

2018 Annual Nursing Report

Transforming healthcare one patient at a time.



LewisGale Hospital
Montgomery

HCA Virginia Health System

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Transforming healthcare one patient at a time.

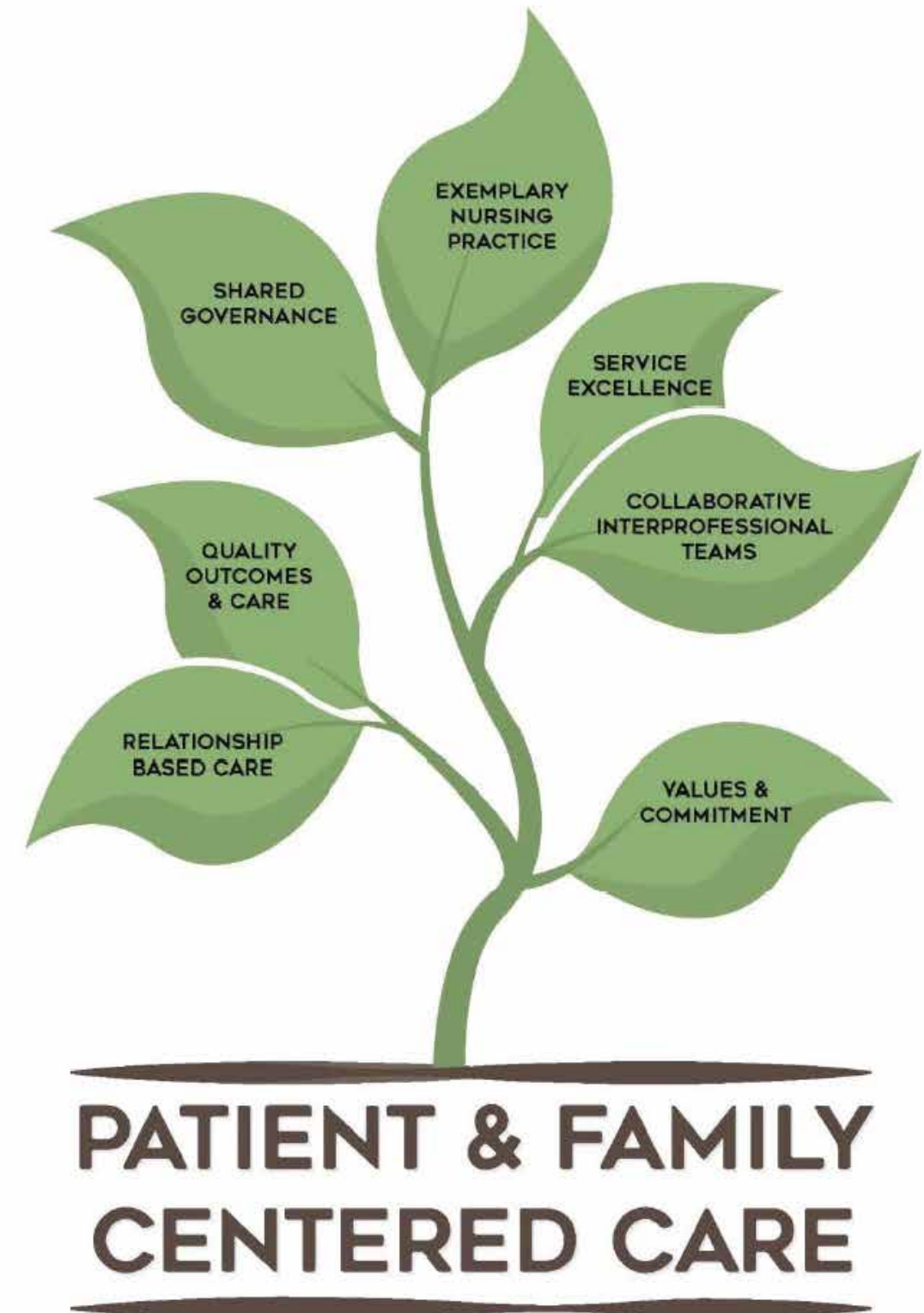
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I'm thankful to be a part of a facility that empowers nursing staff to advocate for every patient to attain the best possible outcomes. Our facility fosters a culture for nurses to feel inspired and appreciated for the compassionate care they provide and allows for constant growth and education to further improve patient experience.

”

— Jordyn Shelor, Case Management

Nursing Professional Practice Model



Transformational Leadership

“
Working in a Magnet facility
means a sense of pride knowing
we have been recognized for
providing high quality care that
improves patient outcomes.
”

— Corrinne Hunter
(Central Research Pool)

CNO Message

What a great year! I am so excited to be your CNO and be a part of an amazing culture. Many wonderful changes occurred in 2018. We successfully accomplished Stroke Ready Certification, revamped Quality Flash resulting in a reduction of hospital acquired infections, and reduced falls. Obtaining Leap Frog A in the Fall 2018, continued decrease in mortality, and being ranked 37th in Clinical Excellence in HCA speaks to the intense focus you have on providing high quality care and the culture of nursing excellence entrenched at LewisGale Hospital Montgomery.

Reducing turnover is not an easy task, unless you are fortunate enough to work at LGHM. We ended 2018 with a turnover rate of 7.4%! LGHM is #1 in the Capital Division because of you. Increasing recognitions, accountability, and reducing contract labor has created a culture of caring. Many units have realized an improvement in employee engagement as a result of staff at all levels.

The Unit of Distinction Program developed by HCA is designed to drive excellence in nursing care and to recognize the nursing departments of HCA displaying exemplary performance in the following strategic pillars: Advocacy and Leadership, Consistency in Nursing Practice and Operations, and Leveraging Scale to Drive Performance.

In 2018, the ICU, Surgical Services, Medical/Surgical unit and the Emergency department all made phase II validation for Unit of Distinction with the ED being recognized in the top 10 of 185 EDs in HCA.

Above all else, we are committed to the care and improvement of human life — the mission statement tells our story every day with every patient interaction validated with the incredible improvement in the patient experience. By making patient connections, using AIDET and nurses communicating clearly, our patients trust us to care for them. In 2018, we appreciated an increase in the patient experience scores — thank you!

Congratulations to all of you for achieving Magnet re-designation, for the third time, in 2018! The Magnet requirements change nearly every time becoming more stringent and not easily met. The strong shared governance structure, solid leadership team and level of engagement was evident throughout the appraisal. The appraisal team felt the phenomenal culture commenting many times on the caring feel, the commitment to quality care and the engagement of staff.

I look forward to great things in 2019. Thank you for all you do every day for every patient and each other!

— Amy Woods, DNP, RN, CNOR

NURSE LEADERS

Front row (left to right): Joy Gilman (Women's Health Director), Amy Woods (CNO), Jennifer Larkin (Cardiopulmonary Director), Marcia Mason (Quality/Risk Director), Tara French (Med/Surg/Peds/Ortho Director)
Back row (left to right): Christy Sutphin (Education/Magnet Director), Melissa Aaron (Advanced Clinicals), Brady Lutz (ICU/PCU Director), M.J. Bean (Advanced Clinicals Director), Julie McElwee (ED Director) Not pictured: Keven Murphy (Surgical Services Director)



Transformational Leadership

CEO Message

This past year, LewisGale Hospital Montgomery has shown a pattern of success in most every category: clinical excellence, human resource management, service line growth to name a few. One that I continue to be impressed with is our Nursing leadership and their ability to exceed the ANCC Magnet expectations. I congratulate the entire nursing team on our 2018 Magnet re-designation. For a facility our size to maintain Magnet status, it takes all of our leaders working in harmony to create a great facility.

One of the outcomes that shows the success of our nursing leaders is RN turnover. Our leaders performed the analysis and completed the hard work to create an environment where nurses feel involved and valued. In 2018, RN turnover was just over 7%. This outcome did not happen in a void, but rather a well-functioning team working hand-in-hand with frontline staff. I am excited to see our nursing leaders grow in their roles.

Another outcome of a great nursing team is our clinical excellence ranking. Our facility finished last year ranked 37th in HCA on the clinical excellence scorecard. The focus of our nursing leaders and their drive to implement and maintain the highest standard in clinical outcomes is apparent to me. The partnership between nursing and our medical staff is rock solid, and this teamwork benefits our patients.

As we move into 2019, the national health care terrain will continue to be bumpy. Our nursing team is highly skilled and nimble, allowing the facility to continue to be a leader in our community and HCA. I am encouraged by the growth and development our leaders show every year, and expect this success to permeate throughout the organization. I thank all of our caregivers for their kindness and compassion as they support our community.

— Alan Fabian, CEO



EXECUTIVE LEADERSHIP TEAM
Left to Right: Alan Fabian, Chief Executive Officer; Amy Woods, Chief Nursing Officer; Tim Haasken, Chief Financial Officer

2018 Chief of Staff

The nursing staff at LewisGale Hospital Montgomery is truly special and a difference maker. As a provider working in both the outpatient and inpatient setting, I hear comments from patients nearly every day complimenting the nursing staff at LGHM. We all try to foster a family-oriented environment, but the nursing staff exemplifies that on a daily basis. Being in the hospital is a stressful event for patients and their family members. Having the empathetic and caring attitude that our nurses display is integral in patient outcomes and satisfaction. Our nursing staff turnover is extremely low as compared to any other facility and that is because our nurses work well together and with all of the staff. Thank you for all you do!

— Greg Beato, DO, CAQ Sports Medicine



Culture of Nursing Excellence/Magnet Program Director

In September 2018, LewisGale Hospital Montgomery hosted three Magnet Appraisers to verify, clarify and amplify what was written in the Magnet document. The Magnet Appraisers spent three days meeting and talking with nurses, leadership, physicians, ancillary departments, community members and many others. They were very complimentary of our facility, staff and our culture of nursing excellence.

In November 2018, we were notified that LGHM was redesignated as a Magnet facility. This achievement is the culmination of the hard work, dedication and commitment to nursing excellence experienced at LGHM every day. A Magnet designation is not only recognition for excellence in nursing, but rather recognition for an entire facility focused on a positive experience and quality care for every patient, every time. The teamwork and collaboration experienced at LGHM is second to none. I am extremely honored to work with each of you, and thankful for the opportunity to assist in telling your stories in the Magnet document. I celebrate this accomplishment with you...congratulations on a third Magnet designation!

— Christy Sutphin, MEd, BSN, RN, Director of Clinical Education, Magnet Program Director



Transformational Leadership

New Nurse Leader

Keven Murphy, Surgical Services

Keven Murphy joined the LewisGale Hospital Montgomery Leadership team in June of 2018 as the Director of Surgical Services. Keven has extensive experience in nursing leadership and in surgical services. Keven has been a RN for 20 years with over 17 years spent in Surgical Services. He has been on the CVOR team at both CJW and LGMC serving as team lead at LGMC. Keven served in the Army, receiving three US Army Commendation Medals and two US Army Achievement Medals for leadership and performance in Combat Arms. Keven left the Army as a Captain. Keven received his BSN from VCU. Keven is a certified nurse with CNOR – obtained in 2006 demonstrating his commitment to safe patient care delivery.



Excellence in Nursing Award – Compassionate Care: Chris Green

The Compassionate Care Award is given to a nurse who demonstrates exceptional nursing knowledge and expert skills and consistently applies both with compassion and integrity so that the quality of the care experience and care outcomes are improved for patients in any clinical setting or nursing specialty.

“Whether diabetes is a new or old diagnosis, Chris exemplifies compassionate care as she teaches families and patients how to manage the disease.” Recently Chris received a weekend call from a physician who was concerned about a newly diagnosed student patient who was far from home and family. Chris came in on her day off to spend time with the patient, answer questions and ensure the patient had the necessary resources and equipment needed to manage their care. Chris also leads the interdisciplinary Inpatient Diabetes Management Committee focused on improving diabetes care. She assisted in leading this team in a project that resulted in a significant decrease in hypoglycemic events in our facility. Due to Chris’ collaborative efforts with physicians, nurses and the Diabetes Management Committee, there have also been significant increases in inpatient and outpatient diabetes education referrals. “Chris is committed to providing compassionate care to her patients and their families.”



Excellence in Nursing Award – Professional Mentoring: Jennifer Snediker

The Professional Mentoring Award is given to a nurse who advances nursing practice in any clinical setting or nursing specialty by guiding or supporting career development for individuals or groups of nurses or by advancing evidence-based nursing knowledge.

Jennifer was nominated for her impact in the peer interview process and as a preceptor for new nurses in the Birthing Center. Her nomination stated that “her passion, drive, and love for the unit was palpable during the interview as it molded and shaped each question she asked. During my shadowing experience, she adopted me as if I had already been hired and she wanted to fill my brain with as much knowledge as possible in those short few hours...Working alongside Jennifer is like working with Google in your pocket with no need for a smart phone!” Jennifer makes herself available for questions, even when she is not working. “She is a strong advocate for her patients and interacts with her peers and other members of the interdisciplinary team well and with respect and she creates a lifelong positive experience for the patients as they come through our department....Through integrity, compassion, accountability, respect, and excellence, Jennifer sets the bar high for any and all professional mentors.



Transformational Leadership

NICU Renovations

The Birthing Center Equipment and Supply team identified improvements needed to the NICU. The team, led by Jennifer Snediker, RN, met and identified all areas that they wanted updated and what was needed in order to provide the highest level of care. The team met with Director Joy Gilman, RN, to discuss the project. The request included three new workstations that would allow nurses to have standing and sitting capabilities. Computers and phones at each workstation, new flooring and new desk areas were priced as well. Staff also voted on wall color to make the NICU a soothing and comforting color for our smallest patients. Joy met with the administrative team to discuss the project and began to get quotes for the improvements. Administration approved the project and the renovations were started.

Following completion of the renovation, the equipment and supply team organized all workstations and created highly functional spaces to provide high quality and safe emergency care for the infants. The finished project is amazing. The nurse's satisfaction when working in the NICU improved greatly and we are so proud of the accomplishment this team achieved.



Brady Lutz — 40 under 40 Honorable Mention

Award winners were selected from a record number of nominations as one of Virginia's outstanding young registered nurse (RN) leaders because of achievements in professional practice, leadership, and positive promotion and advancement of the nursing profession beyond the practice setting.

"We are thrilled to recognize this group of exceptional young women and men who have excelled as nurses and as leaders in both the practice setting and in their communities," said Janet Wall, VNF chief executive officer. "Nursing clearly has a very bright future in Virginia."



Gale Helmick Virginia Magnet Consortium Nursing Excellence Awards 2018

Virginia Magnet Consortium exists to unify our efforts to foster nursing excellence in the Commonwealth by building upon our collective Magnet experience, recognizing quality patient care, nursing excellence, and innovations in professional nursing practice. Gale was identified to lead an innovative project to move the holding from the OR to the nearby ACS to improve patient satisfaction and ensure a positive surgical experience.





“

Magnet status means being a member of a dynamic culture; whose goal is to provide quality patient outcomes. It fosters personal engagement of each team member to become a dedicated, innovative, and inspiring leader. Magnet encourages team members to embrace our facility, as a member of an extraordinary team.

”

— Michelle Zimmerman (ICU)

Structural Empowerment

2018 Career Ladder

A primary focus for the Professional Development and Recognition Council is to provide oversight in professional nursing practice and support to the nursing staff. The Council has established and promoted a culture of learning and ongoing professional competency. Each year the Council celebrates new graduates of BSN, MSN, and DNP programs, as well as any nurse who attains certification in an area of nursing specialty.

The Professional Development and Recognition Council also promotes the clinical ladder and works with all applicants through mentoring sessions. The Council ensures that all applicants have the resources to be successful in submitting and having their clinical ladder portfolio accepted at the desired level. This year, all 41 submissions were approved and clinicians were awarded with a monetary gift based on the level of their portfolio. Participating in the clinical ladder ensures that we are growing professionally, clinically as nurses, and as an organization. Congratulations to all our nurses who participated!

Level 3 - \$2,000

- Gale Helmick – ACS
- Christina Samples – ACS
- Amy Parker – ACS
- Andrea Warden – ACS
- Katrina Zody – ACS
- Mike Hill – ACS
- Andrea Brunner – ACS
- Emily Matherly – BC
- Leslie Combs – ED
- Gary Cope – ED
- Katherine Irizarry – ED
- Sabrina Rutledge – ED
- Heather Harry – MSPO
- Karissa Mays – PACU
- Mike Dunbar – SS

Level 4 - \$3,500

- Michelle Linkous – ACS
- Shawnee Fenton – BC
- Lori Short – BC
- Erin Moretz – ED
- Ashleigh French – ICU
- Katya Yepifanova – ICU
- Margaret Crigger – MSPO

Level 5 - \$5,000

- Kim Woodard – ACS
- Jennifer Poole – BC
- Angela Johnson – BC
- Melissa Sheppard – Cardio
- Susan Huffman – ED
- Michelle Keister – ED
- Devin Lapuasa – ED
- Cindy Sprague – ED
- Chelsey Williams – ED
- Robert Heins – ED
- Margaret Gichana – MSPO
- Shannon Knowles – MSPO
- Lisa Robertson – SS
- Darla Hill – SS
- Carrie Estes – SS
- Rosalie Mendoza – SS
- Jessica Freer – SS
- Christie Wright- Miller – SS

Level 6 - \$6,500

- Samantha McClure – ED

Structural Empowerment

2018 Certified Nurses

National Certified Nurses’ Day was celebrated in March, 2018, by holding the sixth annual Spa Day. The day offered an atmosphere of relaxation and pampering, including massages, hand paraffin, manicures/pedicures, snacks and raffle drawings.

LGHM’s Certified Nurses are:

Marisa Avallone	Susan Huffman	Sharon Ratcliffe
Terri Bateman	Angela Johnson	Jennifer Redd
MJ Bean	Michelle Keister	Lisa Robertson
Staci Bonds	Teresa Kenyon	Elizabeth Ryan
Andrea Brunner	Yvette Kerr	Melissa Sheppard
Catherine Carter	Vicki Krug	Lori Short
Leslie Combs	Devin Lapuasa	Jennifer Snediker
Margaret Crigger	Jennifer Larkin	Cindy Sprague
Eric Davis	Michelle Linkous	Lisa St. Clair
Jean Duetsch	Dana Lively	Laurie Turner
Michael Dunbar	Brittany Looney	Debbie Vest
Ana Bella Eberhardt	Brady Lutz	Chelsey Williams
Carrie Estes	Charlotte Mansfield	Kim Woodard
Rebecca Frame	Jonnie Marsengill	Amy Woods
Jessica Freer	Marcia Mason	Karen Worrell
Tara French	Samantha McClure	Christie Wright-Miller
Michelle Gallimore	Julie McElwee	Don Yearout
Margaret Gichana	Kim Mecom	
Joy Gilman	Salie Mendoza	
Casey Graybill	Erin Moretz	
Dee Hawthorne	Keven Murphy	
Angelina Heim	Carolyn Newman	
Robert Heins	Jay Pappas	
Darla Hill	Jennifer Poole	

CNOR Strong

To be eligible for “CNOR Strong” designation, OR departments must have 50% of their nurses certified. In order to become a certified operating room nurse, a RN must: work in the OR for at least 2 years, currently work full time or part time in a perioperative nursing role, and pass a national certification exam.

In 2018, the Operating Room obtained a 75% certification rate and for the third year in a row, has obtained a CNOR Strong distinction.

Nurses certified include: Marisa Avallone, Eric Davis, Mike Dunbar, Annabella Eberhardt, Carrie Estes, Jessica Freer, Dee Hawthorne, Darla Hill, Teresa Kenyon, Sallie Mendoza, Keven Murphy, Jai Kai Pappas, Lisa Robertson, Debbie Vest and Christie Wright-Miller.



2018 LewisGale Hospital Montgomery and Capital Division Frist Award Winner: Jessica Freer

The Frist Humanitarian Award was created in 1971 to honor outstanding individuals for their humanitarian and volunteer activities. Named in honor of Dr. Thomas F. Frist Sr., this award recognizes individuals who serve the community and those in need and whose daily dedication and caregiving epitomize the highest standards of quality and personal commitment.

Jessica was nominated by peers, hospital administration, managers and community leaders for her many contributions to the hospital and our community.

“Jessica’s dedication to, and compassion for, our patients and her coworkers is truly a tribute to Dr. Frist. In his letter to his great grandchildren, Dr. Frist talked about his belief that it is important to ‘be happy in your career.’ As the Chair of our Magnet Champions Committee, Jessica is always leading creative and innovative ways to keep her coworkers engaged and involved in providing excellent experiences for patients and for each other. She is also known for her community involvement outside of the hospital, actively participating in fundraising events for The American Heart Association, American Cancer Society, Women’s Resource Center, Juvenile Diabetes Research Foundation, Girl Scouts, and many more.”



Structural Empowerment

Magnet Champions

In 2018, the Magnet re-designation visit provided an opportunity for the Magnet Champions to play games, host parties, and visit units. Some fun and creative ways our champions planned and executed in preparation of the site visit:

- Annual Easter Egg hunt to educate hospital-wide staff
- Hosted a Luau to educate staff
- Traveling Magnet cart prior to site visit
- Unit education prior to site visit
- Utilized Facebook to educate staff for site visit



MAGNET CHAMPIONS
Front – Jessica Freer, Back – Christy Jackson, Melissa Shepherd, Amber Peery



Structural Empowerment

Shared Governance Councils

Nursing Informatics Highlights:

- SPOT Implementation (Sepsis Prevention Through Optimization of Therapy)
- Orbit Rounding Application
- HIE Agent
- IV Guardian
- Opioid Safety Education
- ED Optiflex
- Baxter IV Pump Conversion
- Streamlined Discharge Plan for Nurses



NURSING INFORMATICS
Front row: Angie Johnson, Melissa Aaron, Cammie Kotz; Back row: Candice Blankenship, MJ Bean, David Boyd, Kathy Scott, Chastity Robinson

Professional Development and Recognition (PD&R) Highlights:

- All new hires are welcomed by a member of council
- Provided 2 certification scholarships
- Presented Daisy Award Quarterly
- 96% NDNQI participation
- Spa day recognition for certified nurses
- Nurses week activities
- Random snacks of kindness
- BSN goal achievement of 52%
- RN turnover of <9%
- Mentored and supported clinicians through clinical ladder process



PROFESSIONAL DEVELOPMENT
Left to right: Jessica Heckman, Heather Harry, Cindy Sprague, Joy Gilman, Jennifer Rice, Katina Gee, Shannon Knowles

Shared Governance Councils

Professional Practice Council Highlights:

- Continued work on research proposal related to ANA incivility initiative
- Co-chairs Kim and Chelsey presented anti-incivility work at LGRHS research day
- Reviewed and upheld professional practice model
- Worked collaboratively with interdisciplinary team to update PCA equipment/policies/procedures
- Assisted in the transition from Lippincott to EBSCO for EBP resource
- Reviewed and updated applicable policies with latest EBP guidelines



PROFESSIONAL PRACTICE
Left to right: Kim Woodard, Darla Hill, Jennifer Larkin, Angie Johnson, Heather Harry

Nursing Research Council Highlights:

- 9 poster submissions for the internal poster fair
- 11 poster submissions for national conferences
- Annual Market Research Day which hosted several speakers from Capital Division and HCA Corporate Nursing Leadership.



NURSING RESEARCH
Seated: Brady Lutz, David Boyd; Standing, left to right: Kim Mecom, Ashleigh French, Samantha McClure, Terri Bateman

Nursing Improvement and Clinical Excellence (NICE) Council Highlights:

- Bedside reporting audits
- Peer review of all patient falls
- Reviewed all nurse sensitive indicators and shared dashboard information with nurses



NICE
Front row: Melissa Shepherd, Karen Worrell, Tara French; Back row: Marcia Mason, Katina Gee, Jennifer Rice, Amber Peery, Elizabeth Ryan

Structural Empowerment

Derrick McFarland Employee of the Year Award: Leslie Combs, RN, Emergency Department

As a LGHM family, we continually celebrate Derrick McFarland’s memory but most of all his spirit. In honor of Derrick, we continue the “Derrick McFarland Employee of the Year Award” every year.

Derrick was known as a “gentle giant” who exemplified a caring and giving spirit. He never felt that he HAD to do something...he WANTED to do something to help others. To help, serve, and protect was an unconscious act for him.

Leslie’s nomination stated:

I want to nominate Leslie for Employee of the Year for her kindness, humor, compassion and support she gives to every person (and patient) she encounters.

Leslie has worked at LGHM for 4 years. She is positive in every way and never says a poor word about anyone or any situation. She can truly find the light in every situation. If you tell her that you’re feeling down or stressed, she will make it her personal mission to make your day a little brighter.

While we were both pregnant we each had people say things to us that would hurt our feelings, Leslie made it her mission that every time she came in to work she would say something positive and inspiring to me, just to ensure I remembered that I was more than those negative comments. Leslie has continued to do this every day we work together, for the past three and a half years. Leslie puts a smile on my face every time I see her, the epitome of the Employee of the Year. Leslie leaves me post it notes on my desk weekly with positive affirmations and jokes to brighten my day, I save them all to remind me of the positivity she has.

She not only brings a smile to my face, but to her other coworkers, patients and families. She is able to be a constant positive spirit amongst the most difficult situations and she helps her coworkers do the same. Leslie is the ED’s morale champion!

Congratulations Leslie on being this year’s recipient of this prestigious award.



Alan Fabian, CEO, presented Leslie with the award at the annual Service Awards Banquet.

ANCC National Magnet Conference

In October 2018, LewisGale Hospital Montgomery sent six nurses to the ANCC National Magnet Conference in Denver, Colorado. These nurses spent three days attending professional development sessions and collaborating with over 10,000 Magnet nurses from around the world. In 2019, the Magnet Conference will be held in Orlando, Florida, and LGHM will walk across the stage to be recognized for achieving a third Magnet designation.



Structural Empowerment

Haiti Medical Mission Experience

In November, a team of employees from LewisGale Hospital Montgomery and our community went on a medical mission trip to Haiti. The team consisted of nurses from all levels, physicians, a surgeon, and pharmacy staff who dedicated their time in the poorest part of the country, which is Cite Soleil, located in Port-Au-Prince. Over 600 members of the community were seen in the week's time frame and over 60 surgeries were performed for a wide range of medical needs. Several patients needed care beyond what the clinic was able to provide and were transported to the local hospital. The youngest patient seen was just shy of two weeks old and the oldest close to 90 years old. All of the employees that went expressed how much of a life-changing experience it was and the positive impact that was felt by the community they served.



“

It is a privilege to work for a Magnet-recognized facility where support for nurses is a high priority. It makes a tangible difference in our ability to provide patients the quality of care that they deserve.

”

— Dana Lively, Cardiology





“

Working for a Magnet facility means that our nursing care is held to a higher standard and we have support from other disciplines to improve patient care. I feel more empowered because of how care is driven by nursing.

”

— Kenley Conley, Cardiology

Structural Empowerment

2018 HeartWalk

On October 7th, 2018, LewisGale Hospital Montgomery once again sponsored and participated in an American Heart Association (AHA) Fundraiser Heart Walk. 31 teams and around 200 walkers and volunteers from all over the New River Valley participated on a beautiful Sunday afternoon. Through sponsorship of walkers at the event and fundraisers prior to it, \$72,000 was raised to support the important work of the AHA. The event was made all the more special by the presence of Cassidy Early and her beautiful family. The amazing story of Cassidy's son Jordan and his early life struggles with a heart condition touched everyone there. He became our “why” in the fight to diagnose and treat heart conditions in people of every age. We look forward to another Heart Walk in 2019 and another reason to celebrate our survivors and honor those we have loved and lost.



Structural Empowerment

StaRN Quotes

Hayley Parnell (MSPO): *“Working in a magnet facility within my first year as a nurse has helped me grow tremendously in such a short time. The StaRN program proves that this corporation values nursing excellence and growth. I feel valued and motivated on my unit to excel in my career.”*

Jesse Marshall (MSPO): *“So far my first year as a nurse has been very welcoming from the nurses. Everyone has been helpful and answered any questions I have. The StaRN program helps cross that bridge between school and real job. I’m very thankful for the nurses taking time out of their schedule to help me succeed.”*

Lisa Evans (ER): *“To me, working at a magnet facility means that I will be a part of a movement that strives to encourage its employees to be their best possible self by furthering education, employee recognition, and employing strong leadership. Coming into my first year as a new nurse, I was both excited and petrified. Fortunately for me, I work with the best group of people that one could hope to work with. I have a great director that not only pushes me to greater heights, but is also understanding if I fall short. The nurses on my unit all do more than is required of them because again, they are pushed to be the best version of themselves. I am so happy that I am able to be a part of that.”*

Alyssa Pauley (PCU): *“I love working at a magnet facility because it makes me feel like I, as a nurse, have the ability to inspire change. It’s amazing to work with such empowered and driven nurses who inspire me to strive for the highest potential possible.”*

2018 StaRNs

- Erica Fraizer ICU
- Heather Cowan ICU
- Leslie Dillow ICU
- Emily Dobson PCU
- Madison Garren ICU
- Jesse Marshall Med/Surg
- Alyssa Pauley ER
- Lisa Evans ER
- Drema Greenlief Med/Surg
- Steven Judd PCU
- Kamber Mcguire PCU
- Hayley Parnell Med/Surg
- Amber Perdue PCU



“By working at a magnet facility, I am given the opportunity to have a voice, autonomy, and the ability to provide the utmost quality care to our patients. We are given the opportunity to create real change within our specific department to ensure that we provide safe and high quality care to our patients. Through autonomy we are able to continually build trust and teamwork through all members of the interdisciplinary team, but specifically among the physicians and nurses. I truly love where I work — it’s not just a job to me, we are a family!

”
— Chelsea Steele, Birthing Center



Exemplary Professional Practice

2018 Daisy Awards Winners

The Daisy Award is a nationally recognized award established to recognize extraordinary nurses who make a difference in the lives of so many people by the super-human work they do every day. It rewards and celebrates their superior clinical skill and compassion.

The Daisy Award was established in 2000 by the family of J. Patrick Barnes. Prior to his death, Patrick’s family was awestruck by the care and compassion his nurses provided to not only Pat, but to everyone in his family. One of the goals the Barnes family set in creating the foundation in Pat’s memory was to recognize extraordinary nurses everywhere (www.DAISYfoundation.org).

“The Healer’s Touch” statue is hand-carved out of Serpentine Stone by an African sculptor. The sculpture’s unbroken lines represent the bond between the caregiver and the patient – always flowing, always caring.

1st QTR Chris Green:

Chris works with very sick, and many times, very scared patients. There are many instances where patients do not have insurance or money to purchase insulin at discharge. Chris spends many hours working with these patients and families to ensure that they have the necessary equipment and have a plan for follow up on treatment. She is working with a local pharmacy to establish a charitable fund to assist patients in obtaining necessary supplies. Chris is a resource for nurses and new residents and works closely with physicians to manage the patient’s care, and advocates for patients during the daily Interdisciplinary Team (IDT) meetings. Chris not only cares for patients within our facility. She is also an advocate for awareness and prevention in our community. She assisted with organizing the Juvenile Diabetes Research Foundation (JDRF) Walk in our community. She participates in local health fairs where she conducts blood sugar checks for community members and instructs them on diabetes prevention. She also sponsors a monthly community Diabetes Support Group at LGHM.



2nd QTR Julie McElwee

A patient presented to the hospital with a fracture dislocation of the ankle. Once it was reduced, the Julie learned that the patient’s daughter was graduating from Virginia Tech in 2 1/2 hours. Julie set in motion a plan allowing not only the parent to get to graduation, but also to ensure that her pain was limited, Julie borrowed a wheelchair from the hospital volunteers for the patient to take with her to use on campus at Graduation. She also notified the Pharmacy of the extenuating circumstances, and asked that they dispense a narcotic pre-pack during local pharmacy business hours, a process normally only used after hours. Julie did not want the patient to get to graduation only to spend the afternoon in a lot of pain. Staff also contacted campus police to seek assistance for the patient and her family. Although they were unable to assist due to the large volume of people on campus, the patient and family appreciated that Julie had tried.



3rd QTR Khristy Spencer

Recently a patient in ICU passed away in the middle of the night. The patient had been in ICU for several days and her only family and friend here was her husband, who stayed by her side almost the entire time. Khristy went out of her way to make a personal connection with the husband, learning about the patient’s background as a teacher, how they met, her favorite color, and her husband’s background and story as well. The relationship and connection she made with the patient’s husband comforted him during a time when he was faced with his wife’s illness without the support of friends or family. Khristy was there the night the patient passed away and was there to comfort her husband as he sat alone and said goodbye to his wife of 31 years. The morning after she passed away, the patient’s husband left a voice mail thanking the nurses for everything they did for his wife. The next day, the husband posted on the Floyd County Facebook page that his wife had passed away and that they had no family here. He asked if “some of you could find it in your heart to stop by for a minute or two on Friday so the chapel is not completely empty.” Khristy saw the post and shared it with others, including staff. She also had flowers sent to the funeral home. Khristy and several nurses and staff members from the hospital attended the services on Friday, along with over 100 members of Floyd and the surrounding New River Valley who had seen the post. The patient’s husband was in tears when each person introduced themselves to him and gave their condolences. He was so surprised and thankful for the attendance of the hospital staff and said his wife would have been so happy and grateful to have us there. It was beautiful to witness so many people coming together to support a total stranger to celebrate the life of his lifelong love. As we walked out of the funeral home, the patient’s husband took Khristy’s hand and told her his wife would have been so proud and so happy to know that she was there for the funeral. He said she could not have received any better care and he could not thank her enough for everything she did.



4th QTR Michelle Keister

A patient’s mother nominated Michelle for being “wonderful” to her and her son. The pediatric patient and his mother were in the Emergency Department for over 70 hours waiting for a placement at a Psychiatric facility. The mother stated that “Michelle made this difficult situation much easier on both myself and [my son]. Sitting in an Emergency Department for a couple of days is a very trying situation for a mom with an 11-year-old boy. But Michelle found him little activities to do to keep him busy and would step in to assist with [him] when she could tell I was at my wits ends. She always spoke to him in a kind loving manner, even when he was acting out and I could not control him. [He] responded to her in such a positive way and looked forward to seeing her. She made us both feel like we were at home rather than in a busy Emergency Department. She is such an amazing nurse and has such a warm heart. You can tell she loves her job!”



Exemplary Professional Practice

Emergency Department- 2018 Unit of Distinction

- The Unit of Distinction is in an annual program that recognizes and rewards exemplary nursing units at HCA Healthcare facilities. Launched in 2015, the Unit of Distinction Program is a driving component of HCA Healthcare’s multi-year nursing strategic plan.
- The Unit of Distinction designation is achieved through measurable, exemplary performance in the strategic areas of advocacy and leadership, consistency in nursing practice and operations, and leveraging scale to drive performance. Nursing units are evaluated and scored based on performance using specific criteria determined by service line advisory boards that include representatives from across the organization.
- The Emergency Department (ED) was honored to receive the Unit of Distinction for 2018, ranking in the top 5% of HCA Emergency Departments. Department demographics that supported this prestigious award include a 74% BSN rate, a 52% Certification rate, 0% first year turnover for the third straight year, and an 8.6% year over year turnover. It also included a 21 minute antibiotic order to administer time, completion of Non-Violent Crisis Intervention training, Charge Nurse and preceptor classes. ED staff members, Samantha McClure and Chelsey Williams were featured, demonstrating the participation in Evidenced Based Clinical process, through their presentation of “Identification of Persons at Risk for Suicide in the Emergency Department.”

2018 Capital Division “Throw Down”

In March of 2018 the Capital Division announced there was going to be a contest, or “Throw Down” between all the hospitals in Capital Division. The challenge was to see which facility could have the fewest CAUTI’s or CLABSI’s from April-September. To sweeten the pot, the winning hospital had the chance to win up to \$50,000! LGHM already had great outcomes — very few CAUTI’s or CLABSI’s — so we tightened up our processes and continued to deliver the great care we always do to our patients, and at the end of September we had ZERO CAUTI’s or CLABSI’s! The facility tied with several other facilities in the division and we received almost \$18,000! This money was divided among the nursing units for them to spend on items/equipment on their units.



PCU



ICU



Med/Surg/Peds

Quality Flash drives Exemplary Professional Practice and Outcomes of Care

The “Quality Flash” daily huddle was implemented with the goal of establishing active interprofessional discussion and advance nursing practice at the bedside for improvements in patient safety and reductions in healthcare acquired infections using evidence-based care.

The strategic approach of using a TV theme to drive quality improvement was the innovative technique to capturing buy-in and attention to the initiative. The strategy was to empower nurses to use their expert knowledge to devise innovative solutions to improve patient outcomes. Utilizing their role as change leaders and allowing them to have autonomy in their practice provided the essential link to patient safety, nurse satisfaction, staff retention, and improved patient outcomes. The nurses were encouraged to foster inter-professional relationships through the provision of time-sensitive prioritized lists for care metrics which allowed the clinicians closest to the bedside to understand patient needs and deliver best care. The strategic plan also engaged care partners to support the changes through celebrations of small outcomes of care improvements with rewards and recognitions delivered to all levels of care partners. The positive feedback built collegial relationships between nursing staff and physicians.

Significant reductions were seen in HAIs across 2018 after implementation of the Quality Flash.



Exemplary Professional Practice

Sepsis Care Improvements in 2018

We noted across 2018 that as our bundle compliance and antibiotics compliance under one hour improved, our sepsis mortality decreased. Sepsis Heroes were shining stars getting those antibiotics ordered and hung with urgency of purpose and compassion for those suffering.



LewisGale Hospital Montgomery Earns Acute Ready Stroke Certification from the Joint Commission

After over a year of preparation, evaluation of evidence-based practices, and implementation of teleneurology services, LewisGale Hospital Montgomery underwent a rigorous review process by the Joint Commission in November of 2018 and was designated as an Acute Ready Stroke Hospital. The Joint Commission’s Advanced Disease Specific Care certification included a review to compliance with the following:

- A dedicated stroke focused program
- Staffing by qualified medical professionals trained in stroke care
- Collaboration with local emergency management agencies
- 24/7 ability to perform rapid diagnostic and laboratory testing
- Ability to administer intravenous clot-busting medications to eligible patients
- Availability of telemedicine technology

The Acute Ready Hospital Certification was developed in collaboration with the American Heart Association/American Stroke Association. Acute Stroke Ready Hospital certification fulfills a community need within a stroke system of care. “Currently, nearly half of the population in the United States live 60 miles or more away from a Primary Stroke Center or Comprehensive Stroke Center,” said Lee H. Schwamm, MD, American Stroke Association. “If patients who experience an acute ischemic stroke can get treated with clot-busting medications quickly, more lives would be saved and more patients would have improved outcomes.”

“This new certification acts as an important bridge and will be a key component in an evolving system of stroke care,” said Patrick Phelan, executive director, Hospital Business Development, The Joint Commission. “A Joint Commission and American Heart Association/ American Stroke Association certified Acute Stroke Ready Hospital will be the foundation for acute stroke care in many communities, allowing it to be the first stop on a patient’s acute stroke journey.”

Skin-to-Skin PACU

Baby Friendly Designation is a very intensive and rigorous process. We are very proud to have accomplished this and are constantly looking for ways to improve patient care and enhance our services. Beginning in June of 2018, we began a new service for our cesarean delivered babies and their mothers. Prior to June, babies were taken back to their room with the support person and the mother went to the Surgical Services PACU. This separated mom and baby for up to 90 minutes. In June, an OB nurse began to accompany mom and baby to PACU and baby was able to stay skin-to-skin with mom, thus removing separation of the two. This not only improves bonding and assists with early breastfeeding, it decreases the stress of the newborn, stabilizes breathing rate, heart rate and blood sugar. The Birthing Center staff also began training on Phase 1 Recovery with Surgical Services. Becoming competent in Phase 1 Recovery will allow moms to return directly to the Birthing Center following C-sections. This process has worked wonderfully. All of our new mothers have been thrilled with this new process, it avoids separation from their newborn during that critical bonding time.



Exemplary Professional Practice

Patient Satisfaction

Perception. A word that makes or breaks our patient satisfaction scores. Defined by the Beryl institute as “what is recognized, understood and remembered by patients and support people. Perceptions vary based on individual experiences such as beliefs, values, cultural background etc.” So how do we impact this perception? How do we influence what and why our patients feel the way they do about their hospital experience?

When patients speak they want to know they are being heard, taken seriously, respected, kept informed, and they want to participate in their plan of care. One of the biggest expectations and satisfiers for patients and their families is good communication and coordination among all members of the healthcare team. Communication and coordination of care helps ensure patients feel supported emotionally, physically, and that they have received high-quality safe care.

Some of the things we completed in 2018 to try and exceed our patients’ expectations and ensure we delivered quality care:

- Nurse Leader Rounding – 96% of our patients reported they were rounded on by a Nurse Leader
- My Care boards
- Bedside Reporting
- Recognition Programs for staff
(High Fives, Kudos, Caught in the Act, etc.)
- Activity Cart
- Cell phone charging stations
- AIDET training
- GME training sessions and monthly meetings
- GME involvement in committees
- Discharge rounds by Administration
- Personal Connections
- Focused 2x2’s

All of these items have helped us exceed our patients’ expectations, but you as part of the Care Team make the biggest difference. On average, it only takes 56 seconds to make a personal connection with a patient. This is what patients remember. These are the moments people talk about on social media and tell their friends about. It’s the staff member who took time to smile, sit down and have a nonmedical conversation with the patient, even if only for a few minutes.



“

Working at a Magnet facility allows the nurses to become more involved; not only with patients but with helping with safety, outcomes, and policies. We are able to have nursing committees that allow the nurses to have a voice and help plan and change nursing outcomes.

”

— Jessica Heckman (PCU)



New Knowledge, Innovations, & Improvements

Research Day

LewisGale Regional Health system held its 9th Annual Research Day in November of 2018. To align with our market and company focus, the theme was “Enhancing Engagement and Retention in the Work Environment: Using the Evidence to Ensure Quality and Service Excellence.” There were several posters on display as well as podium presenters from within our four-hospital market. We were honored to host Jan Gannon, our Capital Division Chief Nurse Executive as well as Dr. Sammie Mosier, Vice President and Assistant Chief Nurse Executive from our Nashville HCA office. Dr. Mosier gave an inspiring presentation on the HCA Nursing Strategy: Nursing Shared Governance Engagement and its Impact on Patient Outcomes.

Research Day for LewisGale Regional Health System was an opportunity for LewisGale Hospital Montgomery’s (LGHM) nurses to showcase projects and Research that are currently underway at LGHM.

Samantha S. McClure MSN, RN, PCCN and Rebecca C. Clark PhD, RN, presented a research study, co-authored by Samantha, Rebecca and Margaret Gichana, MSN, RN-BC. The purpose of the study, entitled “Assessment of Nurses’ Health Risk Factors and Health-promoting behaviors at LewisGale Hospital Montgomery,” was to identify health risk factors and health promoting behaviors used by nurses at LGHM. As in any population, nurses are not immune to lifestyle risk factors. These risk factors eventually lead to factors which can impact nursing work. All registered nurses (N=158) were invited to participate. The participants completed the questionnaire and rated their health risk perceptions on topics of body mass index, exercise, nutrition, blood pressure, diabetes, cholesterol levels, stress management, tobacco use, alcohol use, cancer risks, sleep, immunization and spirituality and beliefs. The results from Health Assessment Score Tool shows exercise and stress management scored lowest across all 53 survey participants. The study shows positive results in the areas of low tobacco usage, low alcohol consumption, adequate cancer screenings and immunization and almost universal use of seat belts. The results are shared with hopes that it will fuel future research studies within the hospital.

Chelsey Williams, RN, BSN, CEN, CPEN and Kim Woodard MSN, RNBC presented a literature review project from the Professional Practice council, focusing on incivility in the workplace. The presentation shared the American Nurses Association position statement on workplace violence and incivility, and shared a definition that included bullying, lateral or horizontal violence/harassment, and can come in the form of physical, verbal or emotional abuse. The Professional Practice council would like to increase the overall awareness of incivility and workplace violence in the nursing profession and discover if it exists a LGHM. The power point presentation, delivered to the group of approximately 70 participants from bedside nurses to nursing leadership across HCA, asked the question “Could this be impacting recruitment/retention here at LGHM”? The council plans to formulate this into a research project.

Research Poster Presentations

LewisGale Hospital Montgomery

- Continuous Passive Motion: What Does the Literature Say?
Shannon Knowles, BSN, RN, CMSRN, RN-BC
Margaret Crigger, RN, ONC
- Driving Excellence: A race to improve patient satisfaction
Christy Sutphin, M Ed, BSN, RN
Jennifer Redd, MBA, BSN, RN, CEN
- Expanding Progressive Mobility in the Intensive Care Unit through an Interdisciplinary Team Approach
Brady Lutz, MSN< RN, CCRN, CEN

Continued on next page...



Research Poster Presentations continued...

- Promoting a Smooth Transition: Delaying the Newborn Bath
Angela B. Johnson, BSN, RNC
Jennifer Poole, MSN, RNC

LewisGale Hospital Pulaski

- Obstructive Sleep Apnea Screening in Surgical Patients
Gina Goad, BSN, RN, CNOR
- Reporting Hypoglycemia at LewisGale Hospital Pulaski
Helen Wolfe, MSN, RN

LewisGale Medical Center

- Raising the Bar: Connecting Nurse Communication to Patient Experience
Hope Getyina, BSN, RN, CCRN-K
M. Lea Lee, MS, RN, NE-BC
- Behavioral Health Restraints Reduction
Kay Kostura, MSN, RN-BC

Podium Presentations

- Welcome and Opening: Jan Gannon, MSN RN, NE-BC, CPHQ
- HCA Nursing Strategy: Nursing Shared Governance Engagement and its Impact on Patient Outcomes
Sammie Mosier, DHA, MA, BSN, NE-C, CMSRN, BC
- Building Bridges Program Jennifer L Gwinn, MSN, RN, NE-BC
- Assessment of Nurses’ Health Risk Factors and Health-promoting Behaviors
Samantha McClure, MSN, RN, PCCN &
Rebecca Clark, PhD, RN
- An Analysis of Current Literature: Workplace Incivility & Bullying and the Impact on Employee Engagement & Retention
Kim Woodard, MSN, RN-BC & Chelsey Williams, BSN, RN, CEN, CPEN
- Institution of Interdisciplinary Team Rounds and Nurse/Respiratory Engagement in the ICU
Cindy Akers, MSN, RN
- The Importance of Nursing Research in Clinical Practice
Iris Mullins, PhD, RN



New Knowledge, Innovations, & Improvements

Scholarship Winners

LewisGale Hospital Montgomery currently has 53% of all Registered Nurses that hold a national certification as defined by the (ANCC) American Nurses Credentialing Center. The (PDR) Professional Development and Recognition Council believes in helping our nurses to grow professionally and helping them to achieve certification in their specialty. One way that PDR assists nurses is by awarding three certification scholarships each year. Any nurse in the facility can complete a scholarship application. In the application, the nurse writes why she would be deserving of the scholarship and how it would impact their nursing career.

In 2018, the PDR awarded the scholarships to:

Melissa Shepherd (Cardiopulmonary)

Lori Short (Birthing Center)

Jennifer Snediker (Birthing Center)

All three successfully passed their certification test for their specialty. Congratulations ladies!



Melissa Shepherd
(Cardiopulmonary)



Lori Short
(Birthing Center)



Jennifer Snediker
(Birthing Center)

“Becoming a nurse has been my dream for many years, but my family came first. Taking care of people is what I was meant to do! I am blessed to work in a Magnet facility because not only are the nurses happy to work here but we have the support and encouragement of the hospital to improve our skills and further our education. The whole environment here makes a better experience for our patients. Happy nurses make patients happy!”

”
— Drema Greenlief (MSPO)





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LewisGale Hospital
Montgomery

HCA Virginia Health System