



Centra Nursing 2022

ANNUAL REPORT



CENTRA

Nursing



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CHIEF NURSING OFFICER MESSAGES



A Message from the Senior Vice President & System Chief Nurse Executive



This past year saw Centra nursing bravely face the final surge of the pandemic and emerge standing. And while not unscathed, we are still here and strong. With the pandemic now an endemic, we have set about the work of rebuilding our foundation. This year, with input from several stakeholders, we were able to finalize and publish our 2022-2025 Nursing Strategic Plan, the vision statement for which was purposefully chosen to be “The Restoration of Joy in Nursing and Re-Imagining the Future.”

With this vision statement, our work is described in three big buckets or strategic themes: Grow the Nursing Workforce, Develop & Advance the Nursing Workforce and Sustain the Nursing Workforce.

Our priorities under these buckets have us rebuilding with amazing initiatives like:

- Creation and expansion of the Centra Internal Travel Team
- Creation and funding of the Virginia Henderson Scholars program
- Plans for a middle school and high school summer camp with a day devoted to nursing
- Expansion of the Lead Preceptor program
- Implementation of a formal Mentoring Program
- Launch of the Virginia Henderson Nurse Leader Academy
- Introduction of Mind Strong training to nurse residents
- Continued work towards redesignation of Pathways at Bedford and Magnet for Lynchburg and Southside

In addition, we have continued work on multiple Nursing-IT projects including:

A clinical scheduling platform for the over 1,000 clinical students who seek clinical experiences in our facilities, enhancements to our staffing and scheduling platform and progress towards 2023 implementation of a new enterprise-wide patient monitoring system.

Every new day gives each and every one of us a chance to begin again. And 2022 has given us the chance to rebuild and re-imagine the future of nursing. That future is bright for Centra. Thank you for serving!

Joan Deal, DNP, MBA, RN, NEA-BC

Senior Vice President, System Chief Nurse Executive

A Message from the Chief Nursing Officer, CSCH



2022 came and went with a bang. Once again, you met the challenges that the year brought head on, with grace and professionalism. Your commitment to quality, safety and the advancement of your profession does not go unnoticed. Did you know that we saw outstanding performance during the year?

For the first time ever, we ended 2022 with only one Healthcare Associated Infection. That is amazing. It is what you do every day, your commitment to our best practice bundles and handwashing that contributed to this huge win. We saw our Leapfrog score move from a “C” early in the year to a “B” by the end of 2022. Again, you and your colleagues played a large part in this success.

The CSCH Nursing Governance Board continues to be active, setting the example for others in shared governance practice. As a system, the Nursing Department has accomplished many wins such as finalizing a comprehensive Nursing Strategic Plan, developing our own organizational internal traveler team and promoting a culture of wellness, civility and resilience (ex. lavender cart utilization, THRIVE conference offers and roll out of Mind Strong training).

As we enter 2023, I feel certain that there will be similar successes such as Magnet redesignation and a triumphant Joint Commission survey. We are no longer in the middle of a pandemic, but now in a period of facilitating sustainability within our workforce. Together, as a united force, we will continue to demonstrate what a true Magnet culture represents.

Join me in celebrating our many accomplishments as well as one another. It is a privilege to work with each of you. Thank you for all that you do for Centra and for our patients. You make me proud every day.

Claudia Meinhard, MHA, BSN, RN, CENP

Chief Nursing Officer, Centra Southside Community Hospital



Write it on your heart
that every day is the best day in the year.
He is rich who owns the day, and no one owns the day
who allows it to be invaded with fret and anxiety.

Finish every day and be done with it.
You have done what you could.
Some blunders and absurdities, no doubt crept in.
Forget them as soon as you can, tomorrow is a new day;
begin it well and serenely, with too high a spirit
to be cumbered with your old nonsense.

This new day is too dear,
with its hopes and invitations,
to waste a moment on the yesterdays.

*- Ralph Waldo Emerson, Collected
Poems and Translations*

A Message from the Chief Nursing Officer, LGH & VBH



“Our Journey to Become the #1 Place to Work and the #1 Place to Receive Care”

2022 was a tale of two cities for us at LGH/VBH. The beginning of the year kicked off with the Omicron COVID surge, resulting in some of the highest volumes of patients our organization has ever cared for. Over the course of the year, we struggled to transition from Pandemic life to post-pandemic recovery. In all truth, this work is ongoing now and will be ongoing for years to come.

The pandemic hit us all in unique ways, and while COVID is no longer impacting our daily life in the same manner, the recovery and healing from these experiences may be with us as we work to transition from surviving to thriving once again.

As we began our transition from COVID, we have worked hard to showcase to the community, state, and country how strong our care delivery is. Throughout the year, our Caregivers have demonstrated improvements in safety, quality, and value – receiving accolades from a multitude of groups across the country. Additionally, our team continued to demonstrate improvements in quality of care and patient satisfaction throughout the course of 2022. While the rest of the country trended down, we improved!

Here is a quick overview of some of our organizational specific efforts in 2023:

- CITT Expansion and Nursing Financial Management
- Transition to Cross Country – Travel Labor Group
- Focus on Nurse Manager Development/Investment
- Nurse Manager and Nurse Director Fellowships
- Pulse Survey #1
- Unit Based Professional Governance
- Unit Based Leadership Call Structure
- STICU Expansion to 15 beds
- Formerly AU Space
- NICU/NIMU Move to 5th Floor
- Sunsetting of Pulmonary and VAU
- Naming Convention and Signage Changes
- Equipment Updates
- Recliners
- Scheduling Platform to help Caregivers with scheduling trades, bonus shifts, & visibility to schedules/schedule build from mobile devices

Personally, I want to say thank you to every Caregiver on our campuses. I appreciate everyone's hard work and dedication to our team over the course of the past few years. For our nurses that have stuck with our community and organization during the pandemic, ensuring safety and healing, I thank you from the bottom of my heart. Our leadership team at Centra will continue to work on methods to reward those who stayed and thank our tenured workforce for all they have done for Lynchburg and Centra. While those solutions aren't always easy to come by, please know that we hear you, we see you and we are grateful for you.

For our new colleagues, we welcome you to our team and can't wait to see the positive impact you have on our workforce. This is an exciting time to join Centra, as we showcase the value of nursing and the skills that our profession utilizes to drive quality outcomes for our patients. The next 5 years will be our best yet and we are excited for you to join us and partner with us on this journey! 2023 will be our best year ever. Let's get after it by showcasing nursing's value, driving outcomes for our patients, and retaining every strong team member we have!

Robert E. Boesch DNP, RN, NEA-BC, CPHQ, CNML

Chief Nursing Officer, Lynchburg General Hospital, Virginia Baptist Hospital



“

We are what
we repeatedly do.
Excellence, therefore,
is not an act,
but a habit.

– *Aristotle*

A Message from the Chief Nursing Officer, BMH



As we come out on the other side of a pandemic that fundamentally changed how we deliver care to our patients, I want to take a moment to recognize the tremendous outpouring of compassionate, quality care I have witnessed be delivered.

From the patient who unexpectedly coded in the CBMH Emergency Room and came back to visit the team a few days later to personally thank all the Caregivers who saved his life, to the countless letters and comments that have poured in from our community members thanking us for caring for them. I am continually impressed by, and grateful for, this team of Caregivers. We spent 2022 rebuilding our teams, recovering from a pandemic, and re-defining what it means to be a Centra Nurse. We are strong, we are compassionate, we are a family.

Our quality scores speak volumes, our patient satisfaction scores even more. We earned a “B” rating from Leapfrog with our first submission and continue to improve upon, and sharpen, our processes and care-delivery to be the most efficient, compassionate, and patient-focused team we can be.

Additionally, throughout the year, your leaders listened carefully to what you asked for and worked hard to strengthen and improve staffing levels, unify our teams, and continue to rebuild and grow our workforce. I could not be more proud of this team and am excited to report that we were able to end all outside contract labor and continue to work hard to make Centra Bedford Memorial Hospital a place to learn and grow in your nursing practice.

As we enter a new year, I am certain we will continue to see growth and successes. Our Pathway to Excellence Redesign work is ongoing, as well as our ongoing efforts for continued improvements in quality metrics, patient experience and overall Caregiver satisfaction.

I thank each of you, from the bottom of my heart, for everything you do for our patients and our community. It is my privilege to serve each of you.

Stacey L. Vaught, MBA, MSN, RN

Chief Nursing Officer, Bedford Memorial Hospital

DEVELOP & ADVANCE THE WORKFORCE



A Message from the Vice President of Clinical Excellence



It brings me great joy to be a part of the Centra team! As we reflect upon this past year, there are many nursing achievements to celebrate such as the creation of the Virginia Henderson Nurse Leadership Academy to promote leadership development and the Virginia Henderson Scholars program which serves to recruit and retain nurses. We also enjoyed our first reading of the Centra Nursing Pledge at the 18th Annual Virginia Henderson Research Symposium. Centra nurse researchers, as well as those from academic institutions, were awarded the new Virginia Henderson Institute of Clinical Excellence Coin which honors nursing excellence. This award presentation is similar to coining ceremonies held in the military to recognize those who demonstrate acts of bravery and heroism.

During the 18th Annual Virginia Henderson Research Symposium, Dr. Cynthia Clark, internationally known author for her research on civility in the workplace, called our attention to how we can sustain a healthy work environment. The Clark Civility Index reminds us to assume goodwill and best intentions, use respectful language, express gratitude, listen to understand, value diversity, and advocate for others. Several nursing units, as well as nursing leadership teams, have created civility charters as we strive to uphold Centra's vision to pursue excellence, inspire hope and advance health and healing.

We have connected our work more closely to Virginia Henderson by designing logos which portray her legacy as the First Lady of Nursing. The fourteen tenets of Virginia Henderson's Nursing Needs Theory are still relevant today. The nursing profession continues to provide compassionate care while addressing concepts such as: nutrition, hydration, sleep, communication, safety and spirituality. While nurses have long sought to address these fundamental principles for our patients, we have sometimes neglected them for ourselves. This can contribute to stress, burn-out, and some deciding to leave the profession. With this in mind, we need to devote time to self-care and foster healthy work environments.



The Nursing Strategic Plan (NSP) provides a framework for achieving goals and transforming our culture. Noteworthy, the Clinical Excellence Team (CET) has implemented several initiatives to create a highly educated workforce and support workforce transformation. The CET consists of the following departments: Clinical Professional Development, Transition to Practice Program-RN/LPN/CNA/PCT Residency, Nursing Research and Innovation, the Simulation and Virtual Learning Center, American Heart Association (AHA) for BLS/ACLS/PALS Training, Magnet and Pathway Accreditation, Intra-Professional Education Services (IPES), Clinical Professional Practice-Clinical Nurse Specialist/Clinical Nurse Leaders/Wound Care Specialist/Vascular Access Teams, Student Clinical Coordination with Academic Partners and Professional Nurse Governance (PNG). Each of these are vital to professional growth as well as shared governance.

Please visit the new Nursing Communications Center located on Centra People to stay connected to opportunities such as: precepting, mentoring, certification support, nursing recognition, local and national conferences, educational huddle points, townhalls and more. We are continually striving to improve processes and support nurses as we ignite the power of civility, instill joy and reimagine the future.

Sincerely,

Dena Todd DNP, MSN-ED, RN, NE-BC
Vice President of Clinical Excellence



Centra's New Graduate Nurse Residency Program



Centra's New Graduate Nurse Residency Program is supported by the Centra Foundation and is funded by the Bowen Center for Nursing Transformation. Centra's New Graduate Nurse Residency program serves all four hospitals, Centra Medical Group, Pearson Cancer Center, and Gretna Medical Center. In 2022, we had 137 new graduate nurse Residents to participate in the program, representing a wide variety of nursing units and practice settings including critical care, acute care, emergency services, intermediate care, labor and delivery, mother baby, psych, ambulatory care, and surgical services. Each Resident experiences up to 18 weeks of clinical orientation with their preceptor where they engaged in exciting hands-on learning and development while paired with their clinical preceptor on their unit.

Additionally, new graduate nurse residents participated in a series of classes to promote professional development using a variety of learning methods including live classroom, simulation, and virtual learning.



Blazing New Trails - Establishing a New Graduate Nurse Residency Program Amidst a Pandemic Surge

Caryn Brown, MSN, MHA, RN, NPD-BC, NEA-BC presented a poster at the Association of Nursing Professional Development (ANPD) 2022 Annual Convention in San Antonio, Texas, March 22-25. As the Transition to Practice Director, she has led the way for our new graduate nurses to transition from student to nurse.

Centra's Preceptors

A great preceptor can make all the difference in your clinical experience and first year as a New Graduate Nurse Resident. Preceptors are the backbone of our workforce. Effective, well-trained preceptors lead to competent, confident, staff members. As an avenue for our new Caregivers to recognize their Preceptors for exceptional work, we have the Centra New Graduate Nurse Residency Distinguished Leadership in Precepting Award to recognize our preceptors.

This award recognizes a Preceptor who went above and beyond to support, encourage, and prepare their Resident to contribute not only as a Centra Caregiver but as a professional Registered Nurse. The Centra New Graduate Nurse Residency Distinguished Preceptor is defined as an expert who serves as a role model, integrator, communicator and educator for New Graduate Nurse Residents, all while being supportive of the Residency experience. A Preceptor isn't simply someone who shows the new team member where to hang their coat and put their lunch, but someone who is a teacher, mentor, and great resource. A Preceptor is someone who gives of themselves and who generously shares their experience and knowledge; someone who helps others be the best Centra Nurse they can be. Over the last year, we are fortunate that many New Graduate Nurse Residents have nominated exceptional preceptors to show how much they are appreciated for going above and beyond.

28 Preceptors were nominated, and 8 Preceptors were awarded the Centra New Graduate Nurse Residency Distinguished Preceptor Award for the 2022 year!

If you would like to become a Centra Preceptor, sign up for Centra's Preceptor class today!





Distinguished Leadership in Precepting **AWARD NOMINEES**

Award Nominees for the 2022 Winter Cohort

Grace Eaton | LGH ED
 Paige Andrews | Lynchburg CTICU
 Kelley Cash | LGH ED
 Kayla Burnette | LGH ED
 Klara Weaver | BMH ICU
 Amber Wilson | Lynchburg ED
 Maleah Tate | LGH Orthopedics
 Jessica Phelps | 3 East Surgical
 Cathy Selmer | Pulmonary Unit
 Kami Ashworth | General Medical Unit (GMU)

Award Nominees for the 2022 Spring Cohort

Karley Lapointe | LGH ED
 Ciara Campbell | LGH 4 East Oncology
 Shawna Mays | Orthopedic
 Rasmia Natour | LGH General Diabetic Renal
 Blair Stump | LGH MICU
 Bridget Hubble-Carson | LGH Orthopedic
 Patricia Carr | LGH CIMU
 Jennifer Anderson | VBH Child Psych
 Lisa Griffin | VBH The Birth Center
 Sheila Canody | LGH ED Observation
 Molly Jones | LGH GMU
 Nina Woodall | VBH The Birth Center
 Mary Grace Falls | LGH CTICU
 Aimee Harvey | LGH MICU
 Hannah Blencowe | LGH ED
 Kaiti Clarke | LGH Surgical
 Harlie Dawson | VBH Child Psych
 Blair Stump | LGH MICU

Distinguished Leadership in Precepting
AWARD WINNERS

**Award Recipients for
2022 Winter Cohort**

Kayla Burnette
Cathy Selmer
Kami Ashworth

**Award Recipients for
2022 Spring Cohort**

Jennifer Anderson
Sheila Canody
Molly Jones
Nina Woodall
Mary Grace Falls



Centra College RN-BSN Program

RN-BSN Program Accreditation

*The RN-BSN Program is Certified to Operate by State Council of Higher Education for Virginia

*The RN-BSN Program Holds Institutional Accreditation through the Accrediting Bureau of Health Education Schools

*The RN-BSN Program is Programmatically Accredited by the National League for Nursing Commission for Nursing Education Accreditation (NLN-CNEA) (DOE Accreditation Recipient)

2022 Program Statistics

22

RN-BSN Program
2022 Student Enrollment

75%

RN-BSN Program 2022
Completion/Graduation Rate

100%

2022 Employment Rate

3.86/5.0

2022 Student Overall
Program Satisfaction

RN-BSN Program Advantages:

12-month program, 3-semesters in length, and a revised curriculum focused on the advanced practice nurse, evidence-based practice, leadership, management and community health.

RN-BSN Program Upcoming Changes Fall 2023: Revised curriculum to eliminate clinical hour requirement; reduced tuition to \$275/credit hour; pre-req GPA=2.0; offering a PT or FT option to obtain program requirements in as little as 1-year or up to 3-years; increasing admission cycles to three start dates a year (January, May, August); easier transition from ADN to RN-BSN Program.



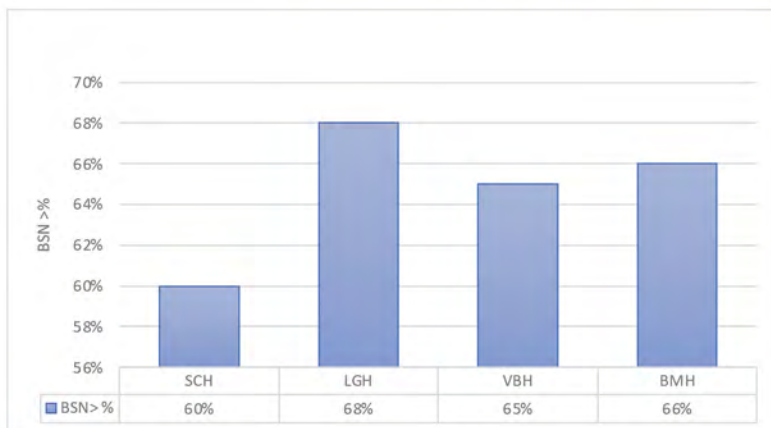
“

I can't say enough positive things about Centra College's RN-BSN program. I highly recommend this program to any nurse who wants to pursue a more advanced degree, increase their knowledge, and further their career. This 1-year program was easily manageable while working a full-time nursing job and being a mother of two.

– Heather, 2021 RN-BSN Graduate



Centra 2022 BSN Percentages



Campus

BSN %

Centra Southside Community Hospital

60%

Centra Lynchburg General Hospital

68%

Centra Virginia Baptist Hospital

65%

Centra Bedford Memorial Hospital

66%

Education Assistance:

- \$5,250 tuition reimbursement per year at any college
- Continue to work in a full-time, part-time, WEO status, or a member of the Resource Team working a minimum of 1200 hours per year for the duration of the approved option
- If you have received your ADN at Centra, and currently work here, go back and finish your BSN in 1 year and get 50% off the tuition cost
- We are honored to be able to offer students from all branches of the military a 15% tuition discount; the discount is our way of saying “Thank you” for your service to our country
- There are multiple nursing scholarships offered by Centra College through generous donors that can be pursued after completing semester classes



Centra Nursing Pledge

I solemnly pledge myself in the presence of this nursing community to commit to fulfilling my professional duties as a nurse.

I commit to creating a culture of well being which will improve the quality of life for those whom I work with and serve.

I will uphold ethical principles which calls me to a higher standard to protect those within my care physically, emotionally and spiritually.

I will ensure my words and actions reflect fairness, justice, integrity and equity for all.

I will elevate the standards of my profession and hold in confidence all personal matters committed to my keeping.

I will strive to be a life long learner so that I may deliver care which is evidence based and supports safe patient practices.

I acknowledge I am stronger within a community, and therefore devote myself to pursuing excellence, inspiring hope and advancing health for myself and others.

Lastly, I dedicate myself to a process of restoration of joy and healing.



Magnet Writer Nurses

*Back row left to right: Aileen Cassada, Mary Lord, Heather Brown, Sarah Gibson Shirley Johnson, Amber Volk, Beth Hulett
Front row left to right: Tammy Bryant, Brenda Ravagli, Paola Richard, Hannah Robinson, Jenna Dziuba
Not pictured: Valanche Cheatham, Megan Franklin, Jessica Aguilera-Hernandez*

Lynchburg General Hospital is going on our 5th Magnet designation and we are part of 1% of hospitals in the nation that carry that distinction.

CENTRA MAGNET RECOGNIZED FACILITIES

- **Centra Lynchburg General Hospital**
2005, 2010, 2015, 2019
- **Centra Virginia Baptist Hospital**
2005, 2010, 2015, 2019
- **Centra Southside Community Hospital**
Initial Designation 2019
- **Centra Medical Group**
2005, 2010, 2015, 2019



CENTRA PATHWAY RECOGNIZED FACILITIES

- **Centra Bedford Memorial Hospital**
Initial Designation 2018



Centra Nursing Professional Practice Model

Restoration of joy in nursing. Re-imagining the future.

- Respect & Kindness
- Excellence
- Stewardship
- Integrity
- Teamwork
- Diversity, Equity & Inclusion



Develop & advance the nursing workforce



Transformational Leadership



Grow the nursing workforce



Structural Empowerment



Culture of safety and quality



Exemplary Professional Practice



Sustain the nursing workforce



New Knowledge, Innovations & Improvement

2023-2025 Nursing Strategic Plan

Vision: Restoration of Joy in Nursing & Re-imagining the Future

Strategic Themes

(Long-term plans; 3-5 years)



Grow the Nursing Workforce

Our commitment is to grow the size and diversity of our nursing workforce through strong academic – practice partnerships and the promotion of seamless academic progression.



Develop & Advance the Nursing Workforce

Our commitment is the ongoing professional development of our nurses to enable them to grow and advance throughout their careers.



Sustain the Nursing Workforce

Our commitment is to create and maintain healthy work environments that enable Caregivers to support one another and innovate in the delivery of patient care, creating spaces in which patients and Caregivers thrive.

Organizational Priorities

(Short-term plans; 12-18 months)

Clinical Nurse Transformation through Professional Development (Entry to Advancing Expert)

- Transition to Practice Programs (New CNAs, PCTs, LPNs, RNs)
- Virginia Henderson Scholars Program (for new RN graduates)
- Academic – Practice Partnerships
- Health Careers Summer Camp

Leadership Transformation through Professional Development (Entry to Executive Career Pathway)

- Lead RN Preceptor Program
- Mentoring Program
- Certifications and Clinical Competencies
- Preparing Workforce for Growing Aging Population
- Virginia Henderson Nurse Leader Academy

Create a Healthy Work Environment for Caregiver & Patients to Thrive

- Promote a Culture of Well-Being and Civility
- Adoption of Digitally-enabled care (Staffing and Scheduling Platform, Clinical Scheduling Platform, Patient Education Platform)
- Improve the Patient and Caregiver Experience
- Promotion of Professional Nursing Governance
- Achievement of Magnet & Pathways Accreditation

GROW THE WORKFORCE



Code Lavender: Proactive Stress Management

Abigail Mabus, BSN, RN

Background

Heightened levels of stress were observed among nursing staff due to poor staffing and COVID-19. The relationship between stress and burnout, along with other poor mental health outcomes, is well established. It has also been shown that nurses suffering from burnout provide suboptimal care.

Methods

A survey to assess stress indicators was sent to all nursing staff. The Code Lavender self-care packets were then made available. Three months later, the same survey was sent out, with an additional question regarding the usefulness of the intervention.

Conclusion

Overall, nurses found the Code Lavender self-care packet helpful.

- Most measures of stress decreased
- One increased

Goal

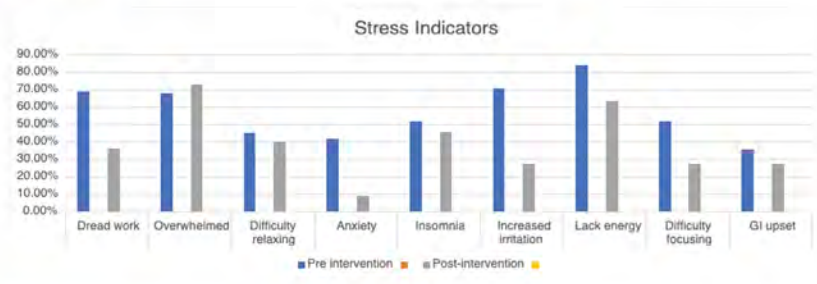
To examine the effectiveness of a Code Lavender self-care packet in reducing stress and preventing burnout.

Recommendations

Continuing to provide for and encourage self-care among nurses is key. Initiating a Code Lavender type response on more units would be helpful in this. However, further research is needed to pinpoint the most effective methods of promotion and forms of self-care.



Results



- The majority of stress indicators decreased after the implementation of the Code Lavender self-care packet.
- 87% of users found the intervention helpful.

Evidence

Nurses are severely affected by workplace stress, resulting in numerous negative mental health outcomes (Graham et. al., 2019, 19). Due to the constant exposure to stress, attitudes towards workplace stress can be unhealthy, leading to the acceptance of unhealthy levels of stress as normal (Davidson et. al., 2017, 181-182). The mental health results of this unaddressed stress can be very serious, including higher rates of suicide among nurses (Davidson et. al., 2017, 25). Research indicates that a supportive workplace environment can help alleviate workplace stress. Compassion fatigue and burnout were lower among nurses who described their workplace was described as healthy (Stacey et. al., 2016, 165). Thus, if the workplace environment can be improved, some of the effects could be mitigated and burnout prevented. The final finding was that nursing staff are willing and able to support each other if given the tools to do so (Graham et. al., 2019, 22). A peer supporter was even instrumental in preventing a suicide. (Graham et. al., 2019, 24). This situation demonstrates both the need for and the power of peer support.

Limitations

The first limitation of this project was the small sample size. The intervention was limited to one unit within the hospital. The second limitation was the significantly decreased response to the second survey. The final limitation was the significant staff turnover during the duration of the project, resulting in those who responded to the first survey potentially not being able to respond to the second survey.





Implementation of a Colorectal Surgical Site Infection (SSI) Prevention Bundle and Checklist

*Carrie White, MSN, RN, CAPA | Leandra Lusk, BSN, RN, CNOR,
Sarah Kurtz, MSN, RN, CPAN | Jennifer Hyland, BSN, RN, CNOR
Karen Hayden, RNFA, CNOR | Brigitte Wilson, MSN, RN, CNOR
Sarah Hunt, BSN, RN | Ashley Tanner, BSN, RN*

Background

In 2020, our surgical leadership team noted an alarming trend for colorectal surgical site infections (SSI). The colorectal SSI internal data for Lynchburg General Hospital and Virginia Baptist Hospital in 2019 confirmed a 6.98% infection rate.

The leadership team began a call to action in the perioperative departments with the formation of an interdisciplinary committee with representation from nursing leadership, infection control, a general surgeon and process engineering support. The focus of this team was to develop a plan to reduce the SSI rate for colorectal surgeries.

Methods

After the review of literature and team discussion, a colorectal SSI bundle and checklist were developed. This checklist was used to guide staff on the standard practice of the SSI prevention bundle. Education was provided in multiple ways to the various teams including surgeons and consisted of staff meetings, presentations, huddles, and one-on-one coaching. The checklists were completed in real time pre-intra-post operatively and were then collected for data review. After implementation data was compared retrospectively over a time frame of one year.

The checklist implemented included the following elements:

- Antibiotics and redose schedule
- Chlorhexidine wipes
- Separate OR clean closing tray
- Normothermia
- Nasal decolonization
- Bowel Preparation

Conclusion

- The colorectal checklist implemented in January 2021, provided a standardized process for our health systems to safely care for colorectal surgical patients.
- The colorectal checklist implementation dropped SSI rates from 6.98% to 0.5719% in a timeframe of one year.

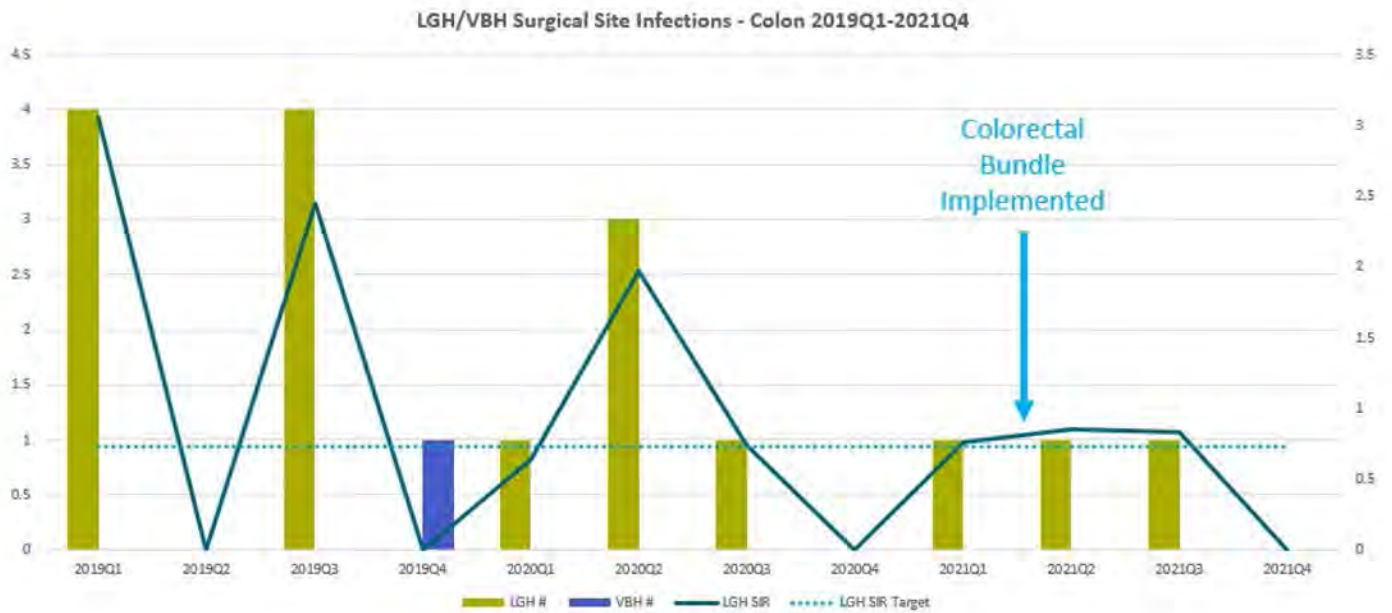
Goal

The primary goal for the interdisciplinary team was to decrease colorectal SSIs from 6.98% to less than 0.733% by December 2021.

Recommendations Include:

- Key-stakeholder participation with process change and implementation
- Standardization of best practices in the preparation of colorectal surgical patients
- Implementation of an evidenced based checklist
- Surgeon and staff engagement with education across all surgical services departments
- Auditing the process with feedback and coaching

Results



Safety Through Education: Reducing Seclusion & Restraint

*Megan Franklin, MSN, BSN, RN-BC, Megan Bowling, BSN, RN,
Brooke Stratton, BSN, RN, Alex Walker, BSN, RN-BC,
Chasmene Murray, BSN, RN, Leslie Briant, RN & Shannon Miles, MSN, RN-BC*

Background

TJC & CMS suggest lowering S/R rates due to the numerous post-event negative consequences that present in both patients and staff involved

- Setting: Adult & geriatric inpatient mental health
- Problem: Patients in crisis situations demonstrate unsafe behaviors that often lead staff to use restrictive interventions such as S/R to keep the team, other patients, and the patient themselves safe
- Intervention: Increased staff education through simulation and classroom settings

Methods

- Retrospective, observational study
- Literature review
- Comparison of seclusion and restraint data for the two units for the year prior and current year

Implementation

Mock Code Atlas (show of force) – September 2021

- Involved Central Virginia Center for Simulation and Virtual Learning
- Provided evidence-based critique on staff participation & performance in a judgement free environment
- Encouraged improvements in teamwork & communication
- Opportunities for real time coaching & reflection on practice
- “We perform how we practice.”

Conversion from MANDT to CPI – December 2021

- An evidence-based, TJC approved training program on de-escalation and therapeutic interventions to prevent S/R

Acronyms

S/R – Seclusion/Restraint

CPI – Crisis Prevention Institute

TJC – The Joint Commission

CMS – Centers of Medicare & Medicaid Services

VBH – Virginia Baptist Hospital



Literature Summary

Notable reductions in S/R use have been obtained by enhancing staff training, having involved leadership, and careful monitoring of S/R use. Staff's behavior and presence during moments of crisis can directly influence the escalation or de-escalation of the situation (Aguilera-Serrano, Guzman-Parra, Garcia-Sanchez, Moreno-Kustner & Mayoral-Cleries, 2018).

Staff training is a key component of reduction of S/R across facilities by using a uniform process. Improving the competence of staff in how to handle crisis situations to prevent S/R use is a sensible step to take. Ensuring competence of behavioral health staff in dealing with crisis situations is an integral piece at ridding facilities of the use of S/R practices (Raveesh, Gowda & Gowda, 2019).

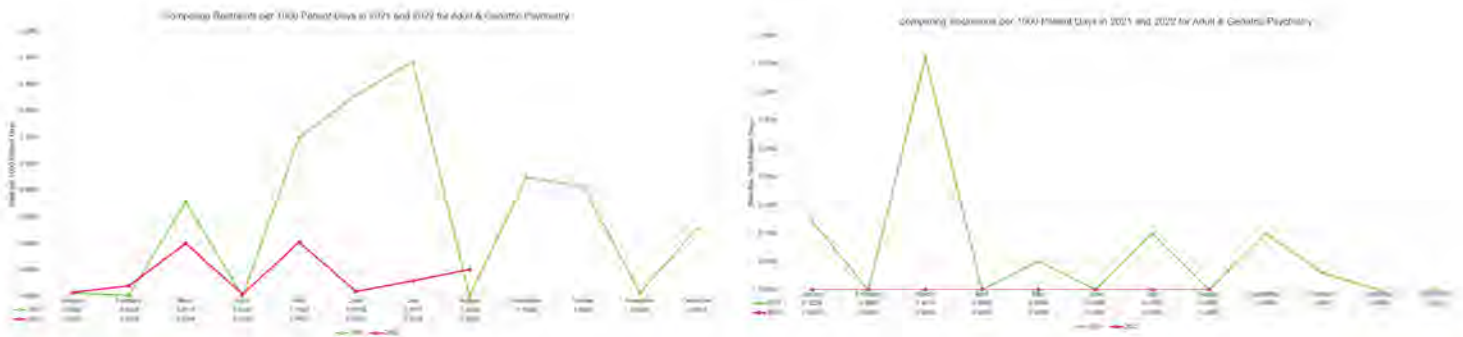
Knowledge contributes greatly to staff's attitude and practices when it relates to S/R use. Staff with higher education levels were less likely to use S/R as an intervention in crisis situations. There is correlation between lack of experience, training and education around high S/R use rates (Lee, Valimaki & Lantta, 2021).

Lack of appropriate levels of education and training have an impact on S/R use, limited training seems to yield a higher S/R use rate. Additional training and education are necessary to reduce the use rate of S/R (Muir-Cochrane, O'Kane & Oster, 2018).

Appropriate training levels is a major tenet of S/R use reduction (Paradis-Gagné, Pariseau-Legault, Goulet, Jacob & Lessard-Deschênes, 2021).

Conclusion

Implementing additional educational and training opportunities for staff working with the inpatient adult and geriatric mental health population have demonstrated a positive impact on S/R use rates both in literature and at VBH's inpatient Adult & Geriatric Mental Health units. It is evident that the more training and education a staff member has, the less likely S/R will be used as an intervention when managing behaviors in crisis situations.



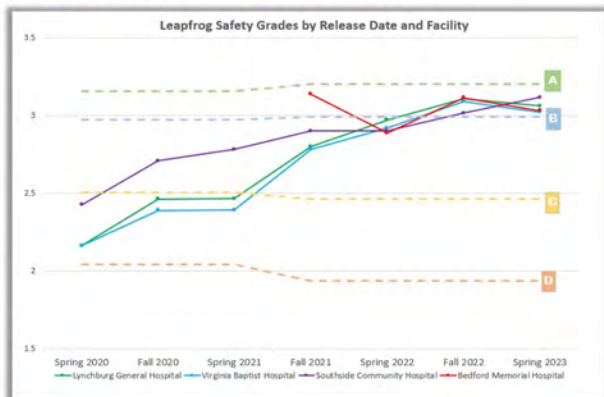


Nursing Achievements & Healthcare Recognitions



Centra Bedford Memorial Hospital

Spring Safety Grade



#7 in State of Virginia
(of 146 Hospitals)



2005, 2010, 2015, 2019
Next Submission Aug 2023!

Centra Medical Group
Centra Lynchburg General Hospital
Centra Virginia Baptist Hospital } 4x

Centra Southside Community Hospital } 1x



Congratulations!



Stacey Vaught, MSN, MBA, BA, RN, CNO of BMH, has been appointed to serve as a member on the Virginia Organization of Nurse Leaders, Board of Directors.

Congratulations Stacey, and thank you for serving!

Heather Mayberry, MSN, CNS, ACNS-BC, RN-BC, CCRN, RCIS, was inducted into the Clinical Nurse Specialist Institute. Application is initiated by the inductee through an intense questionnaire requiring the applicant to demonstrate their organizational, regional and national impact on nursing.

Heather was one of 16 inductees into the institute, and was awarded based on specializing in critical and COVID-specific care and pulmonary hypertension. She serves Centra as a CNS for the Versatile Acuity and Pulmonary Units, as well as the systemwide Pulmonary Hypertension Clinical Coordinator.

Specific contributions include facilitating Centra in achieving accreditation through the Pulmonary Hypertension Association as a Regional Clinical Program.

Congratulations Heather on this prestigious achievement!



SUSTAIN THE WORKFORCE





Professional Nurse Governance Board Rooster House Retreat 2022

Based off of feedback from our Caregivers during the 2022 Fall engagement survey, we partnered with our professional governance team to look at how we can better support nursing with resources, staffing and leadership engagement. From this work, actions were taken from our professional governance presidents and leaders across the organization to address the gaps identified in the survey, developing some of the below processes to improve leadership access and communication.

We partnered with our professional governance team to address:

- Visibility/Leadership/Communication
- CQC Standardization and Alignment of Leadership Team Makeup
- CNO Townhalls Q2 Weeks
- Nursing Leadership QR Code for Feedback
- Stay Interviews completed on every unit in 2022
- Increased Visibility Rounding Schedule by nursing leaders
- CNO shadowing with Caregivers

Staffing continued to be the main theme of 2022, with gaps in acceptable staffing levels challenging our ability to retain our Caregivers and recruit new nurses. In July of 2022, LGH/VBH had 224 open nursing (RN/LPN) FTE's. With the work of the professional governance and interprofessional teams, the above actions helped to decrease that vacancy to 157 open FTE's by January of 2023. Part of this work stemmed from our reduction in turnover (16%) in 2022, which far outpaces the national turnover benchmarks. This outcome is thanks to the culture of our units and the work from so many people within the department of nursing to retain and rebuild our workforce, post-pandemic.

Additional efforts that stemmed from our employee engagement survey focused on:

- Adequacy of Resources and Staffing
- Decreased Nurse to patient Ratios in ICU, IMC and AC
- New Bladder Scanners, Ultrasound Machines, Stretchers and Wheelchairs
- CITT Development, to create a role for every phase of your life
- PCT role was developed to help bring more PCT/CNA roles to our units for support
- New Bedside Telemetry Monitors ordered and arriving in 2023 for Installation

As we look towards 2023, our goal is clear – to continue our pursuit of excellence, restore the joy in nursing and ensure that we have the resources and support at the bedside for our Caregivers and our patients.

2022 Professional Nursing Governance Members

Centra Lynchburg General & Virginia Baptist Hospitals

Tina Roark	DeAnn Broggin	Danielle Hunter	Jennifer Wright
Fran Concklin	Abigail Mabus	Jesika Trent	Kelsie Cawley
Becky Driskill	Felicia Smith	Ashley Bailey	Courtney Moss
Megan Graves	Paige Andrews	Lelia Burge	Amy Randolph
Wendy Burks	Stephanie Miller	Chas Murray	Demetrice Poindexter
Amanda Cherry	Misty Ward	Lisa Toms	Lindsey Richards
Heather Hammond	Heidi Heaton	Megan Brumfield	Kimberly Martin
Lori Mason	Holly Carson	Kasey Blazejewicz	Edna Allen
Nicole Williams	Ann Burroughs	Bonnie Napierkowski	Susie Smith
Angela Ault	Nicole Hackett	Daphne Mann	Carrie White
Carrie Vest	Molly Jones	Julie Torode	Jody Massie

Centra Bedford Memorial Hospital

Tanya Mitchell	Jennifer Alcorn	Bridget Houlihan	Gina Fisher
Christina Hudson	Whitney Lawhorn	Shannon Karnes	

Centra Southside Community Hospital

Kelsie Cawley	Melissa Cawley-Chambers	Erica Zelle	Tiffany Abernathy
Mary Lord	Charlotte Morris	Beth Hulett	Samantha Wooten
Nicole Brown			



2022 Virginia Henderson Symposium

At the annual Virginia Henderson Research Symposium, nurses learn about the latest evidence-based research to provide excellent patient care.

The 18th annual symposium had record-breaking attendance and focused on strengthening our workforce. It also featured the Centra Nursing Pledge and a coin ceremony for the new Virginia Henderson Institute of Clinical Excellence.







“

I think the best part was on resilience and healing. As a Caregiver coming out of the pandemic, it was so helpful. And the information is really helping me deal with situations that arise. This is something I look forward to every year!

– *Nicole Hackett, RN*

TULIP AWARD

TULIP stands for “Touching Unique Lives In Practice.” It celebrates the ways that these team members go above and beyond for their patients and colleagues.



Centra Lynchburg General & Virginia Baptist Hospitals

Quarter 1

Dr. Peter Ploch
General Surgical Specialist

Dr. Tonya Johnson

Kelly Abbott

Quarter 2

Dr. Jose Domingue
Anesthesia

Nick Zubrinitz
MOA, Alan B. Pearson Regional Cancer Center

Rezzley Steadman
CNA, Acute Rehab

Quarter 3

Aury Boyle
Patient Sitter

Ireland Colman
AMHP, Adult Psych Unit

Sharon Harris
EVS Tech, Environmental Services

Quarter 4

Bianca Mills
CNA, Acute Rehab

Dr. Ann Marie Harman
Anesthesia

Tina Millard
Neurodevelopmental Specialist, The Women's & Children's Specialty Center

Centra Bedford Memorial Hospital

Quarter 1

Kiwonna Johnson-Bush
HUC, BMH OR

Quarter 2

Not awarded during this quarter

Quarter 3

Tessa Roulston
NP, CMG Lynchburg Emergency Services

Quarter 4

Dr. Ryan McLennan
CMG Bedford Emergency Services

Centra Southside Community Hospital

Quarter 1

Mary Companion
Intermediate Care Unit

Quarter 2

Gwen Akers-Booker
PBX Operator

Quarter 3

Keosha Cousins
CNA, Telemetry Medical Surgical Unit

Quarter 4

Sharon Smith
CNA, Telemetry Medical Surgical Unit

DAISY AWARD



DAISY is dedicated to recognizing nurses for the compassionate care they provide no matter where they practice, in whatever role they serve, throughout their careers.

Centra Lynchburg General & Virginia Baptist Hospitals

Quarter 1

Barbie Apperson, RN
Intensive Care Nursery

Crystal Nash, RN
RN Resource Team

Emily Reed, RN
*Alan B. Pearson Regional
Cancer Center*

Quarter 2

Cheryl Elkins, RN
CTICU

Monica Tucker, RN
Interventional Radiology

Terry Bemis, RN
The Birth Center

Quarter 3

Amber Hudson, RN
*Alan B. Pearson Regional
Cancer Center*

Blair Stump, RN
MICU

Sarah Gibson, RN
CMG Surgical Specialists

Quarter 4

Klaire Thomason, RN
Oncology

Shannon White, RN
STICU

Stephanie Lilly, RN
STICU

Centra Bedford Memorial Hospital

Quarter 1

Whitney Lawhorn, RN
BMH Ambulatory Surgery

Quarter 2

*Not awarded
during this quarter*

Quarter 3

Rajah Guthrie, RN
BMH Medical Surgical

Quarter 4

Ernestine Slaughter, RN
BMH Medical Surgical

Centra Southside Community Hospital

Quarter 1

Jackie Goins, RN
Nursing Supervisor

Quarter 2

Martina Alexander, RN
*Telemetry- Medical
Surgical Unit*

Quarter 3

Jennifer Corpus, RN
*Telemetry - Medical
Surgical Unit*

Quarter 4

Leslie Holman, RN
ICU

Becca Johnson, RN
ICU

2022 Nurse Sensitive Quality Indicators

Jenna Dziuba, MSN, RN, MEDSURG-BC, Senior Director Nursing Quality & Informatics

Metric	2021 Actual	2022 Actual	2022 Target
CAUTI (standardized infection rate)	LGH: 0.91 (15) VBH: No SIR (1) CSCH: No SIR (2) BMH: No SIR (0)	LGH: 0.99 (18) VBH: No SIR (1) CSCH: No SIR (1) BMH: No SIR (0)	≤0.682 (NHSN 50 th %tile)
CLABSI (standardized infection rate)	LGH: 1.82 (26) VBH: No SIR (0) CSCH: No SIR (1) BMH: No SIR (0)	LGH: 1.12 (15) VBH: No SIR (0) CSCH: No SIR (0) BMH: No SIR (0)	≤0.777 (NHSN 50 th %tile)
HAPI 2+ (prevalence survey data - % of patients surveyed with HAPI 2+ or greater)	LGH: 2.82% (29) VBH: 0% CSCH: 0.00% BMH: 1.64% (1)	LGH: 2.48% (28) VBH: 1.00% (1) CSCH: 0.85% (1) BMH: 1.35% (1)	LGH: 0.89% VBH: 0.00% CSCH: 0.00% BMH: 0.89% (0.89% - NDNQI average median of last 8 quarters, Q2 2021)
HAPI Medical Device Pressure injuries (prevalence survey data - % of patients surveyed with medical device-related HAPIs)	LGH: 0.68% (7) VBH: 0.00% CSCH: 0.00% BMH: 0.00%	LGH: 0.44% (5) VBH: 0.00% CSCH: 0.85% (1) BMH: 0.00%	0.00% (NDNQI average median of last 8 quarters, Q2 2021)
Falls (total) (rate per 1000 patient days, includes neonates (baby) falls/drops per 1000 newborn days)	LGH: 2.91 (313) VBH: 3.04 (116) CSCH: 2.03 (32) BMH: 2.89 (20)	LGH: 2.83 (315) VBH: 2.73 (107) CSCH: 2.27 (35) BMH: 4.07 (31)	2.41 (NDNQI average median of last 8 quarters, Q2 2021)
Falls (with injury) (rate per 1000 patient days, includes neonates (baby) falls/drops per 1000 newborn days)	LGH: 0.74 (80) VBH: 0.97 (37) CSCH: 0.44 (7) BMH: 0.87 (6)	LGH: 0.78 (87) VBH: 0.74 (29) CSCH: 0.71 (11) BMH: 1.84 (14)	All Facilities: 0.46 (NDNQI average median of last 8 quarters, Q2 2021)



CENTRA

Nursing