



UVA Community Health 2023 Nursing Annual Report

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Message from the Chief Nursing Officer

I am honored to share the UVA Community Health 2023 Nursing Annual Report, which captures an extraordinary year.

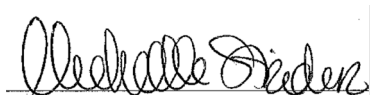
2023 was a year of change at UVA Community Health. We were still in the throes of the final pieces of integration among all three medical centers with the last piece being UVA Health Culpeper Medical Center joining UVA Health on the same instance of EPIC. This was a significant undertaking.

Amid integration, our nurses and clinical staff didn't skip a beat. UVA Community Health nurses continued to provide the exceptional care we are known for in our hospitals and clinics, and in our community.

Among all of the celebrations, we also experienced sorrow. In July, our Chief Nursing Officer, Barbara Hocking, passed away. Her passing left a void not only in UVA Community Health, but most visibly in the nursing community. Barbara was a visionary, an accomplished nurse leader and researcher, and a beacon of hope. Our nurses felt the absence of Barbara, but her legacy remains.

I was honored to step into the Chief Nursing Officer role in 2023. I took immense joy in working so closely once again with nurses throughout the system. It reminded me why I became a nurse to begin with: to improve health, to improve lives, to care for those who cannot care for themselves, and to make a difference in the lives and health of patients and families.

I am honored to be part of the nursing community at UVA Community Health. As I look back on 2023 and see the many accomplishments, accolades, and well-deserved awards we have received, it is clear to me that nurses are the heart of our health system. Thank you for all you have done and continue to do for UVA Community Health.



Michelle Strider, RN, BSN, MBA, CPHQ
VP, Chief Nursing Officer
UVA Community Health

In Memoriam

Barbara Hocking, EdD, MPA, BSN, had a gift with words—not just when she put pen to paper but also when she interacted with fellow nurses, medical staff, colleagues across the system, and patients each day of her esteemed career. Many would agree she never met a stranger. Anyone who crossed her path became someone she was invested in learning more about. Sadly, Barbara passed away unexpectedly on July 12, 2023.

When asked how she would describe her CNO role, she replied, “I am truly a servant leader. I support the nurse leaders who in turn support the staff, who touch our patients and care for them.”

From Maine to Alaska, Barbara had extensive experience leading health systems nationwide. Her nursing career spanned 35 years, beginning in emergency, perioperative, and rehabilitation settings. Before coming to UVA Health, she spent 15 years as a consultant, contributing to increased quality and safety practices, positive financial outcomes, and effective team member development. Her years of clinical and operational experience and her passion for patient care gave her the tools to navigate transition and adversity expertly. But beyond her experience, she was well known for her wisdom, kindness, and humor; team members often share their favorite “Barbara story.”

To honor the indelible mark Barbara left on our hospitals, patients, families, and colleagues, the UVA Community Health Foundation established the Barbara Hocking Memorial Fund for Nursing Education and Training. The memorial fund in her honor provides nursing scholarships or grants to deserving individuals pursuing nursing education, including aspiring nurses entering undergraduate or graduate programs, and provides education, training, credentialing, and simulation lab learning for nurses already in practice.

Structural Empowerment *focuses on nursing professional development, recognition, and community involvement.*

The Center of Nursing Excellence

The UVA Community Health Center for Nursing Excellence was created in July 2022 by Chief Nursing Officer Barbara Hocking as an evidence-based approach to promote excellence in nursing practice by advancing clinical practice in collaboration with the leadership team and professional governance. It serves as the clearinghouse for practice advancement, ideas, concerns, and areas of improvement. This center manages oversight of best practices such as professional governance, clinical ladder, peer review, nursing practice and policy, competence, nursing ethics, and National Database of Nursing Quality Indicators (NDNQI).

In 2023, the Center for Nursing Excellence emphasized removing barriers for nursing practice autonomy through policy development, professional governance, and the introduction of new technology and innovation. The center is enabling career advancement and professional development for nurses, especially during challenging times such as the COVID-19 pandemic, by supporting clinical ladder continuance at UVA Health Prince William and Haymarket Medical Centers, and future development across UVA Community Health. In mid-2024, it will launch a new, innovative clinical ladder for UVA Community Health and continue to be a north star for continual nursing education.

The efforts of the Center for Nursing Excellence will continue to be pivotal in advancing nursing practice, improving patient care, and promoting a culture of innovation and excellence within UVA Community Health.

Devon Richardson, MSN, RN

Manager, Center of Nursing Excellence
UVA Community Health Magnet Program Director
UVA Health, Prince William Medical Center

Brea Hamilton

Project Coordinator, Center for Nursing Excellence
UVA Community Health

The DAISY® Award for Extraordinary Nurses



Nurses go above and beyond to provide patients and families with excellence in clinical care and compassion. The DAISY® Award is a national recognition program to celebrate and recognize nurses by collecting nominations from patients, families, and co-workers.

We are proud of our 2023 DAISY® Award honorees:

Maureen Laycock, RN, Pre-Op, PACU, UVA Health Haymarket Medical Center

Kathy Garrison, MSN, RN, NPD-BD, PCCN-K, Magnet Program Manager, UVA Health Haymarket and Prince William Medical Centers

Kenneth Dereck Glover, CRNA, Anesthesia, UVA Health Prince William Medical Center

Michael Bagaporo, RN, Assistant Nurse Manager, UVA Health Prince William Medical Center

Xrijlov (Lilov) Bagaporo, RN, UVA Health Prince William Medical Center

Corrin Sloan, RN, UVA Health Prince William Medical Center

Sally Randall, RN, UVA Health Prince William Medical Center

Mark Falguera, RN, UVA Health Prince William Medical Center

Chris Robertson, RN, UVA Health Culpeper Medical Center

Maureen Lieb, RN, UVA Health Culpeper Medical Center

Ashton Stanley, RN, UVA Health Culpeper Medical Center

Voice of the Bedside

At UVA Community Health, we celebrate our bedside nurses and appreciate their many diverse voices and experiences.

"I have wanted to be a nurse for as long as I can remember. I always enjoyed 'nursing' or caring for others long before I started my nursing career. Once I became a nurse, I've found the little things very rewarding such as a thank you or smile from patients and family members at the end of the day. I also feel strongly about being an advocate so every patient can receive the best care."

Maureen Laycock, BSN, RN, DAISY® winner, UVA Health Haymarket Medical Center.

"I've worked here since I was 17. Originally, I took CNA job and thought I could do it, they encouraged me to be my best self, my nurses pushed me to grow. I have taken pride in caring for my community. It has been an honor. I've encouraged so many family members to work in health care and leave something better behind. I am a preceptor, and my goal is leaving good nurses behind my legacy."

Katherine Yohn, RN, NICU, UVA Health Prince William Medical Center.

"Getting the award means that I made a positive difference in someone's life. While getting recognized and receiving the award is nice, I could not have done it without the support of all the other nurses and techs. Without their help and collaboration, I cannot do my job effectively."

Christopher Robertson, ADN RN, DAISY® Awardee UVA Health Culpeper Medical Center.

"I delivered my own babies here at this hospital. I watched the nurse who took care of me and thought this is something I would like to do. The hospital paid for my education. I started nursing school at NOVA. I started working as an extern in the summer of 1989 in the newborn nursery at [Prince William Hospital]. My payback for the tuition was to work one year as a nurse. It will be 35 years this July. I love the people I work with and find the work rewarding and challenging."

Lora Pando-Pauley, RN, UVA Health Prince William Medical Center.

Patient Gratitude

Nurses are the front line of healthcare. It is our privilege to take care of patients. It's both a prideful and humbling moment when we learn of our patient's deep gratitude for our work.

Here are some patient comments about our nurses:

"Shauna turned a painful time for us into a beautiful experience. Our entire family will be eternally grateful to the ICCU staff at UVA Health Prince William Medical Center, but most of all to Shauna, whom we now consider to be part of the family."

"As a patient you see the same people and you kind of get to know them. The staff at UVA Health Culpeper Medical Center was phenomenal. It sounds like a small thing, but it was everything to me."

"The admitting nurse from the Emergency Department was absolutely magnificent! I wish I knew her name. She was very kind, understanding and took the time to listen and treat me like a human being. 11/10 would recommend her to anyone!"

"Karla my night shift nurse was the best healthcare provider that I have ever had the pleasure of being treated by in all my hospital visits. Her care for her patients is second to none!"

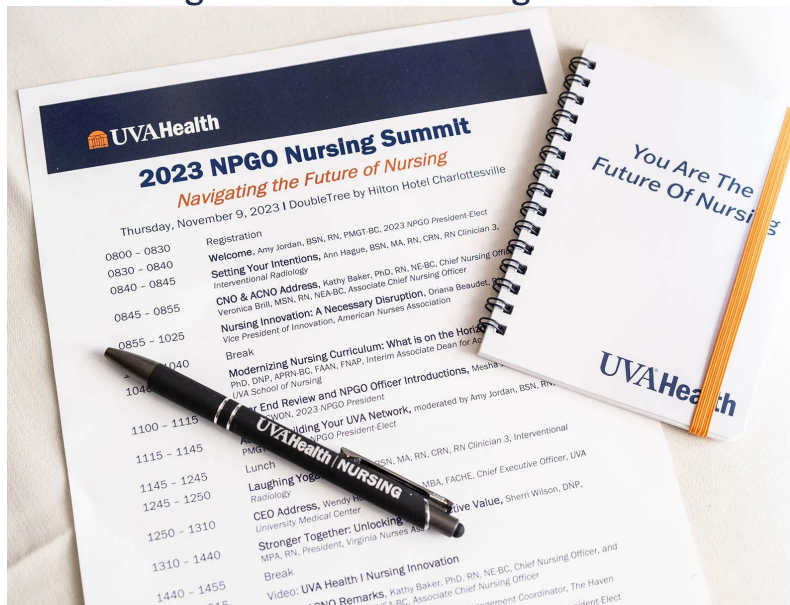
"I cannot say enough good things about the nurses that took care of me! They were all so kind, communicated everything clearly, and they were so patient! I couldn't have asked for better nurses!"

"Nurse Fiona in particular was excellent, very friendly and also explained well what to expect from prescriptions and treatment."

"Personable nursing staff took time to make me feel cared for even during a busy time with lots of patients."

Exemplary Professional Practice *focuses on how nurses throughout UVA Community Health are involved in shared governance and shared decision-making and explores how interprofessional collaboration promotes quality excellence in a culture of safety.*

Navigating the Future of Nursing – UVA Health Nursing Summit



UVA Health held the 2023 Nursing Summit November 9, 2023. “[Navigating the Future of Nursing](#)” aimed to assist Registered Nurses across all practice areas and levels by promoting awareness and understanding of how innovation influences the future of nursing at local, regional, and national levels and how UVA Health nurses contribute to this work.

This includes new and innovative practices, technologies, and methodologies that directly impact their daily work ways and improve patient outcomes. As a result, UVA Health nursing team members learned to apply their ideas in actionable and practical ways that align with evidence-based practice.



Presentations included Nursing Innovation – A Necessary Disruption, Building Your UVA Network, Laughing Yoga, Stronger Together: Unlocking our Collective Value, and the presentation of the UVA Health Nursing Innovation [video](#).

Keynote Speaker **Sherri Wilson, DNP, MPA, RN**, President, Virginia Nurses Association, guided attendees in a few exercises, and reviewed the current landscape of the nursing profession and the global impact of nurses on health outcomes. She's the founder of the Institute for Health and Social Equity, a non-profit organization dedicated to reducing health disparities and promoting health and social equity by advancing a diverse workforce in nursing, public health, and STEM. Wilson spoke on "Stronger Together: Unlocking Our Collective Value."



An attendee echoed the sentiment of Wilson's presentation: "It takes vision, leadership, and support to make change. Get comfortable being uncomfortable."

Accomplishments

For UVA Community Health, 2023 was a year of accomplishment and change, and of reaching the goal of complete integration with UVA Health. Among other things, we've established the Barbara Hocking Nursing Education fund, a new robotic surgical program, and a new urology care unit in Haymarket. As we reflect on our accomplishments with great pride, we look forward to many more.

The Barbara Hocking Memorial Fund for Nursing Education

The Barbara Hocking Memorial Fund for Nursing Education provides nursing scholarships or grants to deserving individuals pursuing nursing education, including aspiring nurses entering undergraduate or graduate programs, and provide education, training, credentialing, and simulation lab learning for nurses already in practice. It was created in August 2023, after the passing of and in memory of Chief Nursing Officer Barbara Hocking.

One UVA Health | United on Integration

UVA Health Culpeper Medical Center finished the journey of integration with UVA Health on June 1, 2023, with Epic going live. This transition was a significant step forward for the communities we serve as Epic and other migrations allow us to provide more safe, reliable, coordinated care across UVA Health, creating better experiences not only for our patients, but for all of us.

Robotic Assisted Surgery

UVA Health Culpeper Medical Center expanded its surgical services to include robotic-assisted surgery by implementing a new robotic-assisted surgical system. The new robot allows the medical center to further invest in the benefits and outcomes of robotic-assisted surgery. With the expansion of the robotic-assisted surgical program, patients can now receive innovative treatments locally without needing a referral or traveling to another facility.

IV Pump Interoperability

As part of our journey to become One UVA Health, UVA Health Culpeper Medical Center introduced new processes for IV pumps that integrate with UVA Health standards and merged with Epic. This transition brought important safety measures to medication administration and aligns UVA Health Culpeper Medical Center with the rest of the UVA Health system. IV pumps are now automatically programmed for medication dosing based on a patient's medical record, allowing nurses a streamlined process of medication delivery.

Upright Care at UVA Health Haymarket Medical Center

The Emergency Department team at UVA Health Haymarket Medical Center adopted a new model called Upright Care (UR), a form of vertical planning. The UR design takes effect the moment a patient enters the emergency department when they are assessed and roomed by acuity. Since adopting UR, we have seen approximately 40% of our patients in a designated area at a much faster pace allowing the sickest patients to move into the main Emergency Department. The goal is to provide the right level of care to each patient. With this model we have reduced the number of patients that leave without being seen to less than 1%, reduced the time it takes a provider to see a patient, and reduced the discharging length of stay of our patients.

Awards and Recognitions

UVA Health Prince William Medical Center received the American Heart Association's Get With The Guidelines® - Stroke Gold Plus quality achievement award for its commitment to ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines, ultimately leading to more lives saved and fewer disabilities.

UVA Health Prince William Medical Center has been consecutively honored the Get With The Guidelines® award since 2015. To be awarded Gold Plus you must reach 85% compliance in over 20 measures outlined by the American Heart Association.



2023 Becker's Hospital Review Great Community Hospitals



2023 US News & World Report High Performing Hospital – Heart Attack
Regulatory Accomplishments: Quality and Safety

Surveys for 2023

UVA Health Prince William Medical Center

- The Joint Commission Disease Specific Advanced Primary Heart Attack, April '23
- Department of Behavioral Health and Developmental Services, May '23

UVA Health Culpeper Medical Center

- College of American Pathologist Accreditation, Feb '23
- The Joint Commission Triennial Accreditation Survey, May '23
- Baby Friendly designation, May '23

UVA Health Haymarket Medical Center

- The Joint Commission Triennial Accreditation Survey, July '23
- Bariatric program initial accreditation, September '23

Empirical Outcomes

focus on demonstrating how structures and processes produce outcomes in the healthcare team, organization, and systems of care essential to a culture of excellence and innovation.

Nursing by the Numbers

Clinical Ladder

The Clinical Ladder Process:

The Clinical Ladder Interview:

- An interactive meeting with RN applicant and the Clinical Ladder Review/Approval Committee
- Allows the RN applicant to highlight the achievements and behaviors outline in the nurse leader endorsement letter, peer examples, and point-based application
- Time for the Review/Approval committee to ask any questions as well as celebrated the professional practice and contributions of the RN applicant to the organization and profession of nursing.

The Nursing Clinical Ladder Review/Approval Committee will include:

- Director of nursing
- One nurse manager
- Two clinical nurses
- May include additional participants

UVA Health Culpeper Medical Center

- RN Clinical Level III – 5
- RN Clinical Level IV – 7

UVA Health Prince William and Haymarket Medical Centers (Combined)

- 68 Approved Clinical Ladder Applicants
- RN Clinical Level III – 31
- RN Clinical Level IV – 20
- RN Clinical Level V - 17

Certified Nurses

UVA Health Culpeper Medical Center – 42
 UVA Health Haymarket Medical Center - 28
 UVA Health Prince William Medical Center – 74

Recruitment – End of Calendar Year Numbers

2023 Overall Hires	
Total 725	External Hires (new)
347	Prince William
100	Haymarket
179	Culpeper
99	Medical Group
(+) 243	Internal transfers
Total= 968	Requisitions filled

2023 Clinical Breakdown of Hires	
Total 186	New Nurses
46	New Grad RN's
140	Experienced RN's
Total 151	Nursing Support
115	Technical Assistants
36	Safety Sitters



Recruitment Stats

Recruitment Stats

- Overall system acceptance rate 98.3%
- Overall days to hire: 15.9 days
- Nursing acceptance rate: 97.7%
- Nursing days to hire: 15.2 days

Turnover

Overall Turnover

- Terms: 506
- **Turnover Rate: 20.9%**
- Turnover in CY 2022: 21%
- **National Average Turnover Rate: 25.9%**

Top Reasons

- 142 listed as personal reasons
- 45 listed as pay
- 41 listed as family reasons

RN Turnover

- Terms: 91
- **Turnover Rate: 17.3% (bedside nursing)**
- Turnover in CY 2022: 18%
- **National Average Turnover Rate: 22.5%**

Top Reasons

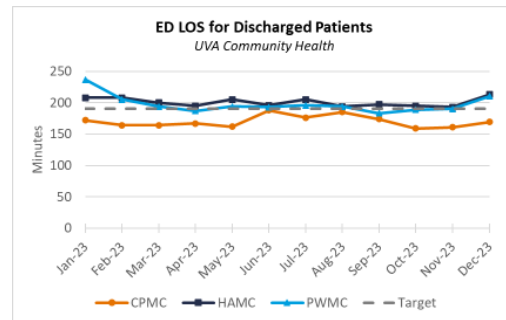
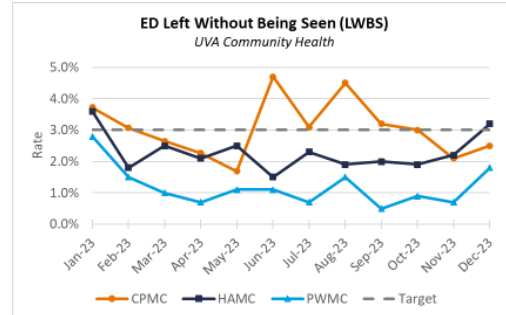
- 25 listed as personal
- 12 listed as family
- 10 listed as pay

Throughput

UVA CH Patient Progression Calendar Year 2023

Culpeper	Haymarket	Prince William
ED Left w/o Being Seen Rate 3.0% Target <= 3% Epic	ED Left w/o Being Seen Rate 2.3% Target <= 3% Epic	ED Left w/o Being Seen Rate 1.2% Target <= 3% Epic
ED LOS for DC Patients Median Minutes 168 Target <= 190 minutes Epic	ED LOS for DC Patients Median Minutes 201 Target <= 190 minutes Epic	ED LOS for DC Patients Median Minutes 197 Target <= 190 minutes Epic
Length of Stay (LOS) Average Days 3.63 Target <= 5.06 All Premier * Median	Length of Stay (LOS) Average Days 3.99 Target <= 5.06 All Premier * Median	Length of Stay (LOS) Average Days 4.06 Target <= 5.06 All Premier * Median
30-day Readmissions All Cause Rate 7.87% Target <= 9.53% All Premier * Median	30-day Readmissions All Cause Rate 6.58% Target <= 9.53% All Premier * Median	30-day Readmissions All Cause Rate 7.94% Target <= 9.53% All Premier * Median

- Meets target
- Between target & threshold
- Unfavorable to threshold



UVA CH Patient Progression Calendar Year 2023

Culpeper	Haymarket	Prince William
ED Left w/o Being Seen Rate 3.0% Target <= 3% Epic	ED Left w/o Being Seen Rate 2.3% Target <= 3% Epic	ED Left w/o Being Seen Rate 1.2% Target <= 3% Epic
ED LOS for DC Patients Median Minutes 168 Target <= 190 minutes Epic	ED LOS for DC Patients Median Minutes 201 Target <= 190 minutes Epic	ED LOS for DC Patients Median Minutes 197 Target <= 190 minutes Epic
Length of Stay (LOS) Average Days 3.63 Target <= 5.06 All Premier * Median	Length of Stay (LOS) Average Days 3.99 Target <= 5.06 All Premier * Median	Length of Stay (LOS) Average Days 4.06 Target <= 5.06 All Premier * Median
30-day Readmissions All Cause Rate 7.87% Target <= 9.53% All Premier * Median	30-day Readmissions All Cause Rate 6.58% Target <= 9.53% All Premier * Median	30-day Readmissions All Cause Rate 7.94% Target <= 9.53% All Premier * Median

- Meets target
- Between target & threshold
- Unfavorable to threshold

