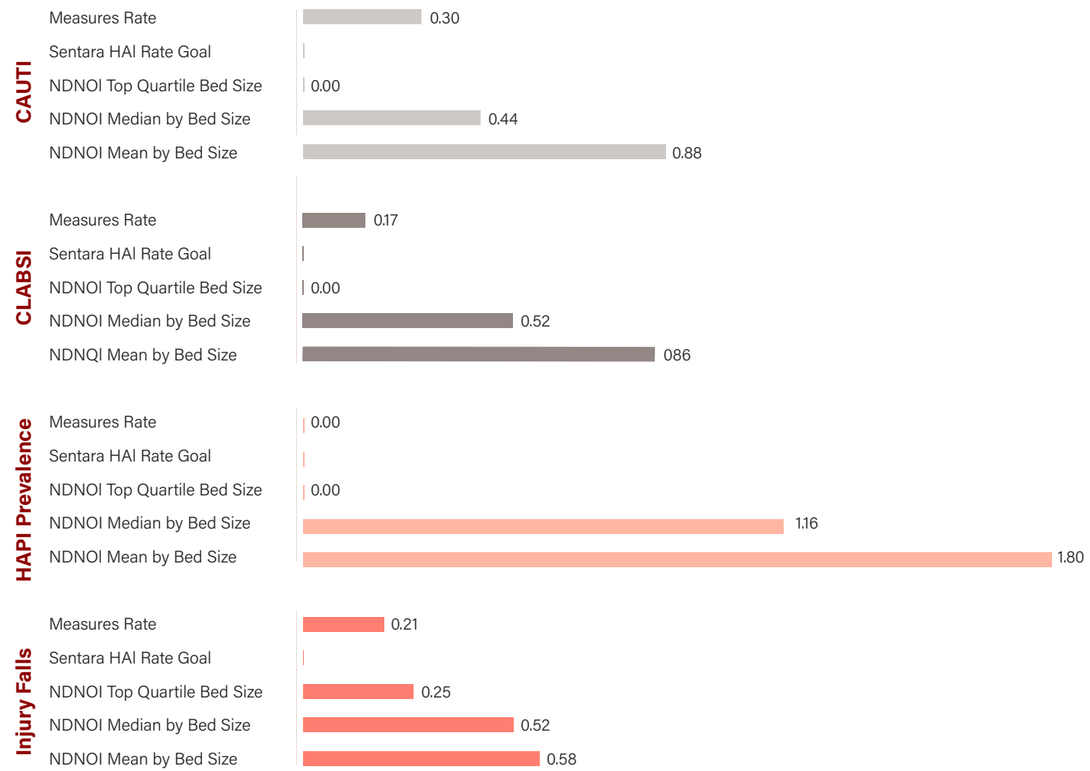
Quality & patient sensitive measures

SNVMC enters our patient sensitive measures into a National Database of Nursing Quality Indicators (NDNQI). NDNQI data allows nursing units and hospitals to benchmark their performance with nursing units/hospitals of similar composition nationally. Data is collected and trended over a two-year/ eight quarter period. SNVMC goal is to outperform the NDNQI mean for majority of the 8 quarters. These indicators include Falls with Injury, Hospital Acquired Pressure Injury (HAPI), Central Line Associated Bloodstream Infection (CLABSI), Catheter Associated Urinary Tract Infection (CAUTI), methicillin resistant Staphylococcus aureus (MRSA), clostridium difficile (C. Diff) and Assaults on Nursing Personnel (Workplace Violence).

SNVMC NDNQI Quarterly Performance

	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023
Total number of catheter associated urinary tract infections	0	2	1	0	1	0	1	0
Total number of central line blood stream infections	0	0	1	1	1	0	0	0
Total number of falls with injury	4	7	4	1	2	4	5	1
Total number of healthcare onset CDIFF	3	2	2	0	0	0	0	0
Total number of healthcare onset MRSA	0	1	2	0	0	0	0	0

Sentara Northern Virginia Medical Center
PSM Rates with Sentara Goal and NDNQI Comparisons: SNVMC, 2023



2023 nurse residency graduates

SNVMC participates in the Vizient/AACN Nurse residency program. This program helps new nurses transition into their clinical roles while building confidence and skills. In 2023, SNVMC graduated 20 nurses from the Nurse Residency Program. The 2023 graduates are listed below.



Ada Bunda

Joelle Ferraro

Nancy Donkuu

Judith Magne Epse Kamga



Priscilla Mensah

Kania Chavez Rodriguez

Bobbi Jo Kraemer

Monika Ljungquist



Rahel Tesera

Fatmata Jabbie

Tigest Deferes

Cynthia Zelaya

Mavis Nimoh

Misty Nesmith

Mariam Abdelhamid



Yereba Saale

Alejandra Linares-Caballero

Sadie Anstead Comier

Marisa Spevak

Tsion Sisay





2023 SNVMC Howard Greenhouse Scholarship Grant recipients

Those captured in this photograph were awarded scholarship from through the 2023 Howard Greenhouse Grant in partnership with the Potomac Health Foundation and Sentara Northern Virginia Medical Center. The scholarships were part of SNVMC's Healthcare Workforce Development initiatives.

Celebrated certified nurses

Cannon, Debra L
Shockley, Shannon E
Jones, Angela D
Celata, Nashua S
Arouni, Laila
Gensimore, Mandy M
Monu, Deborah K
Helmbach, Andrea L
Reynolds, Jerria C
Causseaux, Heather B
Domenech, Ariel Christian Lace
Harizi, Alma B
Leong, Carolyn E.
Byrne, Heather S
Like, Alexander E
Vega, Barbara J





Mpianing, Derrick
Adafre, Tsegereda E
Le, Vi
Jalloh, Alhaji
Varroney, Jeanine M
Himan, Samantha L
Cooper, Lee B
Cavan, Sierra
Ejikeme, Veronica
Hassan, Nicole
Miller, Melissa K
Hailemariam, Helinaye K
Reynolds, Nicole S
Nguyen, Trinh T
Hawkes, Elizabeth
Nasi, Robin S
Grabus, Christina S
Hanna, Chelsea L
Burgess, Julia D
Howell, Robert C
Burton, Camille Celine Gonzales
Sanchez, Suany Yulieth
Warner, Doris J
Lawson, Michael J
Pimentel, Mariel M
Acquah, Barbara P
Byrne, Dawn M
Phelps, Brooke M



Sims, Mary A
Roesch, Stephanie B
Fajfar, Jessica R
Luzon, Patricia Hannah Mae
Meyer, Amber N
Jones, Andrea R
Lee, Robin R
Moore, Kristen M



Spacek, Margaret M
Tisak, Ermilinda
Sharma, Lalni
Shubat, Leslie
Zencuch, Teresa
Arno, Robert
Buda, Claire
Mishra, Srijana
Barton, Colleen
Remsberg, Tanya
Fanning, Dianna
Daley, Ericka
Ballasy, Sara



Draper, Amelia S
Viana, Maloup C
Clinton, Jennifer L
Zargarani, Bomdod D
Reed, Cathrine E
Hare, Matthew R
Bowman, Shawn L
Conley, Lydia
Currier, Cynthia E
Eley, Cheryl L
Kinneberg, Leslie
Lavoie, Janice K
Henry, Deana L
O'malley, Gabrielle M
Peirce, April M
Rombough, Dynette
Johanson, Robyn A
Rozmajzl, Pamela B
Gimenez, Dina
Smith, Christine A
Sooknanan, Chandaye

UVA Acute Care NP Graduates

Four of our current Nurse Practitioners completed an intensive Acute Care Nurse Practitioner program at The University of Virginia. In addition to working their regular full time schedule, they also attended classes and completed practicum hours.





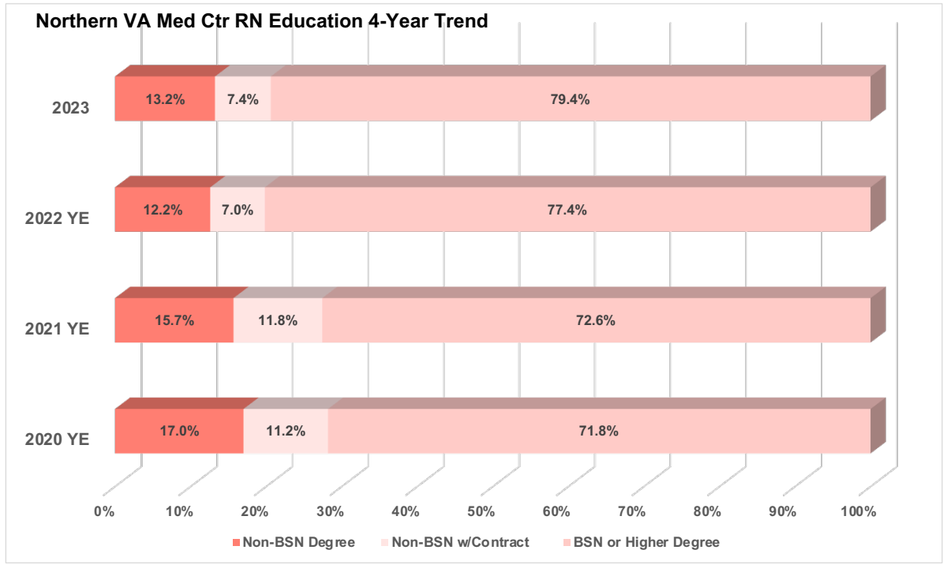




SNVMC 2023 BSN & cert rates

Northern VA Med Ctr				
Total # of Professional RN Staff:			**514**	
Total # of employees who do not have a Highest Level of Education listed:			**18**	
	RN Education			
Highest Level of Education	**2020 YE**	**2021 YE**	**2022 YE**	**2023**
Non-BSN Degree	76	68	61	68
Non-BSN w/Contract (Note:Number of Employees who have signed a BSN contract who do not have a BSN degree)	50	51	35	38
BSN or Higher Degree	321	315	388	408
Total	447	434	484	514
Professional Certifications	69	81	78	86
Professional Certifications %	14.7%	17.5%	15.6%	16.7%

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



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. SNVMC's PPM is used to describe a common foundation of nursing practice, provide clear vision for nursing care, and helps visually set nursing culture.

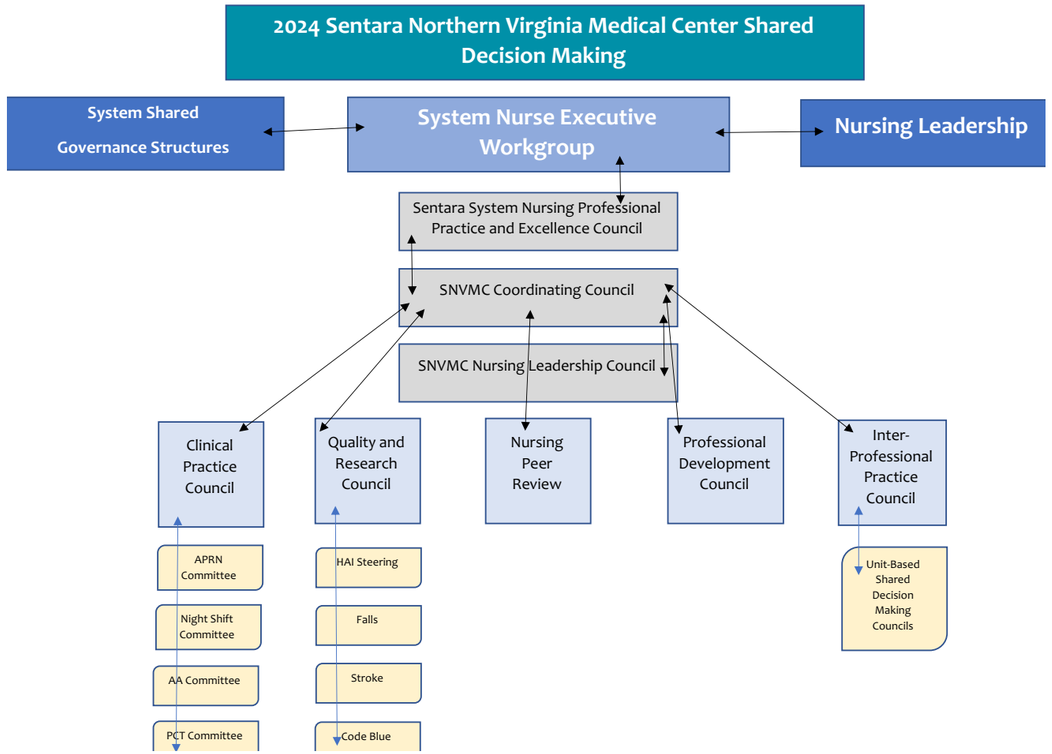


The categories or themes that emerged from staff feedback and the literature review were Outcomes, Innovation, Collaboration, Professional Development, Community Focus, Leadership, and Healthy Work Environment. Below you will see the outcome of that collaboration and feedback as represented through our new professional practice model.

Professional Practice Models (PPMs) serve as graphical depictions demonstrating how nurses practice, function, interact, and develop professionally to provide high quality care. Sentara Nursing's PPM describes the foundation of our common nursing practice across the system, provides an inspirational and aspirational vision for nursing care, and helps us to achieve optimal patient outcomes. The new mural image of the key practice components aligning with our new One Sentara branding strategy illustrates the commitment to collaborate, innovate, and lead while supporting our communities, ongoing learning, and innovation within a healthy work environment leading to exemplary outcomes.

Shared governance is part of the Sentara Health Nursing's Professional Practice Model providing a framework for shared decision-making throughout the health system. Within Sentara Health, shared decision-making is defined as a working model of participatory governance in which nurses make decisions about clinical practice standards, quality improvement, staff and professional development, and nursing research. Shared decision-making ensures consistency in nursing care and defines nursing's authority, autonomy, and accountability for patients and families. Nursing maintains a structure of system, divisional, and unit/departmental nursing: forums, councils and committees allowing nursing staff to be involved and/or heard through representation. Shared governance enables evidence-based practice standardization across the system.

Shared governance



Shared Governance provides a framework for clinical staff to work collaboratively to develop a multidisciplinary approach to provide evidence-based patient care. Sentara Northern Virginia Medical Center has shared governance councils that meet monthly to collaborate with different disciplines and departments to collaborate on issues that may impact patient care. All shared governance councils are attended by front line clinicians, as the engagement of clinical staff is imperative in the success of shared governance.

ANCC Magnet® identifies shared decision-making as "a dynamic partnership between leadership, nurses, and other health care professionals that promotes collaboration, facilitates deliberation and decision-making, and fosters accountability for improved patient outcomes, quality, and enhancing of one's work life" (ANCC, 2021).

At SNVMC, nurses collaborate within their unit, and within the hospital to identify opportunities for improvement and work to develop strategies to improve patient outcomes and the work environment. Below is a depiction of the shared decision-making structure within SNVMC.

Sentara Northern Virginia Medical Center

Nursing peer review



SNVMC has a robust, interdisciplinary Nursing Peer Review. "Peer review in nursing is the process by which practicing registered nurses systematically access, monitor, and make judgments about the quality of nursing care provided by peers as measured against professional standards of practice. Peer review implies that the nursing care delivered by a group of nurses, or an individual nurse, is evaluated by individuals of the same rank or standing according to established standards of practice."

The SNVMC Nursing Peer Review is chartered to evaluate nursing practice in a non-punitive manner to improve patient care. Cases can be referred to the NPR committee by fellow nurses, the leadership team, the quality department, Trauma Steering Team, or physicians.

Case summaries are shared at the Sentara System Nursing Peer Review Committee to identify and trend common themes.

Nurses week breakfast

SNVMC Nursing Leaders serve up waffles and snacks for Nurses' Week to celebrate our amazing Nurses



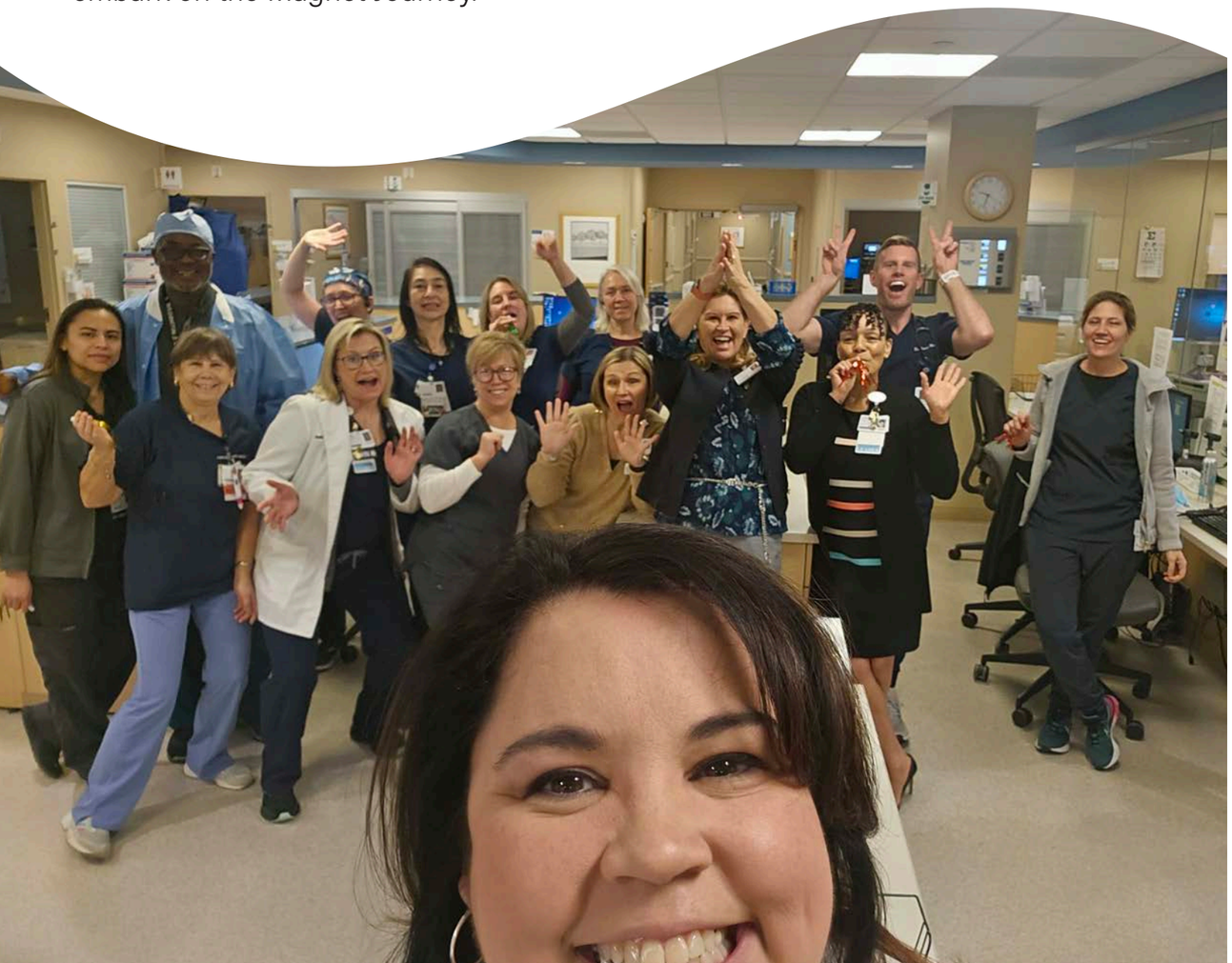


2023 Year End Celebration

2023 was an incredible year for SNVMC Nursing. We reduced RN turnover by almost 50%, saw a reduction in Heathcare Acquired Infections, was below threshold for falls with injury, and submitted our Magnet Document. I would say that is a pretty amazing year and calls for a celebration!

Magnet document send off

SNVMC submitted it's very first Magnet Document, so we thought that deserved a celebration. Staff gathered for the Magnet Document send off where Chaplain Sawyer blessed the document before we hit send. Chief Nursing Officer Christy Grabus also celebrated nursing's many accomplishments over the past several years that allowed us to embark on the Magnet Journey.



Community outreach & volunteerism

American Heart Association Heart Walk

Members of Sentara Northern Virginia Medical Center participated in the American Heart Association Heart Walk in Washington DC on November 4, 2023. Led by members of the SNVMC Heart and Vascular department, all employees were invited to participate.



Walk to End Alzheimer's

On Saturday, October 21, 2023 members of Sentara Northern Virginia Medical Center participated in the annual Walk to End Alzheimer's.



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