SENTARA®

REMEMBERING WHY

Sentara Nursing Annual Report 2018

REMEMBERING WHY

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ON THE COVER

Nurses and other Sentara team members volunteered to provide medical assistance in Kinston, N.C., after Hurricane Florence.

Sentara Healthcare

2018 NURSING ANNUAL REPORT

Dear Colleagues,

Once again it is my honor to share our accomplishments in the 2018 Nursing Annual Report. What a wonderful world we live and work in. This year we are taking time to pause, breathe and notice the wonders and challenges of our world.

Our Sentara nurse icon depicts a nurse's hands wrapped around a globe of the world. Using our hands is one of the ways we interact with the world. Take a few minutes right now as you read this to think of how much you have already done with your hands today: assessing, pulling, pushing, opening, arranging or lifting. We touch our patients, family and friends every day with our hands, conveying our compassion and empathy. Our hands can convey confidence, love, support and kindness. The way we touch another person with our hands is a form of communication. As nurses today, we touch so many people in the world.

This year as we celebrate what a wonderful world we work in, we are asking you to remember your "why." In this complex world, what is your "why" for moving into the healthcare field, becoming and staying a nurse?

- Why did you choose healthcare?
- Why do you come back each day?
- Why is it important to reach out to others?

In talking with nurses throughout Sentara, we have found both simple and complex answers. Our hope is for you to reflect on your "why" and reconnect with your own joy in nursing.

In 2018, we continued to experience the wrath of Mother Nature with major snowstorms, flooding and hurricanes. Many of you responded during these acts of nature to help your neighbors, patients and friends. The compassion and care each of you deliver is inspiring and part of my own personal "why."

Looking back in 2018, we continued our work with Clinical Performance Improvement initiatives that impacted the care we deliver to our patients, whether in the emergency department, physician's office, a patient's home or our own Hospice House. Please review our 2018 outcomes on page 5.

One of the areas we continue to excel in is our professional excellence journey. Once again, we have made great progress:

- The number of nurses we employ with BSN or higher degrees and professional certifications has continued to increase each year.
- We now have eight Magnet® designated hospitals and one that has submitted its documents to work toward this goal. We have one long-term care facility with Pathway of Excellence® designation.
- Our scholarly work continues to improve each year, with 2018 realizing an all-time high number of manuscripts published, poster presentations, and Institutional Review Board-approved studies. This is nursing at Sentara contributing to evidence-based nursing practice and the generalizable findings for our colleagues beyond our system.

As I listen to your "why," when I am rounding through our facilities, there is typically a statement from team members about "helping or assisting others." As I think back over 2018, whether it is a nurse staying over their shift to help others, a team traveling to North Carolina in the aftermath of a hurricane, or a team admitting a dying patient to the Sentara Hospice House late on a Sunday afternoon, I am personally inspired. Your efforts continue to fill my cup.
I encourage each of you to continue your efforts, remember your "why" and to take care of yourself physically, spiritually and emotionally.

Ever inspired,

Genemarie McGee

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

Watch Sentara nurses remember their "why" at www.SentaraNursingReport.com/Why

STRATEGIC IMPERATIVES AND CLINICAL APPROPRIATENESS

A focus on value: Inspiring all the care you provide

As 2018 came to a close, you may have noticed a subtle shift in how we talk about our guideposts. Still at our foundation are quality and customer centricity.

While always a priority, we're evolving to communicate more about clinical appropriateness — the need to evaluate how, why and where we serve our patients. Asking such questions brings our focus to value, the heart of any successful provider-patient relationship and every respected integrated health system.

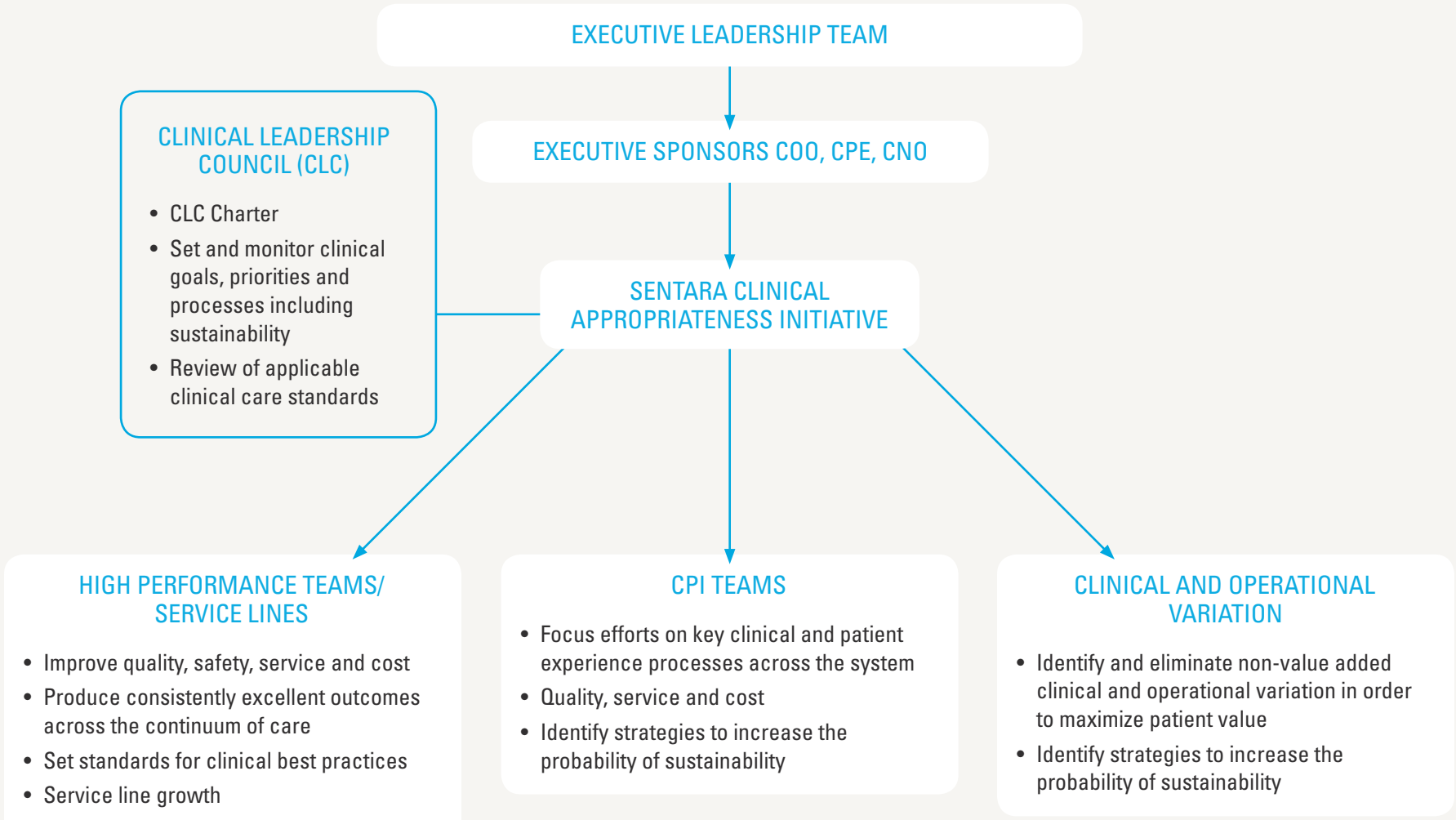
Here we share our formula for value, our systemwide clinical appropriateness structure, and our 2019-2021 Strategic Imperatives, along with your related nursing goals for 2019.

You'll see that our ability to meet our Clinical Performance Improvement goals, led by the committee that has evolved to become the Clinical Appropriateness Steering Committee, bodes well for our future in delivering value to our patients.

$$\uparrow \text{Value} = \frac{\uparrow \text{Quality} + \uparrow \text{Service}}{\downarrow \text{Cost}}$$

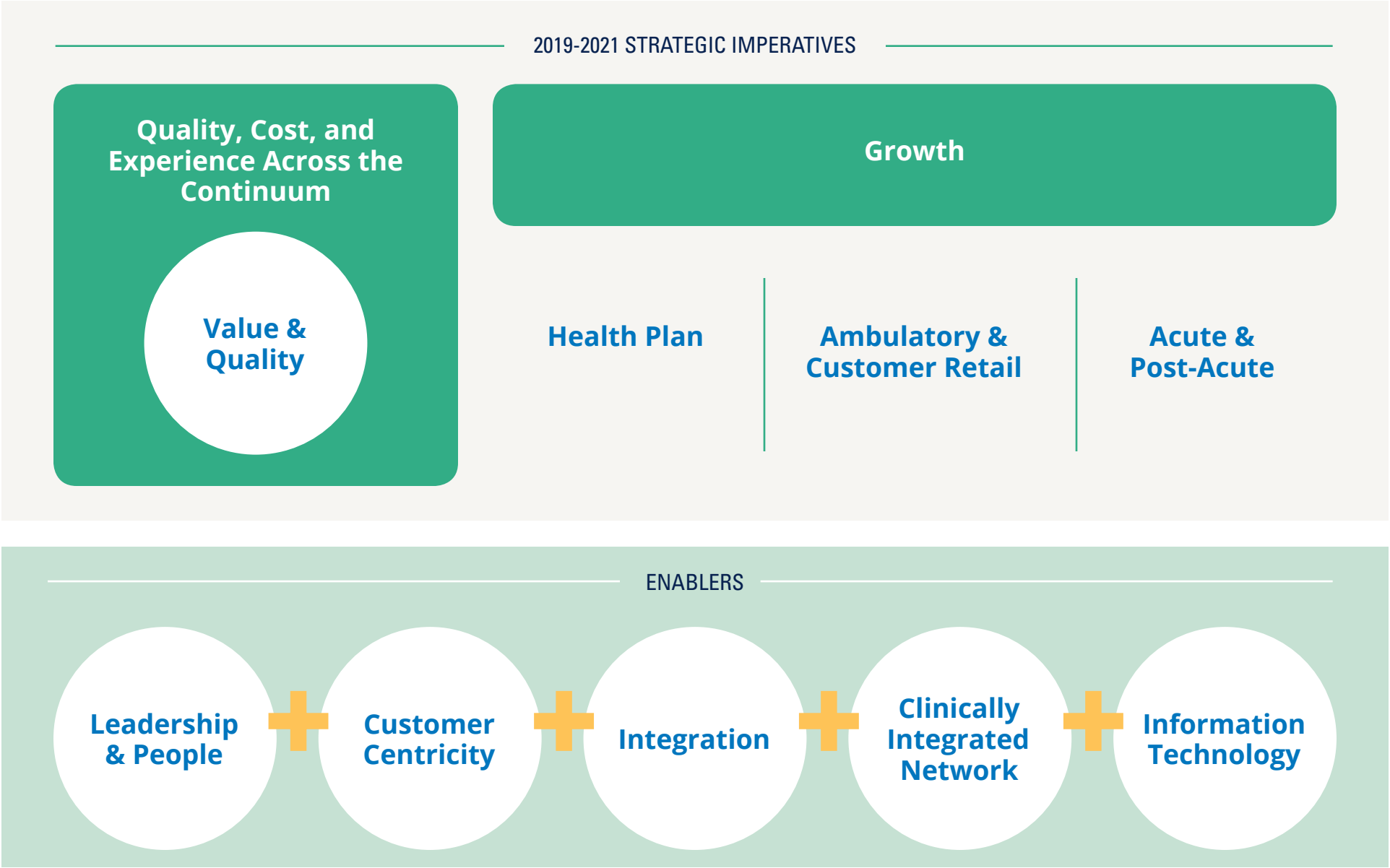
Reducing variability has the potential to increase quality, service and/or decrease costs for our patients and members.

Systemwide Clinical Appropriateness



3-Year Strategic Imperatives With Annual Review

Looking ahead at our 3-Year Strategic Imperatives provides a renewed focus for our health system as we prepare for the future. Nursing will align future system strategic nursing imperatives along this new vision for Sentara.



2018 Clinical Performance Improvement Impact

TEAMS	LIVES AFFECTED
Reduce Readmissions	Hospitals: **610** fewer readmissions Post-Acute: **127** fewer readmissions Medical Groups: **87** fewer readmissions
30-Day Inpatient Mortality	**109** fewer mortalities
Emergency Department Flow	**32,583** more patients were treated and released within the goal timeframe
Hospital Flow	**10,732** more patients were treated and admitted within the goal timeframe
Appointment Availability	**75,000** more patients were satisfied with their appointment availability

All Year-End Performance Goals Met

With a strong commitment to meeting our Clinical Performance Improvement goals, our nurses cared for patients with improved safety and efficiency in 2018.

A NURSE'S STORY

Promoting our nurse retention and cost-effective care through Pathway to Excellence Designation

Sarah Rose Sienes, MSN, RN-BC

Staff Development Coordinator and current facility lead for Pathway designation, Sentara Life Care Nursing Center Virginia Beach

At Sentara Healthcare, healthy work environments improve staff retention and help maintain consistency and excellence in our patients' care, all of which support our strategic imperatives. In the spring of 2018, Sentara Life Care Nursing Center Virginia Beach demonstrated its outstanding commitment to positive work environments, where nurses excel in resident care by earning the Pathway to Excellence in Long-Term Care designation, after two years of preparation. It is the first Virginia facility to earn the Pathway designation — the first and only long-term care recognition — and one of just 168 worldwide.

"At first, I didn't know anything about Pathway. When I learned that it's about nurses having a conducive workplace, I wanted to work on the designation. The goal of Pathway is to ensure that we recruit and retain nurses by giving them an environment with good benefits and good work-life balance.

One of our first steps was to query our nurses: Did they know about our benefits, tuition assistance, orientation, preceptorships and work-life balance? Then we bridged the gaps we identified.

While pursuing Pathway, our staff became more vocal sharing concerns to their nurse managers and other leaders. They always knew that their leaders' doors were open, but we saw them using their chain of command more. They became more aware of their benefits and our referral program and that we want newcomers to feel confident about working on their own after orientation. This all helps with retention.

If we retain our nurses, we save when it comes to orientation and turnover costs, and we have more consistent care for the patients and residents in our facility. The journey to Pathway provided an opportunity for our nursing staff to celebrate the excellence in their resident care and lift up the examples where they made a positive difference in the lives of those they care for."

REMEMBERING WHY

"There's no other profession I'd choose. You appreciate the wholeness of a person. We're all complex, and nurses see and understand people holistically, not just physically, but emotionally, mentally and spiritually." — Sarah Rose Sienes, MSN, RN-BC

HEALTHY WORK ENVIRONMENT

Your tools for success: Looking at today's challenges and tomorrow's goals

Providing exceptional care to our patients is only possible with satisfied and high-performing nurses who find their work rewarding and who are committed to their patients, their teams and a better future for everyone. To empower our nurses in their team and individual goals, Sentara nurse leaders designed unique-to-Sentara tools — including our Healthy Work Environment (HWE) Ecosystem Pie Charts and Legacy Maps — to track career successes and plans for an inspiring career path.

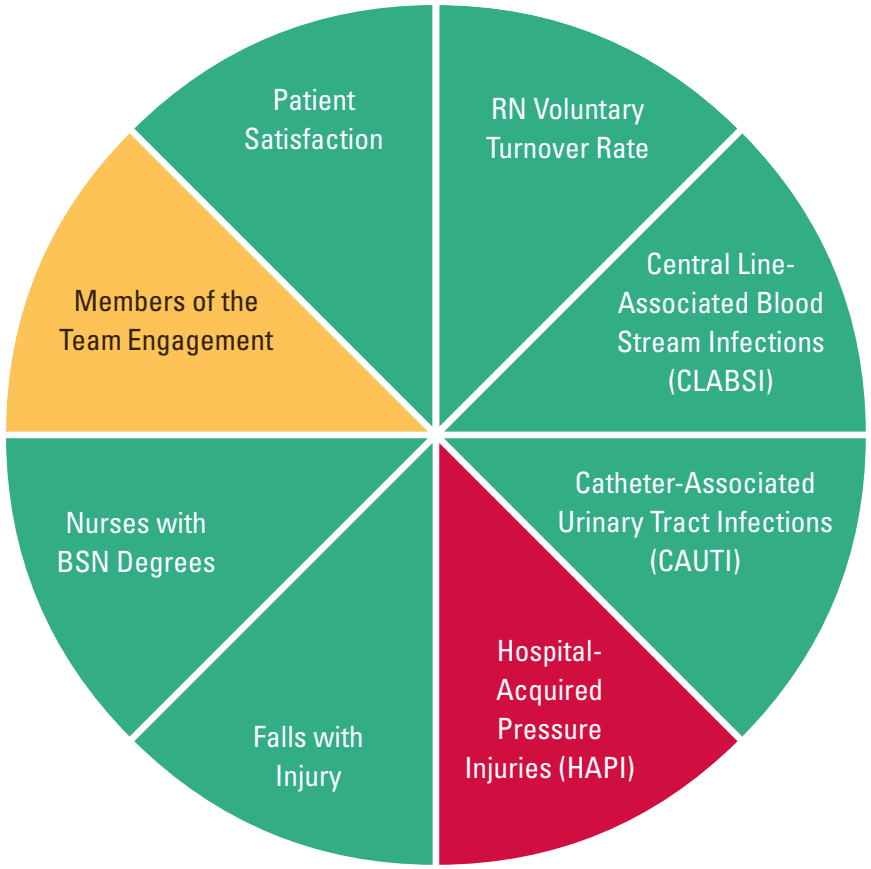
Healthy Work Environments are important to the welfare of nurses for successful recruitment and retention and for patient safety and quality. Nurses should assess measures that support HWE standards. Color-coded pie charts depict nursing units' current performance based on quality, safety and outcomes.

Team leaders color pie sections green (goal met), yellow (within 10% of goal) or red (not meeting goal) and display the chart in an easily viewed location so that nurses can glance at their unit's progress.

One year after introducing the Healthy Work Environment Pie Charts in the spring of 2017, they've proven to be a success in our ongoing effort to boost our nurses' engagement:

- This tool is based on the American Association of Critical-Care Nurses Essentials of Healthy Work Environments.
- A strong majority of Nurse Leaders (72.4%) rated the charts as somewhat or very useful.
- Systemwide nurse engagement improved by 3% in 2018 over 2017.
- Nurse turnover improved from 7.6% in June 2017 to 7.4% in June 2018.

Healthy Work Environment Sample

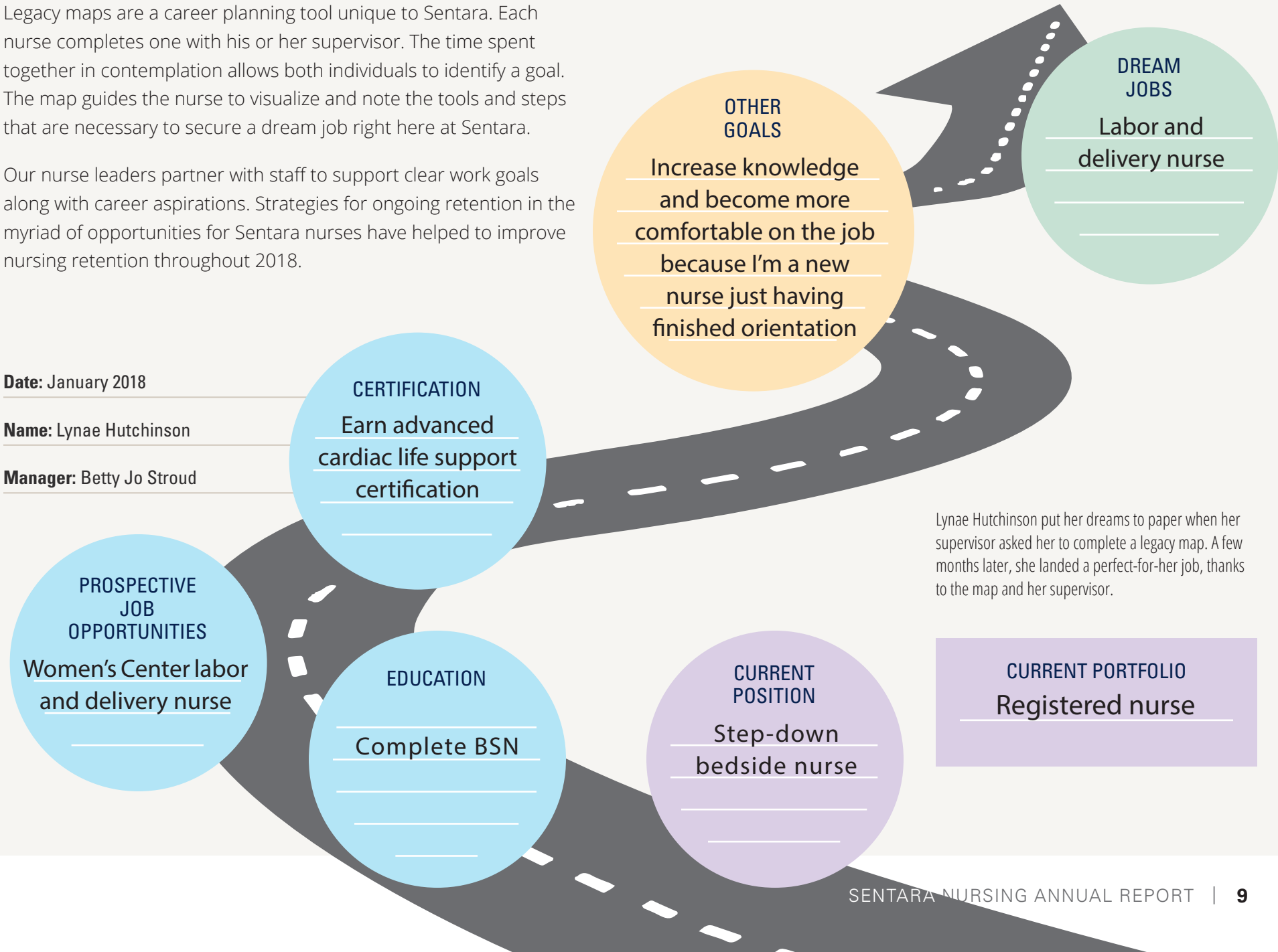


Easy-to-read Healthy Work Environment Pie Charts allow us to gauge our quarter-by-quarter success in each hospital unit with just a quick glance.

Legacy Maps

Legacy maps are a career planning tool unique to Sentara. Each nurse completes one with his or her supervisor. The time spent together in contemplation allows both individuals to identify a goal. The map guides the nurse to visualize and note the tools and steps that are necessary to secure a dream job right here at Sentara.

Our nurse leaders partner with staff to support clear work goals along with career aspirations. Strategies for ongoing retention in the myriad of opportunities for Sentara nurses have helped to improve nursing retention throughout 2018.



Lynae Hutchinson put her dreams to paper when her supervisor asked her to complete a legacy map. A few months later, she landed a perfect-for-her job, thanks to the map and her supervisor.

A NURSE'S STORY

Creating healthy work environments with easy-to-read tools

DeShonta Roberts, BSN, RN

Clinical Manager, Leader DAISY award winner and two team DAISY awards winner, Sentara Halifax Regional Hospital

"Right from the beginning, I thought the pie chart was an excellent idea. It's a very good tool to see what's going on in your department at a quick glance. You immediately know if you're meeting your goals. It helps the staff because it's not hard to read with lots of numbers or too much information. It's just real quick.

I like the way it's customized for your department and focuses on the measures we work on in support of our strategic plan.

We keep the pie chart posted in our conference room, and every day in our huddles, we address outliers as we have them. Most quarters, we're seeing six of our eight metrics in green. We pay attention to the green sections still, while focusing on the yellows and bringing them up.

Being an engaged leader is important to me. Even though some team members are older than me, I think of them as my children. With my own child, I'm always telling her to do her best, don't be mediocre. I tell the staff the same and take time to review whatever they are unsure about, again and again if it helps. Reinforcing what we've learned needs to be done sometimes. I'm big on one-on-one coaching. If a nurse is doing something new, I remind her to consult the policy first. I want to get my staff to see the 'why' of what we do."

REMEMBERING WHY

"Wanting to make a difference keeps me going to work every day. I stay strong so that I can motivate and encourage my staff. I want them to reach high. I want everyone who comes to this floor to know that the patients receive the best care possible."

— DeShonta Roberts, BSN, RN

REMEMBERING WHY

"The mom always looks at me and tells me, 'Thank you so much. Thank you for helping me stay comfortable and thank you for helping me get through this experience.' I remember the first time I heard that as a labor and delivery nurse and thinking, 'This is exactly where I'm supposed to be.'"

— Lynae Hutchinson, BSN, RN

A NURSE'S STORY

Securing our dream jobs with legacy maps

Lynae Hutchinson, BSN, RN

Labor and Delivery Nurse, Sentara Obici Hospital

"About six months into my first nursing job at Sentara, I was coming up on my evaluation. That was the time for me to sit down and talk about my goals with my manager in the step-down unit.

I learned about the legacy map and I thought it was a great idea because it makes people really think about where they see themselves in the future — maybe it's six months, a year, or five years down the road. It makes you focus on your goals and aspirations and how you could move up.

I told my supervisor that ever since I did my nursing school rotations, I was interested in bringing life into the world. I was excited to be able to put down on the legacy map where I wanted to be and the goals that I wanted to achieve. We talked about that and the education and other things that could help. I was halfway through my BSN, and I was committed to earning it. She told me about certifications that could help in my then current role and a possible future job in labor and delivery.

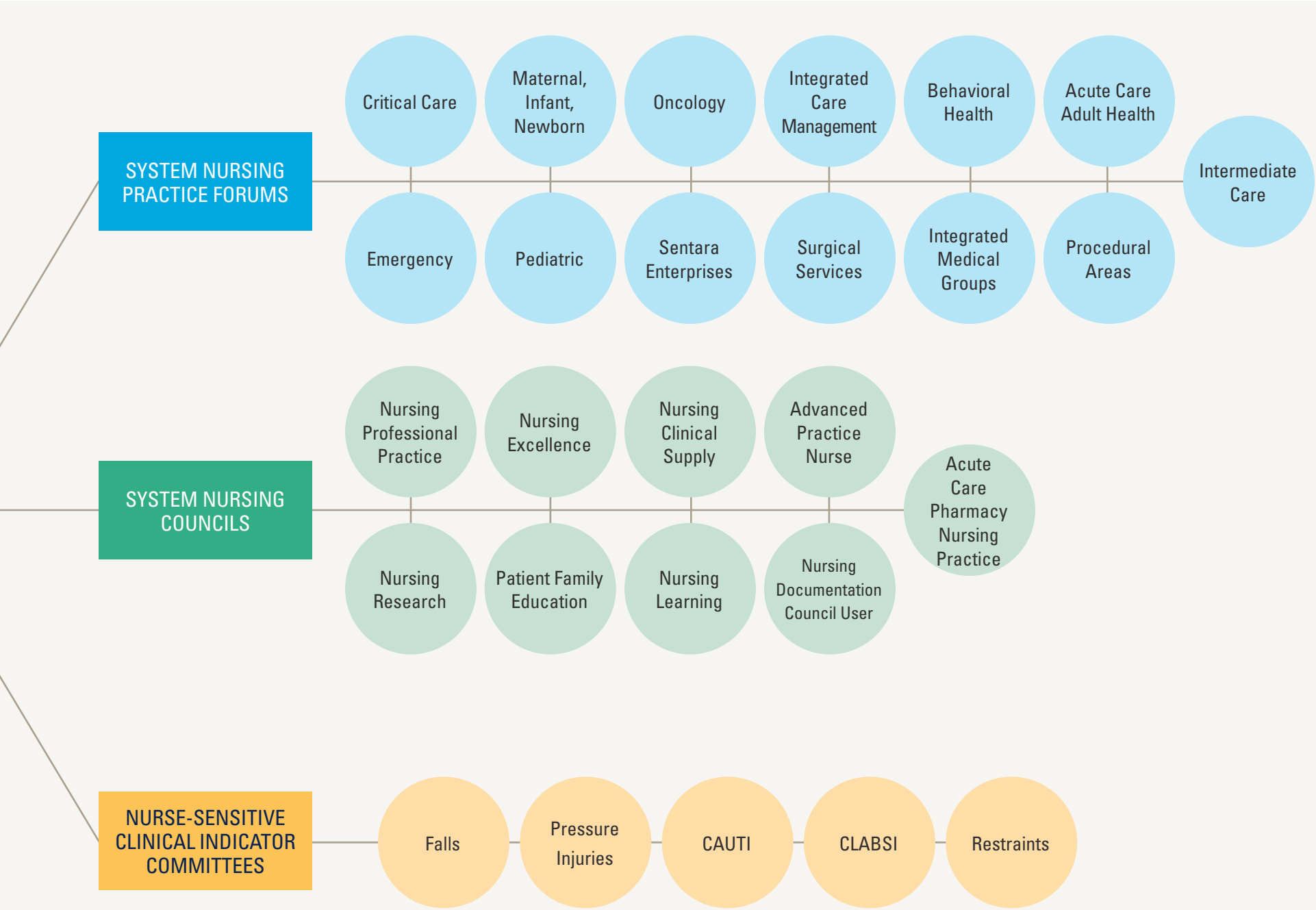
My boss arranged for me to shadow someone in labor and delivery, and that person was amazing. I was so lucky to have two mentors — my supervisor and the woman I shadowed. Turns out, the labor and delivery nurse put in a great word for me with her manager. Within a few months, I had a new job in labor and delivery. I love it. I think the legacy map was a great tool to be able to reach the goals that the nurses have in mind. Sentara gives a ton of room for you to be able to grow as a nurse."

QUALITY AND SAFETY

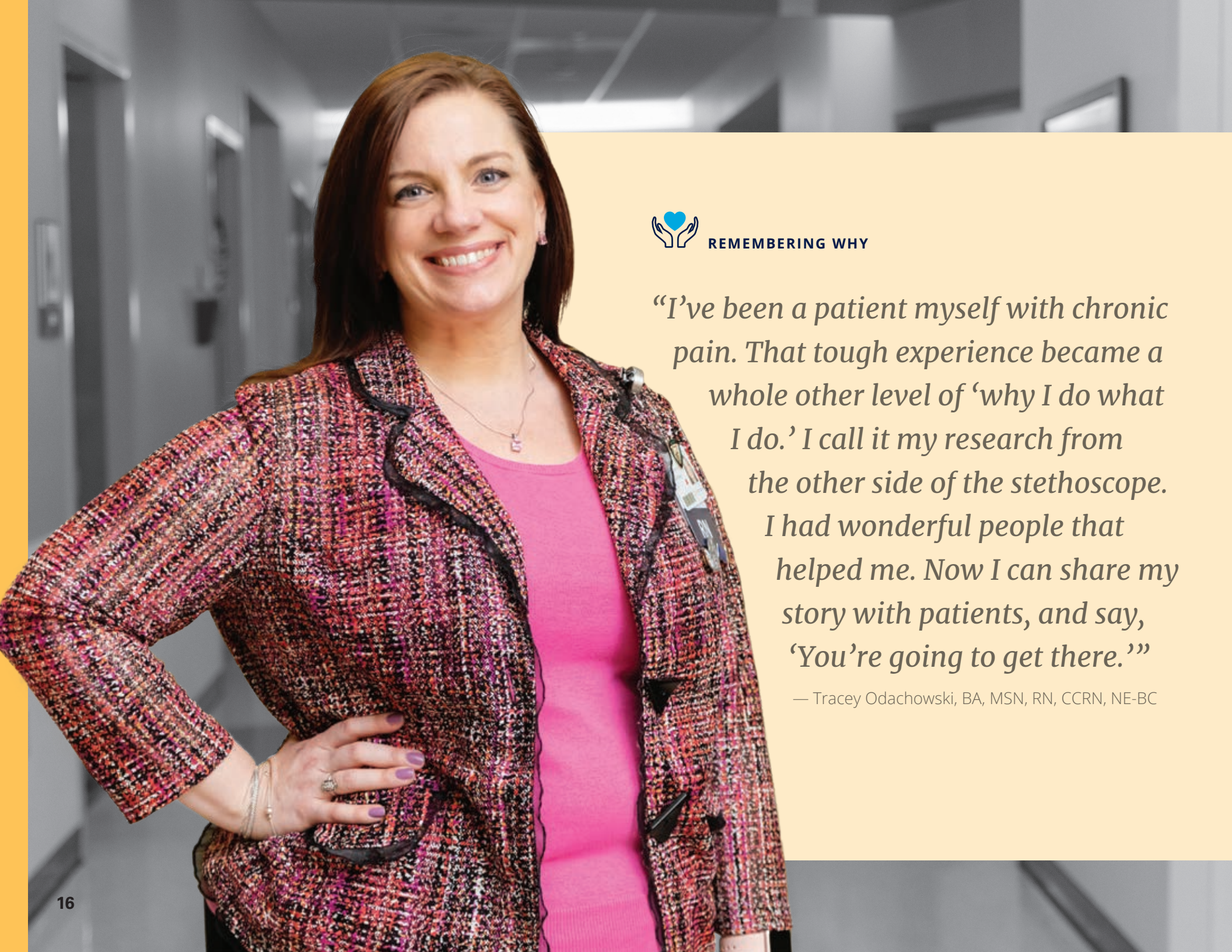
A questioning attitude: How we secure our patients' safety

Several years ago, Sentara Healthcare recognized the power of teams to boost the quality of our care and our measures to keep patients safe. From unit teams who huddle daily to nurse-sensitive clinical indicator committees, shared best practices and success stories allow patients to benefit with fewer avoidable hospital-related injuries and infections.

2019 Sentara System Nursing Shared Governance Structure



Source: Nurse Executive Council, 2018



REMEMBERING WHY

"I've been a patient myself with chronic pain. That tough experience became a whole other level of 'why I do what I do.' I call it my research from the other side of the stethoscope. I had wonderful people that helped me. Now I can share my story with patients, and say, 'You're going to get there.'"

— Tracey Odachowski, BA, MSN, RN, CCRN, NE-BC

A NURSE'S STORY

Joining together to keep patients safe

Tracey Odachowski, BA, MSN, RN, CCRN, NE-BC

Clinical Nurse Manager, ICU Sentara CarePlex Hospital

"It's our goal to keep our patients safe. If we're giving them infections, we haven't met that goal. We don't use the excuse of 'They're really sick; they are just going to get one.' We take every possible measure to prevent one.

In 2017, my hospital was struggling with catheter-associated urinary tract infections (CAUTIs). We knew things had to change. We started a huddle practice Monday through Friday initially and later added weekends.

We review with the managers and charge nurses every Foley (urinary catheter). With a representative from every inpatient unit at the hospital, we look at the appropriateness of each order; question if we can get it out of the patient; and double-check that we looked for signs of any pre-existing infection before inserting the Foley.

Because of these huddles, we have only experienced one CAUTI in 15 months. It never feels good to be the worst at something, so to go from the worst to the best just felt great, and everybody started calling us and saying, 'What were you doing so different?' So it was nice to share our story, and then to see it starting to work at some of our other hospitals as well.

It was not the success of one person. One of our proudest moments was when the bedside nurses started asking all the questions. Hospitalists and infection preventionists are on board. It's a team effort. It was just the whole team coming together and making a success story, and that just feels good at the end of the day, to know you're doing the right thing for our patients."

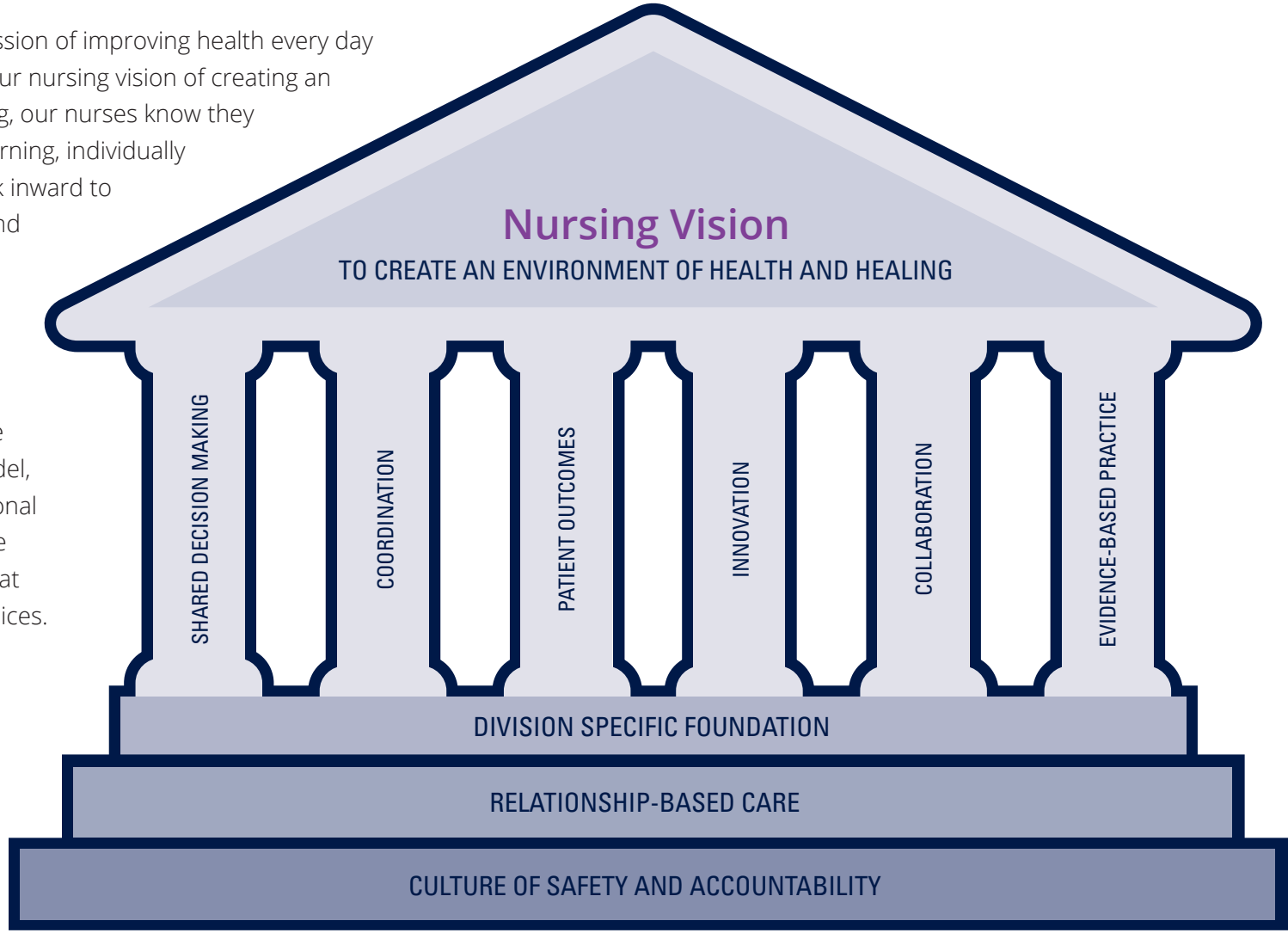
PROFESSIONAL DEVELOPMENT

Learn and excel: Our nurses surpass national education benchmarks linked to improving patient outcomes

To realize the Sentara nursing mission of improving health every day through nursing excellence and our nursing vision of creating an environment of health and healing, our nurses know they must be committed to lifelong learning, individually and as a team. To do so, they look inward to assess their current knowledge and skills and outward for guidance and opportunities from their leaders.

In 2018, our Nursing Professional Practice Council re-envisioned the Sentara Professional Practice Model, fine-tuning the design with additional pillars to further highlight our care philosophies and the initiatives that engage our nurses' talents and voices.

Sentara Healthcare Professional Practice Model (PPM)



Our new Sentara Professional Practice Model reflects our expanded care philosophies and nurse-driven improvement initiatives.

Sentara continues to offer the Nurse Residency Program for all new graduate nurses and Periop 101 training classes for those looking to move into the perioperative field. All nurses are encouraged to advance their formal education and professional certifications because ongoing education is strongly linked to positive patient outcomes.

SENTARA HEALTHCARE NURSE RESIDENCY PROGRAM

399 residents graduated in 2018

92 evidence-based projects presented at graduation

PERIOP 101 SUCCESSES

26
participants in 2018

100%
pass rate on AORN Periop101 final exam

73%
retention rate in program

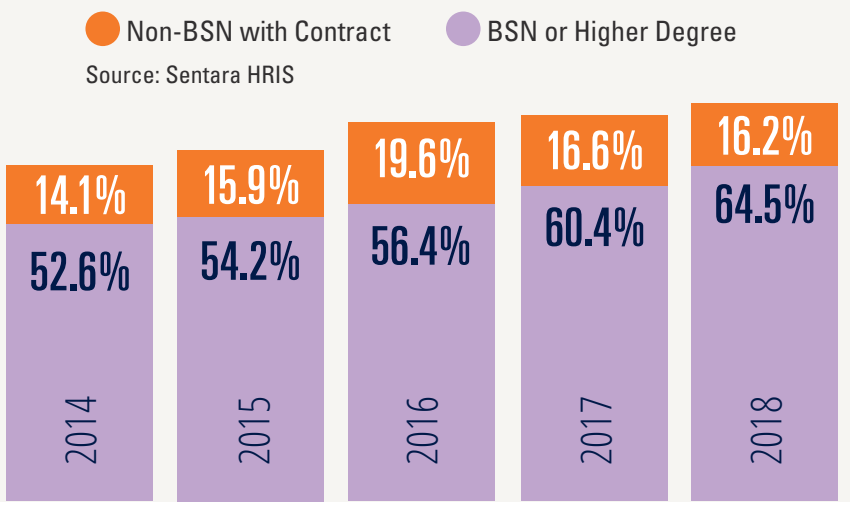
30.8
Percent of eligible Sentara nurses have earned a professional certification

GOAL MET

80.7%

of 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.



Source: HRIS, 2018

A NURSE'S STORY

Taking charge of your professional growth

Rudy Almanzor, BSN, RN

ICU Nurse, Magnet® committee member, Sentara Virginia Beach General Hospital

"Nurses should always be lifelong learners. The more educated you are, the better you're going to be in your field. I tell other nurses that we're always learning something new. I don't think a day goes by that I haven't learned something, even if it's just one little thing. We're constantly getting in-service for the latest procedures. People should take it a step further and get as educated as they can.

Every time I see my nurse executive, she encourages me to go to school again. I started with a nursing diploma and have since earned my BSN and plan to get a master's to be a family nurse practitioner.

My manager also encourages me to further my education and was the one who asked me to serve on the Magnet® committee. I wanted to learn more about it. I was president of our unit partnership council at my manager's urging. I was always someone who wanted to be involved with committees. I'm not shy. I have a tendency to collect people and gather them together.

Being a Magnet® champion for nine years solidified the value of an education on our journey to nursing excellence recognition. One of the most amazing things I've experienced was going to the Magnet® conference in Orlando in 2013. To be in a room with 7,000 nurses all wanting to make a difference in people's lives and learning that my hospital, which isn't a huge hospital, isn't any different than large hospitals that also have Magnet® was inspiring. We all do excellent work for the patient, because everything we do is for the patient."

REMEMBERING WHY

"My why is seeing the effect I have on patients and their families. If I can just get a patient to smile once or twice during my shift, I know that he's going to feel better. Sometimes if you take away the heaviness of a situation, it takes away some of that stress."

— Rudy Almanzor, BSN, RN

AWARDS AND RECOGNITIONS

Among the best: Recognizing all the ways you exceed expectations

By its very nature, nursing attracts the most dedicated and compassionate individuals. Those who choose nursing do so to shine a light on others and give attention to the people most in need of it.

Many nurses understandably shy away when a spotlight finds them, preferring to continue giving instead of getting any attention, yet it's appropriate to receive at least a bit of recognition for a job well done. Allow yourself to be celebrated and thanked in the many ways we can at Sentara, whether it's through a national stamp of approval such as Magnet® designation or a pat on the back from a co-worker who honors you with a DAISY nomination.

Magnet® Designation

Magnet® designation provides a roadmap to drive nursing excellence, with contented staff at its core. It recognizes healthcare organizations for quality patient care, nursing excellence and innovations in professional nursing practice.

As of January 2019, Magnet® honors have been bestowed upon only 482 organizations worldwide, with 23 in Virginia. Sentara proudly claims eight of those hospitals:

- Sentara Martha Jefferson Hospital (2006, 2011, 2016)
- Sentara Norfolk General Hospital (2008, 2014, 2018)
- Sentara Williamsburg Regional Medical Center (2014)
- Sentara RMH Medical Center (2014)
- Sentara Leigh Hospital (2015)
- Sentara Princess Anne Hospital (2016)
- Sentara CarePlex Hospital (2017)
- Sentara Obici Hospital (2018)

The Pathway to Excellence® Program

The Pathway to Excellence® Program recognizes healthcare and long-term care organizations for positive practice environments where nurses excel. To qualify, organizations meet Pathway Standards essential to an ideal nursing practice environment. There are 168 Pathway Designated organizations across the world as of January 2019, with 11 in Virginia.

The Pathway to Excellence in Long Term Care® Program recognizes long-term care organizations for positive practice environments where nurses excel. The first and only recognition program for the long-term care sector. Any size or type of long-term care facility where nurses care for patients may apply.

Sentara Life Care Nursing Center Virginia Beach received Pathway to Excellence in Long Term Care® designation in the spring of 2018.

The American Association of Critical-Care Nurses Beacon Award for Excellence

The American Association of Critical-Care Nurses Beacon Award for Excellence recognizes units that improve every facet of patient care. A Beacon signifies a positive and supportive work environment with collaboration, high morale and low turnover. The nursing staff direct the process, nurturing their empowerment and leadership development.

SENTARA HEALTHCARE BEACON AWARD WINNERS

- Sentara Norfolk General Hospital CICU (2016)
- Sentara Norfolk General Hospital General ICU (2016)
- Sentara Princess Anne Hospital ICU (2017)
- Sentara Norfolk General Hospital Vascular ICU (2017)
- Sentara Norfolk General Hospital Special Care Nursery (2017)
- Sentara Norfolk General Hospital Burn Trauma Neuro ICU (2018)
- Sentara CarePlex Hospital ICU Unit (2018)

The DAISY Award

Nurses throughout Sentara have the opportunity to recognize each other or to be singled out by a patient's family through the DAISY Foundation. A specific care interaction or an ongoing, supportive relationship may inspire a DAISY nomination in hopes that a nurse who may think of his or her extraordinary actions as routine will learn that he or she is appreciated nonetheless.

NICHE Designation

Building on our commitment to serving geriatric patients, a growing number of our hospitals have earned the Nurses Improving Care for HealthSystem Elders (NICHE) designation. It is the leading nurse-driven program designed to improve older adult care. NICHE provides principles and tools that healthcare organizations utilize to achieve patient-centered care.

SENTARA NICHE-DESIGNATED SITES

Hospital	Implementation Level
Sentara CarePlex Hospital	Senior Friendly
Sentara Obici Hospital	Senior Friendly
Sentara Williamsburg Regional Medical Center	Progressive
Sentara Norfolk General Hospital	Progressive
Sentara Martha Jefferson Hospital	General Member
Sentara Albemarle Medical Center	General Member

NICHE designation recognizes nurses prioritizing patient-centered care for our geriatric population. The distinction has been awarded to six of our hospitals.

A NURSE'S STORY

Recognizing the impact of a nurse's job

James Hermansen-Parker, MSN, RN, PCCN-K

Nurse Specialist, Magnet® champion, DAISY coordinator, Sentara Norfolk General Hospital, Vice president of membership services and international board member, InterPride

"I always get very involved in a lot of things I do. I multi task well. In addition to my daily responsibilities, I'm a Magnet® champion and serve on the DAISY committee. My volunteer work helps me with leadership skills that I need in my profession. My leadership skills that I've learned as a nurse and through my education help me in my volunteer work. I see rewards both ways.

Education is in my blood. My mother and both of my sisters are teachers; I just happen to be a teacher who is also a nurse. I like helping nurses understand why we do the things we do. It's an honor, too, to work on DAISYs, after the award was first brought to our Magnet® committee. You see how grateful people are for our nurses.

DAISY stories help remind me that after all the meetings, the paperwork and the requirements we do, we have to remember why we are doing this job. Sometimes those stories remind us why we do things, and sometimes that nurse will say, 'But I was just doing my job.' And yes, you were doing your job, but you were doing your job in such a way that someone else noticed it. It may not have been another nurse; it can be the families, a physician; anyone can submit a DAISY Award. And sometimes that recognition, that reminder of, yes, to you that was just your normal job, but to someone else, you made an impact — and that was the important thing."

REMEMBERING WHY

"When I'm having a rough week, I read stories submitted by patients' families and co-workers for the DAISY nurse awards, and they always remind me why we all became nurses. We didn't do it because we wanted a simple job. We came into nursing because we wanted to help people." — James Hermansen-Parker, MSN, RN, PCCN-K

ENGAGEMENT: NURSE AND PATIENT SATISFACTION

Building a connection: Growing our patients' trust in us and our trust in each other

What does it mean to be engaged? For patients, engagement with us signifies a trust in our knowledge and kindness and a commitment to turn to Sentara Healthcare again in the future.

For a nurse, being engaged can mean feeling a connection and a confidence in those around you, checking on a fellow nurse, or suggesting a new process to make each shift run more smoothly. Responses to recent surveys say Sentara nurses are indeed engaged in these ways and others and that patients are too.

Zenaida Aycock, BSN, RN

Integrated Care Manager, Optima Health Community Care

A NURSE'S STORY

Strengthening patient engagement with outreach

"I work with 150 Medicaid members, doing care coordination for them. Almost every day of the week, I'm out meeting with a member or a member's family. We're updating their information, talking to any providers involved in their care, coordinating transportation providers, thinking of everything — respite care, personal emergency response systems, adult day care and more.

We're a resource for them when it comes to their health insurance. We get to know them personally, too. Some members I talk to every couple of weeks. We talk about a lot more than just healthcare. We share pictures every time we go, we chat about our families, and about what they're doing in their everyday lives. We're continuing to build a relationship with members. They are very satisfied with having this care coordination service available to them. We're somebody that's constant. In a year and a half, the person helping them hasn't changed five or six times, it's the same person that they are comfortable with. At the very beginning of this Medicaid program, the patients were hesitant to let us into their homes. Now people are very open. People are starting to see, 'I can rely on Zenny. I can call her, and she will see what she can do for me or find me an answer.'

Some of our members have pretty complex conditions. Even as a nurse, I don't know about some of what they're facing. I ask the member to better explain what he or she is going through. I also turn to my co-workers and they do the same with me. One person doesn't know it all; asking questions is a big part of nursing. I realize I will not be successful in my position without the help of the people who surround me. Everyone around me is an expert in a certain way."

GOAL EXCEEDED

92.9

'Overall Impression' Customer Satisfaction Score

Optima Health

REMEMBERING WHY

"I've always wondered what happens to my patients. When I was an ER nurse, I thought about how they were doing in the hospital. When I was a discharge nurse, I wanted to know how they did in the community with the services I set up. Now as a nurse in the community, I can see how they're coping and learn how I can help more." — Zenaida Aycock, BSN, RN

REMEMBERING WHY

"Wanting to help is why I became a nurse. I was in fifth grade when my dad had cancer, and my mom didn't have medical experience. I said to myself that I wanted to care for my mom one day. Every time I take care of someone at work, I see my parents."

— Marita Roncal, BSN, RN-BC

A NURSE'S STORY

Engaging nurses by lending a hand and showing appreciation

Marita Roncal, BSN, RN-BC

Unit Coordinator, Sentara Princess Anne Hospital

"One of my managers once described me as the 'glue to the team,' and I want to keep doing things that make strong teams. You have to establish a good rapport.

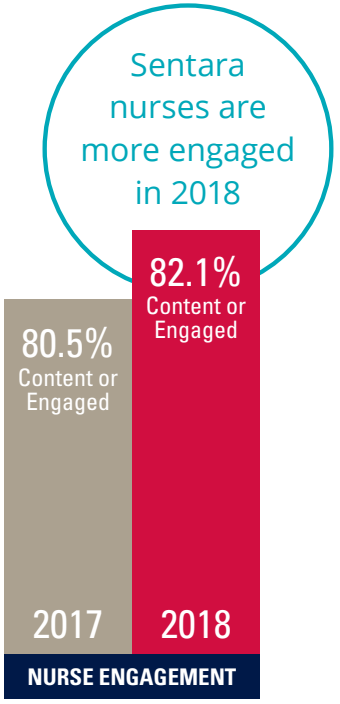
The main focus for me is helping. In my position, I serve as a charge nurse, supervising and assigning patients to nurses. I pick one of each nurse's patients to dispense medicine to during each shift. This gives the nurses time to catch up on other duties. I'm helping them avoid burnout.

Through my interactions with patients, I also try to set an example for the nurses I work with. I do little extra things. I had a patient with stage 4 cancer, and she mentioned a few times that she liked my earrings. I took them off, cleaned them with alcohol and gave them to her. She was so excited; she put them on and was taking selfies and posting them on Facebook. She was so happy that she forgot she had asked me for pain medicine.

I like for everyone to feel special, especially my staff, and I keep my motto in mind: 'Change Expectations to Appreciations.' We have parties for our nurses and make personalized posters. We've created a photo album that we keep in the break room. We print pictures from all of our events, holidays and things like baby showers that we plan, and the staff looks at the album all the time.

Nursing satisfaction is a measurable way we validate that the staff is feeling support on a daily basis."

According to the 2018 Sentara Nursing Engagement Survey results, our nursing engagement is on the rise at the system level, with the overall RN engagement index percentile ranking increasing to the 82nd percentile from the 80th percentile for the percentage of nurses who are "content" or "engaged." We've made progress in the areas of staffing, workload and the perception of Sentara giving back to the community.



Benchmark: Survey Solutions (Now part of Press Ganey) 2018 National Database

COMMUNITY INVOLVEMENT

The safety net you build: Nurses reaching beyond our doors

Few people lift up others like nurses do, and not just on the job. While Sentara donates hundreds of thousands of dollars every year to community organizations sharing our mission of improving health, our nurses also give their hands, heads and hearts. They spend days off, nights and weekends lightening the load of so many people in need. Here we share just a few of the nurse-led initiatives that took place in 2018.

REMEMBERING WHY

"Helping in an emergency situation like the hurricane in North Carolina is so exciting. It brings you back to why you spend countless hours learning new things in training. When the time comes to apply that knowledge, we think, 'Wow, I get to use it now. I actually get to do what I've trained for and what I love.'" — Christopher Roberts, MBA, BSN, RN, CEN

A NURSE'S STORY

Saving the day for hurricane victims

Christopher Roberts, MBA, BSN, RN, CEN

Director of Emergency and Trauma Services, Sentara Virginia Beach General Hospital

"Helping in an emergency is what I love doing. We set up mini hospitals for air shows and marathons in Virginia Beach every year. We're pretty experienced at it. When a call came that our help was needed in North Carolina after Hurricane Florence in September 2018 because thousands of people couldn't safely travel to their usual hospital, we jumped at the chance.

It was an opportunity to help our fellow people, as we saw flooding everywhere with houses almost completely under water. The day we got to Kinston, North Carolina, there was a boil-water advisory, our shelter at the high school had a collapsed ceiling, and there was leaking.

We had a tent in the high school parking lot with an 18-wheeler converted into an operating room. Two teams, about 40 people total, covered a two-week period. We saw 294 patients.

Basically what we did was stabilize people. We saw a lot of chronic conditions that were exacerbated by the heat: COPD, bronchitis, asthma and heart conditions. Heat and humidity were making it worse for them. We flew three women in preterm labor to a hospital not easily accessible by roads and treated victims from a couple of small car accidents.

The amazing thing we heard from the North Carolina folks was, 'We can't believe you all have never worked together before, because this is seamless.' Truly, for people at Sentara, it's our mission: we improve health every day. I think we love helping people. We just say, 'They have a need; We're going to go down there and help.'"

Read about another nurse's experience volunteering after the hurricane here: blogs.sentara.com/ceoconnect/finding-my-why-again/

A NURSE'S STORY

Caring for children outside our health system

Karen T. Stokes, MSN, RN

Staff Development Educator, Safe Kids Historic Triangle
Williamsburg Coordinator, Sentara Williamsburg Regional Medical Center

"Our hospital president was involved with the international Safe Kids initiative before coming to Sentara and thought my background would be good for starting one here.

I've been a nurse for 43 years. I was an army nurse for 20 years, and I've spent the last 14 years in the emergency department. One of the hardest things to do as a nurse is to take care of a child when he comes to the hospital with an injury that was preventable: not using a car seat, not having a helmet on. Preventing those kinds of things is what keeps me going as a nurse.

Through Safe Kids, we wanted to look at preventing injuries in the Historic Triangle. We reached out to fire departments, police departments, school systems and other community organizations to join us.

After collecting data, we agreed to focus mostly on one area: reduce the number of road hazard-related injuries in children. Our research showed that was the greatest factor affecting preventable childhood injuries in our region."

Safe Kids Historic Triangle Williamsburg

2018 SELECT HIGHLIGHTS IN PREVENTING CHILDHOOD INJURIES

"In April, we sponsored a Safe Kids Day. The event included a safe routes to school program with information on road safety and free helmet giveaways.

During September, Baby Safety Month, we worked with the fire departments to check car seats at a local store. Ninety percent of the time, the car seats were incorrectly installed. As some of our members provided fun activities for the children, we educated the parents.

October was Pedestrian Safety Month. The R.F. Wilkinson Family YMCA, one of our Safe Kids partners, was hosting a trunk and treat for kids, and we sponsored a similar event at the Williamsburg Indoor Sports Complex. I decorated my trunk, handed out gifts and talked to children about how to walk safely, especially in a costume, and how to cross the street carefully." — Karen T. Stokes, MSN, RN

REMEMBERING WHY

"I keep a saying on my desk from Martin Luther King. It asks the question, 'How are you going to help make this a better world?' Providing care, whether I'm in the emergency room or if I'm in the community, and showing kids compassion and love, that's how I do it."

— Karen T. Stokes, MSN, RN

SCHOLARLY DISSEMINATION

Asking why and how every day: Improving our nursing practices through research

Sentara Healthcare nurses made significant progress in publishing and presenting research findings locally, nationally and internationally in 2018. We increased the number of published manuscripts by 30 percent; IRB-approved studies by 27 percent; and the number of presented posters by 20 percent, compared to 2017. Your additional research and efforts to share your findings represent your dedication to continuous improvement in patient care.

Thank you to all of the nurses who took the time to develop an idea, study it and present their findings in hopes of helping not only Sentara deliver exceptional patient care, but other providers throughout the world as well. Your questioning "why" and exploring new "hows" for better success — often while continuing your regular, day-to-day work — pushes us forward to excel in value-focused care.

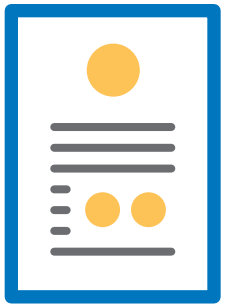
In 2018

PUBLISHED MANUSCRIPTS

increased by **30%**

IRB-APPROVED STUDIES

increased by **27%**



PRESENTED POSTERS

increased by **20%**

compared to 2017

SENTARA HEALTHCARE RESEARCH 2014-2018

TEAM	2014	2015	2016	2017	2018
Manuscripts Published	12	14	12	13	17
Pending			3	8	10
Presentations	13	12	25	34	25
International				2	
National	7	6	10	8	8
Regional	3	2	10	14	14
Local	3	4	5	10	3
Posters	88	99	121	124	149
International				1	
National	41	22	14	12	12
Regional	26	41	91	100	103
Local	28	70	16	11	34
Grants	1	6	7	14	7
IRB-approved Studies			17	11	18

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.

Source: Quality Research Institute, 2018

A NURSE'S STORY

Nursing research findings making a difference for our patients

Deborah Kile, DNP, RN, NE-BC

Quality Improvement Coordinator, Sentara RMH Medical Center

"I was a staff nurse for 20 years and saw nurse-to-nurse incivility. It can take many forms — like a non-verbal innuendo such as raising an eyebrow when another nurse talks to you, a verbal affront like making a snide remark, or sabotaging someone by deliberately setting up a negative situation to hurt someone's reputation. In all, there are 10 possible acts of nurse-to-nurse incivility, with gossiping being the most common form.

Incivility decreases nurses' morale and the quality of their work — which has a negative effect on patients' safety. Unfortunately, incivility can cause nurses to leave their jobs, so you have turnover. It's costly for organizations to have to hire and train new nurses.

When I moved into management, I knew it was so important to make the best environment possible for our staff. In preparation for my doctorate research, I came across Dr. Martha Griffin's work on incivility in which she taught nurses what it looks like in practice. She role-played ways to deal with incivility. In her study, she eliminated incivility, so I decided to test her method with a pilot group at my hospital.

I tailored the training with help from a manager, who shared situations her department's nurses might face. After teaching Dr. Griffin's 10 acts of incivility to the pilot group of 32 nurses, I presented those department-specific situations, and the group role-played. Everyone hates to role-play, but when you practice, it plants a seed in your brain as to how to handle a situation.

We did a pre-survey, an immediate post-survey and a six-week post-class survey with the group. Our results showed that awareness of incivility increased, and the incidence of incivility decreased.

There are so many demands on our nurses: patients are sicker than they've ever been, and we're busier. We shouldn't have to deal with a negative work environment caused by incivility. We own this as a profession, and if we own it, we can fix it."

Debbie is the author of The Effectiveness of Education and Cognitive Rehearsal in Managing Nurse-to-Nurse Incivility, a research project and educational program for nurses. She has presented her anti-nurse-to-nurse incivility classes to several units at Sentara RMH Medical Center and was chosen for poster presentations at the Virginia Organization for Nurse Executives and Leaders conference and the Virginia Association of Doctors of Nursing Practice conference. Her study was published in the Journal of Nursing Management. Debbie is continuing to research nurse-to-nurse incivility throughout Virginia with the Virginia Nurses Association.

REMEMBERING WHY

"The older I've gotten, the more I want to mentor new nurses and help them grow and enjoy the profession as much as I do. Nursing is just in my blood. It's an art and a science. It has the art of giving compassion and care to patients, and it has the science of clinically healing people."

— Deborah Kile, DNP, RN, NE-BC

WATCH SENTARA NURSES REMEMBER THEIR "WHY"

www.SentaraNursingReport.com/Why

SENTARA®

sentara.com/nursing