



Embracing the future through innovation, collaboration and compassion

NURSING ANNUAL REPORT 2018
ST. FRANCIS MEDICAL CENTER



MISSION

Our Ministry:

Extends the compassionate ministry of Jesus by improving the health and well-being of our communities and brings good help to those in need, especially people who are poor, dying and underserved.

VISION

Inspired by God's hope for the world, we will be a ministry where associates want to work, clinicians want to practice, people seek wellness and communities thrive.

VALUES

Human dignity

Integrity

Compassion

Stewardship

Service



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Welcome

Throughout 2018, professional nurses across our Richmond community have made significant contributions to improve clinical outcomes, enhance the experience of care and advance the practice of professional nursing. This activity of the Bon Secours nurses highlighted in this annual report is a glimpse into the unique contribution nurses have made to provide high-quality, compassionate care across the continuum of care. With the merger of Bon Secours and Mercy Health in September 2018, the 3,172 nurses in Richmond are now part of a community of more than 17,000 nurses across our ministry who lead and advance the practice of professional nursing in Catholic health care. I am proud of the many accomplishments of our nurses this past year and look forward to the next year in our journey for professional nursing excellence.

Andrea Mazzocchi, RN, PhD, FAAN

Chief Nurse & Quality Officer
Bon Secours Mercy Health

It is with great pleasure that I represent nursing at Bon Secours St. Francis Medical Center. As we continue to journey towards American Nurses Credentialing Center (ANCC) Magnet re-designation, I want to focus on how we continue to light the way in nursing excellence. We are using innovative processes and evidenced-based practices that advance outcome metrics. We are empowering staff through our shared governance, and with our professional nurse advancement program and clinical leadership roles, we are promoting transformational leadership. Each of these important ingredients has been foundational for our nursing staff as they exemplify outstanding professionalism and leadership, dedicated in our Mission to provide good help to the community.

We continue to work to prevent hospital-acquired infections, falls and pressure ulcers. We support purposeful hourly rounding and bedside care reports, which we consider “must-haves” for overall safety. We have advanced our efforts with interdisciplinary rounding on our units. We had many great achievements in 2018, and I look forward to seeing what 2019 holds for St. Francis Medical Center. I commend our staff on their many successes. We are blessed to have such an incredible team who help every day to realize our goals within the hospital and community.

Barbara Gesme, RNC-ENP, BSN, MSN/MBA

Vice President of Patient Care Services, Chief Nurse Executive

St. Francis Medical Center Leadership



Barbara Gesme, RNC-ENP, BSN, MSN/MBA

Vice President of Patient Care
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Transformational Leadership

Transformational leaders stimulate and inspire others to achieve extraordinary outcomes. They align everyone's goals and objectives with the larger organization while transforming to meet the needs of the future. This requires vision, influence, clinical knowledge and strong expertise related to the professional nursing practice.

CNE Advisory Board leads the way to shared decision-making

Our nurse leaders are always eager to find new ways to engage clinical nurses in decision-making and innovation. In January 2018, Barbara Gesme, MSN/MBA, RNC-ENP, chief nurse executive at St. Francis Medical Center, created the CNE Advisory Board to allow her more opportunities to hear the voice of nurses on the front lines.

The CNE Advisory Board consists not only of registered nurses, but unit secretaries, patient care technicians and other members of the care team. During the one-hour board meetings, Barbara communicates key items to the board members and can offer the “why” behind certain discussion items. The meetings also give clinicians time to clarify any items that might be unclear on the units, and to ask questions they have gathered from their peers.

CNE Advisory Board members are comfortable sharing concerns with Barbara and have brought significant issues to light. Together they have collaborated on two-way communications regarding merger progress, onboarding and other staff-to-leader communication needs. They also supported a partnership with Virginia Commonwealth University to conduct a gap analysis for level II trauma center readiness.

Together, the CNE Advisory Board members have created an effective communication avenue for nursing leaders, nurses and the interdisciplinary care team.

Code OR keeps mothers and infants safe

Working the night shift on St. Francis Medical Center's labor and delivery unit, Emily Moore, BSN, RN, clinical nurse III, shift resource nurse, saw an opportunity to enhance communication when there is an urgent or emergent cesarean section.

Due to the geographical layout of the unit, alerting staff when an emergency takes place can be a challenge. The labor and delivery unit uses the Vocera® communication system to call physicians, locate staff members and call for other assistance as needed. Emily noticed, especially on night shift, activating the Vocera® badge buddy during a maternal/fetal emergency created a delay that could pose risks for mother and baby.

Emily conducted a literature review and found that staff could utilize "Code OR" over the Vocera badge. Using this code activation, with its three levels of urgency, helps better alert essential emergency personnel of a maternal/fetal emergency, which is crucial to best outcomes for both mother and baby.

With support from her nurse director, Amy Prince, MSN, RNC-OB, and Beth Lavelly, MHA, BSN, NE-BC, Emily was able to implement her solution to improve patient safety and care on the unit. This change has had very positive results for both the care team and the patient population they serve.



Structural Empowerment

Solid structures and processes within our organization empower nurses to innovate, collaborate and achieve a higher understanding of the nursing profession. Nurses are empowered to meet the needs of our community. Determining the best ways to achieve organizational goals is fostered through strong interprofessional relationships.

Program creates a road to success for new-to-practice nurses

A nurse's first year of practice can be challenging. That's why, in 2018, we began the Bon Secours Nurse Residency Program (NRP).

The NRP is a 12-month program that guides new-to-practice nurses through that critical first year, filling the gap between nursing school and real-life practice. It provides a safe environment for nurses to ask questions, network with other new nurses and transition into the next step in their clinical practice. Sessions cover all the things that are not in the textbooks: family dynamics, patient safety, critical thinking, evidence-based decision-making and leadership development.

We have chosen to support our new-to-practice nurses with this standardized, evidence-based nurse residency program, developed by Vizient and the American Association of Colleges of Nursing, which is currently used by more than 375 hospitals nationwide. It is designed to develop leadership skills, effective decision-making skills related to clinical judgment and performance, and strategies to incorporate research-based and other evidence into practice.

Evidence for the success of such a program is strong. On average, health care organizations that support new-to-practice nurses are better positioned to recruit and retain those nurses. Naturally, recruiting and retaining new-to-practice nurses helps us maintain safe and effective staffing, improve nurse satisfaction, improve patient satisfaction and ensure we have the best talent working for us.



Nurses at Westchester Emergency Center protect and inform community

Community outreach is important to the nurses and providers at Bon Secours Westchester Emergency Center, a free-standing emergency department affiliated with St. Francis Medical Center. They take pride in hosting their annual Public Safety Day and Emergency Expo. The event, which kicks off National EMS and National Police Week, helps educate and inform the community about staying safe and preparing for emergencies.

Adults, children and families are encouraged to attend and meet the Westchester staff and the emergency service teams that keep the community safe. Westchester plans a variety of activities, such as touring the med flight helicopter, interacting with emergency service vehicles, fire extinguisher practice, and 9-1-1 simulators. Our nurses are also interested in preventing the need for emergency care and help educate attendees on bicycle safety, snakes and snake bites, and the dangers of driving while texting or impaired.

These activities help engage the community and decrease fears and uncertainty related to emergency services and situations.



Exemplary Professional Practice

Nurses are autonomous to deliver patient-centered care while collaborating with the interprofessional team and families. Outcomes related to patient experience, quality and work environment stem from a deep understanding of evidence-based practice.

Cultural and social sensitivity support care for a patient with autism

Individuals with special needs are an important part of our community. Patients with autism spectrum disorders (ASDs) can experience a great deal of anxiety when receiving care, and this can be even more traumatic when they receive emergency medical care. These patients often have difficulties with communication, adaptation and expression. They may also exhibit behaviors that can be aggressive and even self-injurious due to pain, discomfort or sensory overload. Sensitive, specialized care can make or break an encounter for them.

In July 2018, an 18-year old patient was brought to the St. Francis Medical Center emergency department (ED) by his worried parents. He was in a great deal of pain and was believed to be severely constipated. The situation was complicated by his low-verbal, moderate autism. The team rallied to provide him with the specific, socially sensitive care he needed to stay calm.

Roxanne Lawrence, RN; Shannon Gray, BSN, RN; and Rhonda Underwood, BSN, RN, used their smart phones to provide distraction by playing music from the Harry Potter movies and the Eagles, his favorite band. These distractions helped keep him calm and relaxed enough to complete treatment.

The patient's grateful mother wrote in an email, "Any hospital can provide basic care and get away with it, and say they did their job, but Bon Secours exceeds all expectations with their care model, while creating a peaceful atmosphere in an area of a hospital which is often filled with the most tension."

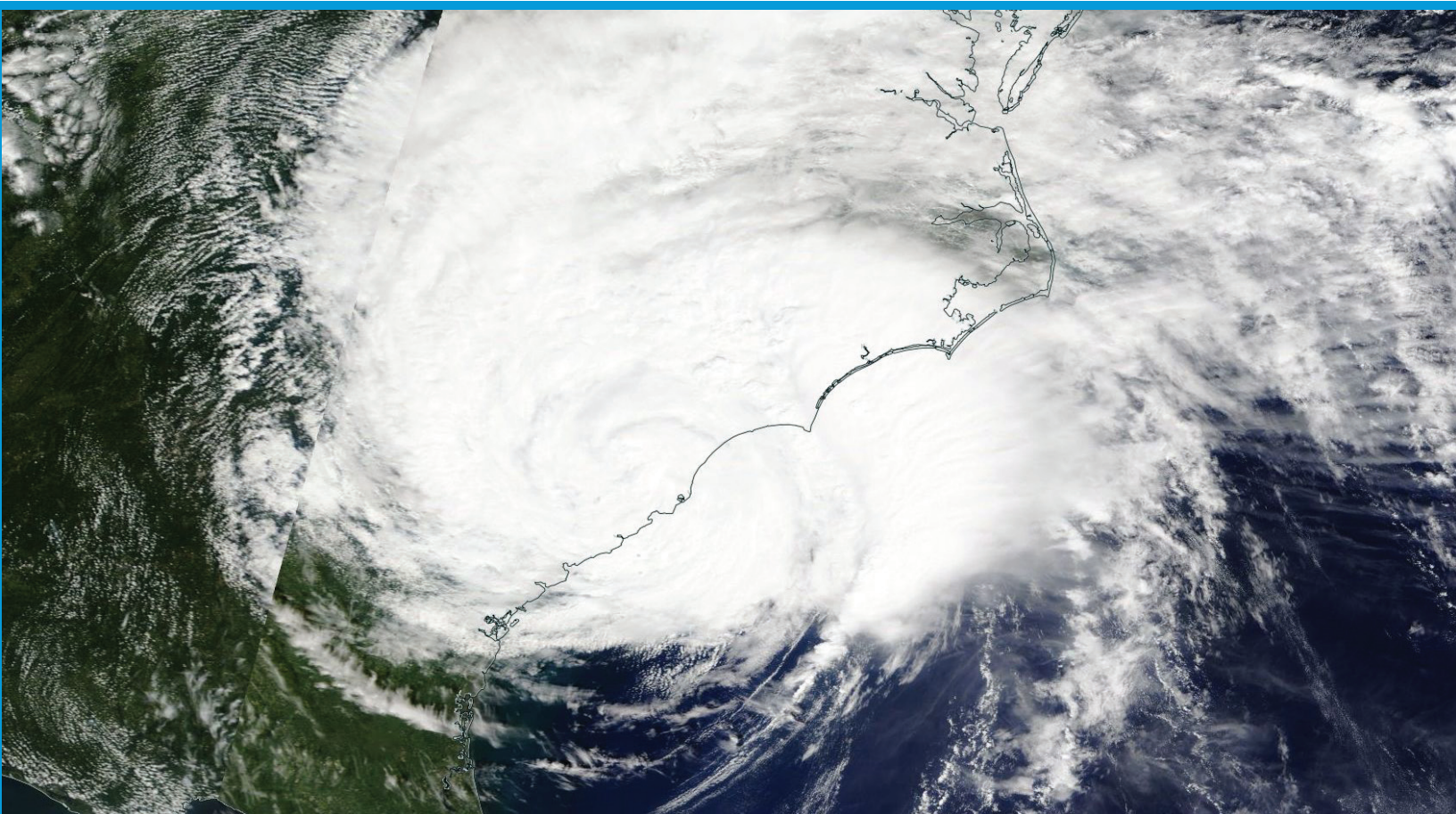
Team keeps patients safe during Tropical Storm Florence

September 17, 2018, started off normally at St. Francis Medical Center. Cloudy, rain-filled skies passed overhead as the remnants of Tropical Storm Florence approached the area. For years, the hospital had taken place in the statewide tornado drills, but no one knew that today's code would not be a drill.

Watching the weather system closely, Thomas Whitehurst, director of security, began to get a bit nervous about the alerts he was receiving. Thomas alerted the administrative leadership, including the chief nurse executive, Barbara Gesme, MSN/MHA, RN-NEA, to discuss emergency plans. As the Emergency Command Center was opened, the hospital's nurses responded quickly and adapted the training they had received during the previous tornado drills.

The hospital was under a code for five hours until the National Weather Center cleared all tornado watches and warnings from the area. The goal was to keep the patients, families and visitors safe and calm. Nurses and ancillary staff worked together to move patients away from windows and into hallways when possible.

Even though a tornado touched down very close to the hospital, no hospital structures, employees, patients or visitors were harmed. The nursing staff used their training and worked together with ancillary staff to ensure great outcomes.



New Knowledge, Innovation and Improvement

Our current systems of health care are redesigned to meet the needs of our patients, community and organization. Nurses are at the forefront of generating new knowledge and innovation, having visible contributions to the art and science of nursing.

New process enhances patient experience at discharge

The post-surgical unit at St. Francis Medical Center houses 36 combination orthopedic, medical/surgical beds providing multi-specialty services to a wide variety of patient populations. This creates a patient admission/discharge bottleneck, and often we have more patients than beds.

To address this bottleneck and enhance the discharge experience for patients and families, Nicole Oliver, MSN, RNC-ONS, administrative director of acute care services; Yolanda Maurice, MSN, RN-CMSRN, interim nurse director of the post-surgical unit; and Dawn Baumgartner, BSN, RN, interim manager of clinical operations began discussing the idea of a discharge lounge as a comfortable place for patients to wait for transportation once discharged.

We anticipated that a discharge lounge would assist with patient throughput and improve HCAPHS scores. The goal for the task force was to improve the length of stay, improve patient flow and validate that patients had the help they needed when leaving the hospital.

This work began in January 2018. Summer Lynch, MSN, RN, administrative director of critical care, helped develop patient inclusion criteria for the discharge lounge. The task force shared the criteria with the nursing staff for their feedback and approval. The approved inclusion criteria specified that an eligible patient:

- Is not a post-partum patient
- Does not have any communicable disease or require isolation precautions
- Does not have an I.V. or continuous tube feeding
- Does not use a ventilator
- Does not have any draining wound
- Has a written discharge order
- Has completed all medical care
- Has stable vital signs that are appropriate for the patient
- Is alert and oriented (no cognitive impairment)
- Can ambulate independently or is deemed safe by physical therapy and/or nursing
- Will be waiting more than 30 minutes for non-ambulance transportation
- Can care for any toileting needs independently

The task force also planned for logistic issues such as meals and cleaning, finalized a plan to communicate the change to patients and staff, performed a failure mode and effects analysis to determine how this plan could fail and how we will prevent those failures, and reviewed post-surgical unit patient satisfaction and length of stay data for improvement.

The discharge lounge opened on February 27, 2018, staffed by light-duty registered nurses or patient care technicians. As the patients wait for transportation, staff validate and verify discharge instructions and call the discharge unit if the patient has any questions prior to leaving the hospital. Since we have begun using the lounge, the unit’s patient experience scores around discharge have improved.

EFFECTS OF DISCHARGE LOUNGE ON HCAHPS SCORES

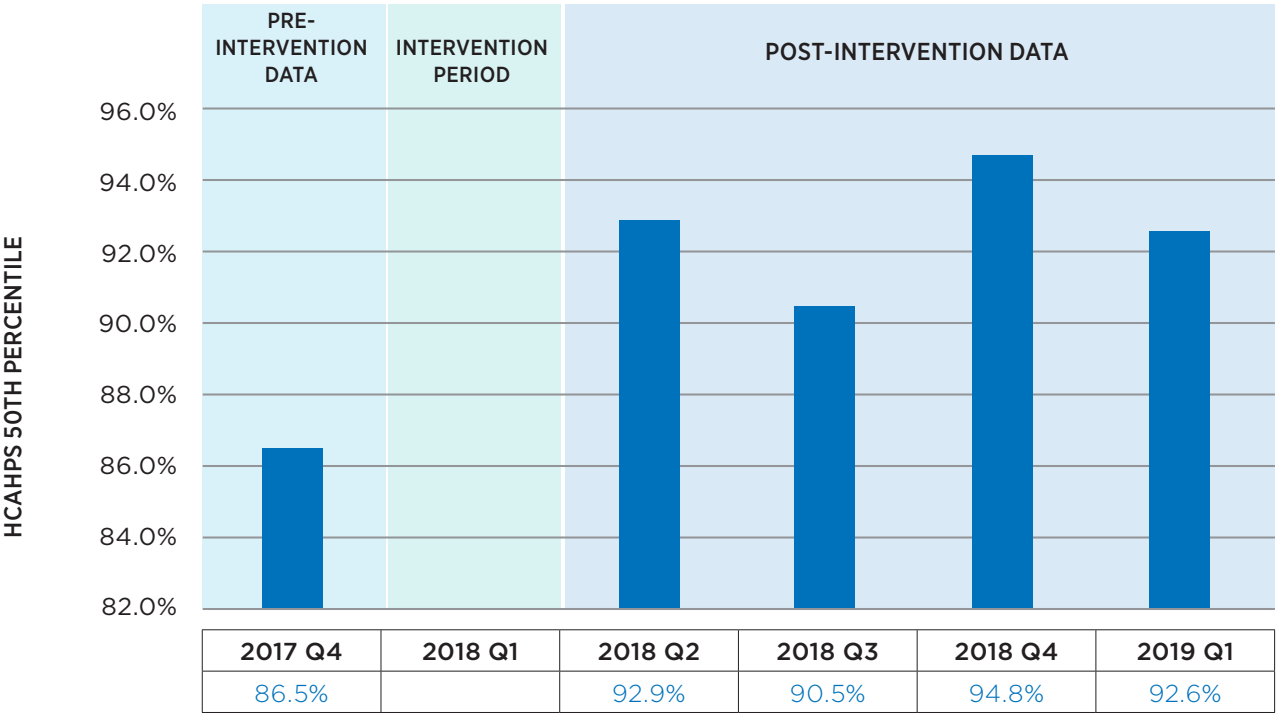


Figure 1. Outcome: Improve HCAHPS score for the question, “During this stay, did doctors, nurses or other hospital staff talk with you about whether you would have the help you needed when you left the hospital?” on post-surgical unit with implementation of discharge lounge.

Awards

Lifeline Achievement Award

Leapfrog Hospital Safety Grades

Virginia Department of Health Designation

DAISY Awards

Lifeline Achievement Award

Mission: Lifeline Achievement Awards from the American Heart Association

Bon Secours is committed to providing quality care for patients having a heart attack. A key factor for lifesaving treatment is a well-trained, responsive, interdisciplinary team. Our nurses and providers were honored in 2018 with several awards from Mission: Lifeline.

The Mission: Lifeline program's goal is to reduce system barriers to prompt treatment for heart attacks, beginning with the 9-1-1 call, to EMS transport and continuing through hospital treatment and discharge. The initiative provides tools, training and other resources to support heart attack care following protocols from the most recent evidence-based treatment guidelines.

Bon Secours earned awards by meeting specific criteria and standards of performance for quick and appropriate treatment through emergency procedures to re-establish blood flow to blocked arteries in patients coming into the hospital directly or by transfer from another facility.

We are so proud of the following Bon Secours hospitals that earned a Mission: Lifeline® Achievement Award from the American Heart Association:

Mission: Lifeline Gold Receiving Plus

- Bon Secours Maryview Medical Center
- Bon Secours St. Mary's Hospital

Mission: Lifeline Silver Receiving Plus

- Bon Secours St. Francis Medical Center

Mission: Lifeline Silver Receiving

- Bon Secours DePaul Medical Center
- Bon Secours Memorial Regional Medical Center

Mission: Lifeline Bronze Receiving Plus

- Bon Secours Mary Immaculate Hospital

Leapfrog Hospital Safety Grades

In 2018, five Bon Secours hospitals in Virginia were recognized with an “A” Hospital Safety Grade, a standard measure of patient safety, by The Leapfrog Group. The Leapfrog Group is a nonprofit organization committed to driving quality, safety and transparency in the U.S. health care system. Leapfrog Hospital Safety Grades of A, B, C, D and F are assigned to more than 2,500 U.S. hospitals across the nation twice annually, once in the fall and once in the spring.

Mary Immaculate Hospital, Memorial Regional Medical Center, St. Mary’s Hospital, DePaul Medical Center and Maryview Medical Center were among only 30% of hospitals nationwide to receive the “A” grade. In addition, St. Francis Medical Center received a “B” Hospital Safety Grade.

This recognition for excellence was due in no small part to the patient safety culture created by our nurses.



Virginia Department of Health

Maternity Center Breastfeeding-Friendly Designation

In April 2018, the Virginia Department of Health recognized three Bon Secours Richmond hospitals with a Virginia Maternity Center Breastfeeding-Friendly Designation for their efforts in implementing policies and practices that support a breastfeeding-friendly environment for patients. Bon Secours St. Francis Medical Center was designated with four stars (out of a possible five).

The designation is based on the World Health Organization's Ten Steps to Successful Breastfeeding, with a star awarded for every two steps achieved. The ten steps support initiation, exclusivity and continuation of breastfeeding.

Our nurses and lactation consultants, who assist mothers with breastfeeding preparation and learning successful breastfeeding skills, can often make the difference for a positive, long-lasting breastfeeding experience. Our nurses also encourage rooming-in, which allows families to keep their baby with them throughout their stay in the hospital. Evidence shows that rooming-in has many benefits, including better breastfeeding, early response to hunger cues, higher milk production, increased confidence in going home, safe sleep practice and more sleep for everyone.

DAISY Awards

The DAISY Award recognizes a nurse's clinical skill and compassionate care to patients and their families.

Jan: Jackie Underwood, MIU
Feb-Apr: Amber Bryan, Float Pool
May: Lora Harvell, PCC
Jun: Christabel Forche, Fourth Floor
Jul: Moriah Fowle-Kenna, ICU

Aug: Heather Dick, ICU
Sep: Rhonda Underwood, ED
Oct: Janna Gambino, PCC
Nov: Jennifer Franks, ICU
Dec: Adrienne Council, ICU

Bon Secours Mercy Health

Bon Secours is part of Bon Secours Mercy Health (BSMHealth.org), one of the top 20 health systems in the United States and part of the top performing quartile of Catholic health systems for lowest cost per case for patient care.

With operations in Maryland, Virginia, South Carolina, Kentucky, Florida and New York, Bon Secours owns, manages, or joint ventures 20 hospitals and 27 post-acute care facilities or agencies including skilled nursing facilities, home care and hospice services, and assisted living facilities. Consistent with its commitment to alleviate human suffering, Bon Secours has developed more than 800 affordable housing units for low income families.

Bon Secours has more than 24,000 employees and has been recognized as a Gallup Great Workplace for six consecutive years. The mission of Bon Secours Mercy Health is to improve the health and well-being of its communities, especially people who are poor, dying and underserved. As part of Bon Secours Mercy Health, the ministry provides nearly \$2 million per day in community benefit. For more information, visit www.BonSecours.com.





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