

2018

NURSING REPORT



Saba Meshesha, BSN, RN



A Year of Transition
and Achievement

MESSAGE FROM THE SENIOR VICE PRESIDENT AND CHIEF NURSING OFFICER



DEAR FRIENDS AND COLLEAGUES,

My first year at Virginia Hospital Center has been amazing, thanks to all of you! I often refer to VHC as a special place. I love being a part of this thriving health system where nursing truly has a voice. What a great year we've had, achieving high quality, patient- and family-centered care in keeping with our nursing care model. Some notable achievements include:

- ▶ Accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF)
- ▶ America's Best Hospitals for Patient Safety
- ▶ *Becker's* Top 150 Places to Work in Healthcare 2018
- ▶ Blue Distinction by BlueCross/BlueShield for Hospital, Maternity, Hip and Knee, and Cardiac Care
- ▶ Named a 2018 Top Teaching Hospital by The Leapfrog Group
- ▶ National Accreditation Program for Breast Centers designation
- ▶ Rated Four Star Centers for Medicaid and Medicare
- ▶ State Behavioral Health Accreditation
- ▶ 13 Consecutive "A" Hospital Safety Grades from The Leapfrog Group
- ▶ Three Star Rating (highest rating) from Society of Thoracic Surgeons for CABG
- ▶ Voted #1 Place for Nurses in 2017 by nurse.org
- ▶ Women and Infant Aetna Elective Delivery Infant Safety Program Designation
- ▶ Women's Choice Awards® voted America's Best for Breast Center, Orthopedics, Bariatric surgery, Obstetrics and Stroke

Our Magnet® culture of excellence provides our nurses with the tools they need to successfully drive change at the bedside, in collaboration with our talented physicians and other members of the interdisciplinary team. As I round throughout the Hospital, I hear amazing stories as you recognize your peers and colleagues. While the role of the nurse is not always an easy one, our nurses handle every situation with grace and compassion. I am humbled and proud to be part of this team.

Throughout this report you will learn more about how our nursing team has lived up to the true meaning of being a Magnet designated hospital, delivering excellent care and advancing the health of the community we serve. The coming year brings growth at VHC as we break ground on the Outpatient Pavilion and begin working with architects to plan a new 25-bed nursing unit. Please join me in celebrating the accomplishments of 2018 as we prepare for new challenges and opportunities in the year to come, together.

Melody Dickerson, MSN, RN, CPHQ
Senior Vice President and Chief Nursing Officer

As part of the Mayo Clinic Care Network, Virginia Hospital Center participates in the Chief Nursing Officer Affinity Group, which brings together care network chief nursing officers from across the country for networking and problem-solving discussions. Pictured are Melody Dickerson, MSN, RN, CPHQ, (2nd row, 3rd from right) and members of the group at the 2018 CNO Fall Forum meeting at the Mayowood Mansion.



Improving Our Patient Experience

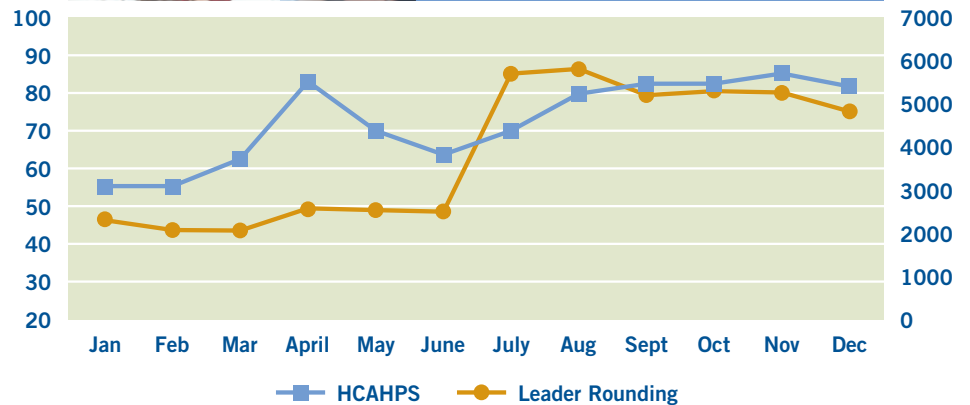
Outstanding patient experience is a hallmark of Virginia Hospital Center. In preparation for 2018, nearly 900 nurses, patient care technicians and other team members attended a training session in the fourth quarter of 2017 led by the Studer Group to set a foundation for senior nursing leaders and Patient Care Directors (PCD) to use as benchmarks for accountability. However, due to training and preparations for an Epic electronic medical record go-live in early 2018, VHC was at the 62nd percentile for patient experience in the first quarter, well below the goal of the 80th percentile for large academic medical centers.

Strategies for improving the patient experience focused on leader rounding on patients, with a goal of having PCDs round on 100% of patients. Realizing the challenge this posed when faced with meetings and other competing priorities, senior nursing leaders recommended scheduling a protected hour, free from meetings, to be used exclusively for rounding. Their proposal was presented to the VHC Administrative Team and approved.

Beginning in April, the 9:00 am hour became protected time for leader rounding with patients and a daily report was distributed summarizing the number of leader rounds performed the prior day.



Leader Rounding on Patients 2018



The PCDs worked with their assistant patient care directors and other charge nurses to ensure they were completing leader rounds to achieve the goal of reaching 100% of patients. Just-in-time coaching was provided, when needed, to ensure that a positive experience was delivered consistently for all patients.

Nurses, nurse leaders and other members of the care team embraced this initiative to the benefit of our patients. The number of patients per month engaged in leader rounding doubled between June and July and remained consistent throughout the remainder of the year. We saw a clear relationship between leader rounding and higher patient satisfaction (see chart).

In addition, PCDs began to work even more closely with their physician champions. Lynda Ariaban, BSN, RN,

PCCN, PCD 7A, and Kerri Conner, BSN, RN, PCD 7B, worked with Somashekar N. Rao, MD, Medical Director, Mid-Atlantic Kaiser Permanente Medical Group, to implement interdisciplinary bedside rounding which yielded tremendous results, with 7B ending the year above the 90th percentile overall.

Thanks to the dedicated efforts of our nurses, nurse leaders and the entire care team who really made an impact. VHC's overall patient experience scores reached top-quartile performance Hospital-wide. We look forward to continued improvements in 2019!

2018 HIGHLIGHTS

- ▶ Nurse leaders completed 46,181 patient rounds
- ▶ Leader rounding led to higher patient satisfaction
- ▶ 20-point improvement in overall results from Q1 to Q4 to the 80th percentile
- ▶ Communication with Nursing domain at the 88th percentile
- ▶ Staff Responsiveness domain at the 85th percentile



Meghan Bozzelli, BSN, RN, CEN

People

GROWING DAISIES

The Daisy Award® is a national program that provides an opportunity for patients, families and colleagues to say “thank you” to extraordinary nurses. However, in the past it was generally not communicated to our patients, and the number of nominations received was typically low.

To reverse that trend, nursing leadership initiated programs to 1) get the word out about the award, 2) improve engagement of frontline nurses in the award selection, and 3) improve transparency about who has been nominated and why. A group of nurses now meets monthly to review the nominees, which are exceeding 40 per month! Emails are sent throughout the month to recognize those nurses who have been nominated. Each monthly winner is recognized by a presentation delivered in their department.

EXCERPTS FROM THREE 2018 DAISY AWARD WINNERS

MinJeong “MJ” Kim, BSN, RN, NIHSS, 8B

“She showed a gentle compassion and lovely caring attitude. MJ’s beautiful attitude and care were essential for helping me get better.”

Charity Pearson, BSN, RN, Labor & Delivery

“One of the most caring, dedicated and professional nurses I have ever encountered.”

Jovanna Wiggins, BSN, RN

“This was such a lovely example of a nurse forming a bond with a critically ill patient and his wife to provide a small measure of comfort.”



Daisy Award winner MJ Kim, BSN, RN, NIHSS, with her team members.

SUPPORTING NEW GRADUATE NURSES

Recognizing that nurses are much more at risk of leaving the organization within their first year, we initiated programs aimed at supporting their transition into nursing. While our orientation and education processes were sound, there was no support beyond the first few weeks or months. In January 2018, we launched a formal one-year transition to practice program. The program consists of 12 monthly cohort meetings, where small group discussions are held that align with the Benner, Novice to Expert and evidence-based themes. Throughout the year, the nurses work on evidence-based projects that are presented during the graduation celebration. Our first cohort consisted of 16 nurses. Throughout 2018, 142 nurses joined the program with much success. So far, we have a 96% retention rate.

SEE BEHIND THE SCENES WITH LIFEATVHC



We launched our Social Media initiatives in 2018 on Facebook, Instagram and Twitter with the handle @LifeAtVHC, centered around video and authentic behind-the-scenes coverage.

Through LifeAtVHC, we recognize team members, share experiences and the latest Hospital news. Prospective RNs can get a quick feel for the Hospital’s culture of teamwork and friendliness.

In 2018, our social media channels received 20,603 likes/reactions, 6,106 total clicks, 1,612 comments, 20,638 video views and 1,073 post shares.



Marilyn Tovar-Garcia, RN (left), and Candace Hart, BSN, RN

2018 ACHIEVEMENTS

COMPARED TO 2017

- ▶ Improved all RN turnover (including PRN) by 17.5%
- ▶ Achieved a 67% reduction in RN agency hours
- ▶ Achieved 96% graduate nurse first-year retention, a 20% improvement

NDNQI FOR TEACHING HOSPITALS

- ▶ Total RN hours per patient day above the mean and median benchmark
- ▶ Exceeded benchmarks for: certified nurses, percentage of BSN degree or higher, nursing satisfaction practice environment and nursing satisfaction, a chief nursing officer in equal power and authority to other top level hospital executives

EMPLOYEE ENGAGEMENT

- ▶ Ranked in the 84th percentile for American Hospital Association regional average for Press Ganey Employee Engagement; most pronounced improvements in staffing, job stress, sufficient time for care, confidence and leadership



Taryn Overman, MSN, RN, CEN

VHHA 4 UNDER 40 AWARD

The Virginia Hospital & Healthcare Association (VHHA) 4 Under 40 Emerging Leader Award recognizes four individuals in Virginia who demonstrate unparalleled passion and drive, and are making significant contributions to healthcare. Award winners are strong leaders who embrace collaboration, seek opportunities to go the extra mile, and aspire to fuel the inspiration of those around them. At the VHHA 2018 Annual Meeting in Williamsburg, Taryn Overman, MSN, RN, CEN, Associate Vice President, Emergency & Outpatient Services, was presented with the 4 Under 40 Emerging Leader Award. Taryn was recognized as a consummate professional who continues to go beyond her management responsibilities to help her community.

*Melody Wilkerson,
Flow Facilitator*

*Nancy Bertera, MSN,
RN, CPAN-CAPA*



PRECEPTOR PAMPERING DAY

In 2018, we hired a lot of new nurses! As a thank you to our preceptors for all their patience and commitment to our new nurses, Virginia Hospital Center held our first-ever, Preceptor Pampering Day. Preceptors were pampered with some healthy (and some not-so-healthy) snacks, massage chairs and a beautiful video of new nurses expressing their gratitude.

Professional Development & Shared Governance

“THE POWER OF THE NURSE” CONFERENCE

In keeping with our “Shared Governance” initiatives, the Professional Development Council hosted “The Power of the Nurse” conference at Virginia Hospital Center in November to explore trending topics in the profession, such as burnout, compassion fatigue and educational pathways. VHC’s Emergency Department Educator and Vizient New Graduate Residency Educators collaborated in order to further enhance the conference for all nurses, including our new graduates. More than 40 clinical nurses at VHC participated in this incredible day of learning, networking and discussion. Due to the success of the event, a second Professional Development Conference was held in January 2019.

WHAT ATTENDEES SAID ABOUT THE CONFERENCE:

- ▶ *“This conference inspired me to keep going and not get too comfortable in my everyday work. Being around such a driven group of nurses was very refreshing.”*
- ▶ *“The speakers were all very positive, motivating and energetic.”*
- ▶ *“This was a GREAT program.”*

MAYO CLINIC CARE NETWORK CONFERENCE

Nursing leaders attended the Mayo Clinic Care Network Leadership Excellence Program in Rochester, Minnesota. This provided an excellent opportunity to network with senior leaders from other hospitals in the Mayo Clinic Care Network.

MAGNET CONFERENCE



Networking with senior nursing management from across the country contributes greatly to the professional development of our staff and translates shared governance into patient care. In 2018, VHC had strong attendance by our Council chairs at essential conferences, including the American Nurses Credentialing Center (ANCC) Magnet Conference in Denver.

Pictured below ANCC attendees (L-R): Lynda Ariaban, BSN, RN, PCCN; Jeanette Feltmeyer, BSN, RN; Melody Dickerson, MSN, RN, CPHQ; Marilyn “Dani” Sherman, BSN, RN, CEN; Amaneul Woldesenbet, BSN; Petra Said, BSN, RN, CEN; Peggy Murray-Briar, RN, CCRN; Lee Grouge, BSN, RN, CCRN; Frances Williams, BSN, RNC-OB.



FALL BACK CELEBRATION

Coordinated by the Nursing Shared Governance, Night Shift Council, VHC hosted our third annual Fall Back Celebration, held at the start of Daylight Savings Time. Featuring fun and food for all, this was a great opportunity for senior leaders to visit the night shift.

A NEW MODEL FOR COMPETENCY ASSESSMENT AND VALIDATION

Renowned expert Donna Wright, BSN, RN, MS, helped VHC launch our new competency model in February. She has been a leading voice in competency assessment since the development of her model and common sense approach to evaluating staff competence. The Wright Competency Assessment Model utilizes appropriate verification methods for each competency and incorporates multimodal options to address all types of learners, including return demo, exemplars, computer-based and leader-led discussion. The model features an employee-centered verification process at the unit level and is outcome-focused and accountability-based.



Dani Sherman, BSN, RN, CEN, and Jolie Smith, Director of Development, Arlington Food Assistance Center, give a thumbs-up to the Cereal Bowl Challenge.

2018 CEREAL BOWL

VHC nurses continuously look for opportunities to give back to our community. Marilyn “Dani” Sherman, BSN, RN, CEN, Emergency Department, worked with the Professional Development Council to plan and execute the first annual Cereal Bowl Challenge. The project was created to help the Arlington County Food Assistance Center, which supports 2,200 Arlington families each week. According to the Assistance Center, cereal is one of the most requested yet least donated items.

Our Cereal Bowl Challenge kicked off in February and ran through March 5th with a goal of collecting 1,000 boxes of cereal. Thanks to the generosity of VHC staff and other caring people, our nurses collected over 3,000 boxes of cereal for the cause.



Donna Wright, BSN, RN, MS (center), helped VHC launch our new competency model.

Patient Safety



Every unit celebrated the Epic go-live with special treats. Pictured are ICU nurses.

NURSES PLAYED A CRITICAL ROLE IN THE EPIC IMPLEMENTATION

2018 was a milestone year at Virginia Hospital Center as we launched Epic, our brand-new electronic health record (EHR). Epic replaced multiple stand-alone systems and brought patient records into one centralized location that all clinicians are able to access. Nurses were central to the success of

the EPIC implementation, not only by helping to shape the design of our system, but also by working hard to make go-live a success!

When the implementation process kicked off in 2017, nurses from Operations and Information Systems spent several months meeting to

discuss the adopted workflows and began building the system and developing training materials. Nurse champions and nursing leadership began working on updating policies and identifying Super Users from within their departments who could serve as a first-line resource for questions at go-live. Classroom training began in February for 3,000+ employees.

The day before go-live, 28 RNs making up the Cutover Team began entering critical patient information on every admitted patient from our legacy system into Epic to ensure the clinical team was able to provide care without disruption. On April 21, Epic was “live” and all VHC employees were allowed into the system. More than 1,000 service desk tickets were entered and resolved during the first month that Epic was live.

Over the next few months, Epic slowly became a routine and familiar part of patient care at our Hospital. Nurses have embraced the new system, recognizing the power of having one record for the patient that allows them to see data from across the enterprise. Epic has become another tool that we use to provide outstanding care to our patients and their families.

2018 HIGHLIGHTS

SERIOUS SAFETY EVENTS — IMPROVED BY 81%

NDNQI FOR TEACHING HOSPITALS:

- ▶ *Exceeded top quartile performance Total Fall Rate and Falls with Injury*
- ▶ *Achieved top quartile performance Hospital-Acquired Pressure Injuries*
- ▶ *Significantly outperformed benchmark for Central Line Bloodstream Infections*



Nicole Perlik, RN (left) and Anh Nguyen, BSN, RN

SAVING LIVES WITH HANDS2HEARTS

Hands-only CPR (without rescue breaths) has been shown to be just as effective as traditional CPR. When done immediately, it can double or triple a person's chance of survival—and it's easy to learn. Virginia Hospital Center partnered with the Arlington County Fire Department to train as many community members as possible in hands-only CPR. Led by Stephanie Dubik, BSN, RN, and Taryn Overman, MSN, RN, CEN, Associate Vice President, Emergency & Outpatient Services, the Hands2Hearts initiative provided training at area schools, restaurants, businesses, races, community associations, scouting troops and other locations to nearly 5,000 people in our community.



IMPROVING CPR SKILLS

Resuscitation Quality Improvement® RQI, an American Heart Association program, delivers quarterly training to support mastery of high-quality CPR skills. The training uses a self-service mannequin, combined with self-paced, online learning, to allow for flexibility in staff schedules. Short, frequent trainings have been shown to improve cardiac arrest survival to discharge rates, resulting in better patient outcomes. Research has shown that psychomotor skills related to resuscitation can decay within just 3-6 months—far before the 2-year CPR renewal timeframe. In 2018:

- ▶ Nurses completed 2,954 mannequin and cognitive activities
- ▶ 433 staff members successfully maintained their ACLS
- ▶ 400 staff members successfully maintained their BLS certifications

PREVENTING HAPI

When Hospital-Acquired Pressure Injuries (HAPI) began to increase at Virginia Hospital Center, quality, inpatient wound care and bedside staff collaborated on a strategic plan to decrease deep tissue injuries and increase prevention. These strategies included:

- ▶ A review of wound products and dressings, with the addition of silicone bordered foam heel dressings
- ▶ Review of bed surfaces, turning equipment and other pressure prevention tools
- ▶ Site visit by expert J. Black to review policies and practices and propose improvements
- ▶ Education for nurses on wound scoring, identification and treatments
- ▶ Ordering 50 new beds (10 for bariatric patients) to improve bed surface and prevent injury

Improved access to equipment and supplies for staff and patients resulted in VHC significantly outperforming the HAPI mean for three quarters in a row.

SPEAKING UP FOR SAFETY

The Virginia Hospital & Healthcare Association (VHHA) recognized Linda Fellows, RN and Ryan Harmening, RN as champions of safety for speaking up during a surgical procedure and preventing potential harm to a patient. Linda and Ryan received VHHA's 2nd Quarter 2018 Virginians Speak Up for Safety award. VHHA believes that employees who feel empowered to speak up are able to do so because of a positive safety culture in their organization. To that end, VHHA also congratulated the VHC leadership team for the culture of safety they are creating.

GNOSIS

Virginia Hospital Center implemented GNOSIS, a new, adaptive, assessment-based learning software, on the Labor & Delivery and Postpartum Units. The software is a competency assessment for nurses on their knowledge of Electronic Fetal Monitoring and Postpartum Hemorrhage.

Starting with a pre-test that assesses current knowledge of the topic, nurses then follow an individualized learning path that builds upon the skills they already have and focuses on their knowledge gaps. Upon completion, they participate in unit-based drills to demonstrate the gains from their learning path and take a post-test to assess how their knowledge base has grown. In 2018, 96 nurses completed their GNOSIS assessment and learning path.

*Liane Guarnieri, RN,
RNC-MNN*



About Us

2018

VIRGINIA HOSPITAL CENTER VITAL STATISTICS

24,161
ADMISSIONS

110,336
PATIENT DAYS

250,535
OUTPATIENT
PROCEDURES

13,759
SURGERIES

64,597
EMERGENCY
ROOM VISITS

4,639
BABIES BORN



OUR COLLABORATION

Virginia Hospital Center is proud to partner with these healthcare providers. Our commitment to excellence in healthcare is enhanced through partnerships with some of the nation's leading healthcare providers.



Children's National
Health System

Virginia Hospital Center's Level III NICU is managed by board-certified neonatologists from Children's National Health System, ranked #1 in neonatology in the *U.S. News & World Report* 2018 Best Children's Hospital survey.



**KAISER
PERMANENTE**

Premier Partner

Virginia Hospital Center is carefully evaluated—and is regularly reassessed—for the quality of care, comfort and services provided, in order to be recognized as a Premier Partner.



**MAYO CLINIC
CARE NETWORK**

Member

Virginia Hospital Center has been part of the Mayo Clinic Care Network since 2015. Our physicians collaborate with Mayo Clinic physicians to give our patients access to Mayo expertise close to home.

*Virginia Hospital Center Medical Staff President
David D. Lee, MD, and Raissa Mabaya, RN*

Leadership

PATIENT CARE DIRECTORS

Front Row: Alexis White, MSN, RN; Danielle Camper-Jackson, BSN, RN; Jennifer Drudy, BSN, RN, CNOR; Alyssa Sunga, BSN, RN; Jennifer Swenson, BSN, RN, CRRN; Rita Muldoon-Laccone, MSN, RN; Nancy Bertera, MSN, RN, CPAN-CAPA; Moira Haney, MSN, RN, CCRN; Anna Ha, BSN, RN, CPN; Lisa Tobin, MSN, RN; Antoinette Hudson, BSN, RN.

Back Row: Megan Dunn, MSN, RNC-OB, CNL; Kingsley Kouam, BSN, RN, CMSRN; Lorraine Waltz, BSN, RN, OCN; Lynda Ariaban, BSN, RN, PCCN; Janelle Bell, BSN, RN; Maria Jurlano, MS, RN; CCRN-K, NEA-BC; Stephanie Dubik, BSN, RN; Dena Carey, BSN, RN; Kerri Conner, BSN, RN; Meghan Bozzelli, BSN, RN, CEN.



NURSING COORDINATING COUNCIL

Front Row: Kimberly Echoles, MSN, RN, CNOR; Marilyn "Dani" Sherman, BSN, RN, CEN; Jeanette Feltmeyer, RN, BSN (pictured center); Sharon Williams BSN, RN, CCRN, NIHSS; Dena Carey, BSN, RN.

Back row: Stefan Szymanowski, BSN, RN CCRN; Jason Hipps, RN, CCRN; Gary Broom, RN; Lesley Daigle BSN, RN; Petra Said, BSN, RN, CEN.

(Not pictured): Peggy Murray-Briar, RN, CCRN; Lorraine Waltz, BSN, RN, OCN; Juliet Wood, BSN, RN.



PATIENT CARE SERVICES LEADERSHIP



(Left to right): Adedayo Akinbi, BPharm, MBA/PharmD/Director of Pharmacy; Naomi Coppedge, MSN, RN/Associate Vice President, Nursing Operations; Kevin Hoak, MHA/Associate Vice President, Perioperative Services & Operations; Lori Howerton-Burn, MSN, RN/Senior Director of Behavioral Medicine; Taryn Overman, MSN, RN, CEN/Associate Vice President, Emergency & Outpatient Services; Carol Owen, BSN, RN, MBA, NEA-BC/Associate Vice President, Women & Infant Health; Lisa Steeves, MSN, RN/Senior Director of Staff Development.

Join Our Talented Nursing Team

Whether you are a recent graduate or an experienced nurse, you can have a great career at Virginia Hospital Center. We recognize and value our nurses, offering competitive compensation and benefits, and opportunities for professional growth. VHC ranked as the #1 Hospital for Nurses in Virginia by nurse.org, and nationally as one of the Top 150 Places to Work in Healthcare by Becker's Hospital Review.

VHC nurses also receive support from **Friends of Nursing**, a program that recognizes nursing excellence and promotes the nursing profession. Through donations to the Virginia Hospital Center Foundation, Friends of Nursing invests in nursing professional development and education. In 2018, our nurses had the opportunity to hear from national speakers, including Katy Kay, BBC Reporter and author of *The Confidence Code*, and Donna Wright, nurse researcher and author of the book *The Ultimate Guide to Competency Assessment*. In addition, a celebration is held every May, during Nurse's Week, to honor the donors as well as celebrate nurses and future-nurses that benefit from this funding.

In 2018 Friends of Nursing funded:

- ▶ **\$100,000** in nursing scholarships
- ▶ **\$23,000+** in nursing awards for continuing education and professional development
- ▶ **\$45,000+** to send nurses to national conferences and workshops



(L-R): Jennifer Swenson, BSN, RN, CRRN; Kelsey Edmonds, BSN, RN; Chris Geary, MSN, RN, CCRN; Matthew Williams, RN.

We invite you to join the VHC nursing team.
Visit lifeatvhc.com/careers.