

HEART, HOPE & HEALING

2021–2022

Sondra D. Bender Nursing Report



SUBURBAN HOSPITAL

JOHNS HOPKINS MEDICINE



*This report is made possible thanks to the
Sondra D. Bender Fund for Nursing Excellence*

Suburban's Nursing Leadership Team



Professional Practice Council



Evidence-Based Practice and Nursing
Research Council



Night Shift Council



Professional Development Council



Quality, Safety & Service Council

LETTER FROM LEIGHANN SIDONE AND JESSICA MELTON

Suburban Hospital Nursing: Caring. Growing. Succeeding. Together.

Finding, growing and retaining top talent, and empowering staff to build upon our incredible culture and expertise, are key priorities at Suburban Hospital. Nowhere is this truer than among our passionate and committed nursing staff.



For example, in 2021, Suburban was one of only 30 hospitals nationally to receive accreditation from the Forum for Shared Governance for nursing excellence. This accreditation recognizes Suburban's innovative management system, which allows nurses to make bedside clinical decisions and act as empowered patient advocates. This is one of many recognitions and awards that acknowledge our talented nursing staff and the leadership of the nursing governance councils, who empower our nurses to participate in a shared decision-making structure in every patient encounter.

The autonomy allotted to our nurses is a key factor in their continued development. Suburban's leadership team is committed to workforce development and the upskilling of staff through training programs, mentoring opportunities and hands-on experience. Communication between leadership and bedside staff within and across departments and over multiple shifts also plays an important role.

In this report, you will learn how these best practices are allowing us to attract top talent, advance the careers of current staff and ensure we provide the best possible care. These practices mean nothing however, without the compassionate and dedicated nursing staff who are always at the top of their game for our patients and one another, and form the backbone of our hospital.

Sincerely,

Jessica Melton, M.H.A.
President and Chief Operating Officer
Suburban Hospital

LeighAnn Sidone, D.N.P., R.N., C.E.N.P.
Chief Nursing Officer and Vice President of Nursing
Suburban Hospital
Associate Chief Nurse Executive for Nursing Professional Practice
Johns Hopkins Health System

LETTER FROM CAROLYN CARPENTER

Fulfilling Our Purpose Through Our People

At Johns Hopkins Medicine in the National Capital Region, our purpose is to serve patients with extraordinary clinical care, advance our knowledge of illness and wellness, and invest in people to create a healthier, vibrant, more equitable community. We are fortunate to have, through our team members, the capabilities, compassion and talent to deliver high-quality care to everyone we serve.



The COVID-19 pandemic has challenged us in ways we never could have predicted, but it has also made us stronger. And that's due in no small part to our exceptional nurses, who individually and collectively provide a great portion of our care. Their dedication during extraordinary circumstances means that our patients' suffering is relieved, and their humanity respected in all settings.

For decades, the nurses at Sibley Memorial and Suburban hospitals have been at the bedside during the most critical, vulnerable moments of people's lives. They have been present for the joys and sorrows for generations of community members, and they have honored this privilege by consistently bringing their best efforts and selves to their work.

This report offers a snapshot of that nursing excellence, which occurs every day in the National Capital Region. It highlights nurses at every career stage working to elevate nursing practice for themselves, their colleagues and their patients. It also provides a look into the way nurses shape research and add to the collective evidence base that supports everything we do at JHM. Collectively, this report captures our culture of exceptional care, for which we are known in our region and beyond.

I congratulate all the nurses of the National Capital Region for continuing to prioritize the care of others. It is hard work, yet you do it with energy and enthusiasm. Each day, with every patient, you make a difference in people's lives. Thank you for all that you do. We are grateful you are here.

Carolyn Carpenter, M.H.A., F.A.C.H.E.

President, National Capital Region
Johns Hopkins Health System



CNOR Strong Designation: More Than 50% of Operating Room Clinical Nurses CNOR Certified



39 Participants in Clinical Leader Fellowship Program Since Program Started in 2021–22



67 Clinical Nurses Participated in Organizational Level Shared Decision-Making Nursing Council Structure

Professional Development and Certification Programs

Bring Opportunities to Suburban Nurses

AT A TIME WHEN IT'S MORE IMPORTANT than ever to attract, retain and support nurses, Suburban Hospital offers a wealth of professional development programs aimed at making sure nurses have opportunities to learn and grow throughout their careers.

CLINICAL LEADER FELLOWSHIP PROGRAM



Darshani Samaroo, M.S.N., R.N., MedSurg-B.C.

Darshani Samaroo, M.S.N., R.N., MedSurg-B.C., a Suburban Hospital nurse since 2015, loved caring for patients in the medical-surgical and telemetry units.

After a few years on the job, she thought about moving into nursing leadership. But she was busy with a growing family and

demanding job, and the timing never seemed right.

Then, in early 2020, she joined the hospital's clinical leader fellowship program, which launched a couple of years earlier to support Suburban nurses interested in leadership roles.

The idea for the fellowship came from LeighAnn Sidone, D.N.P., R.N., C.E.N.P., chief nursing officer and vice president of nursing at Suburban Hospital and associate chief nurse executive for nursing professional practice at the Johns Hopkins Health System, who wanted to find new ways to develop future leaders, create succession planning and boost retention.

Each year, between six and 12 Suburban nurses enroll in the program, says Eunice D'Augustine, D.N.P., R.N., director of medical-surgical and inpatient behavioral health, who coordinates and leads the fellowship program. "We're looking for bedside nurses who want to learn more about leadership and who want to grow and learn," she says.

Participants get together once a month (though it was virtual for a few months early in the COVID pandemic) for a four-hour class on topics such as how to build trust in leadership, manage difficult conversations and plot their career trajectories. The meetings are considered part of the workday, so the nurses are compensated for their time.

Samaroo says she enjoyed hearing from members of the hospital's leadership team, including a former hospital president who started her career as a nurse. "They told us their path to get where they were, and talked about how to be a leader, how to get people to be on your side. They don't call themselves bosses, they call themselves leaders. I don't want to sit behind a desk and boss people around. I want to help and support others grow into leadership."

The program assists the participant in selecting a mentor; Samaroo's was Courtney Cornell, M.S.N., R.N., O.N.C., director of oncology, nursing operations and systems. Cornell encouraged Samaroo to get her master's degree, an important requirement for moving ahead in her nursing career.

"I said, 'I know your kids are young, but there's never a good time,'" Cornell said. "You don't want to pass on an opportunity because of lack of education.' We talked a lot, and I wrote her a letter of recommendation."

Samaroo took Cornell's advice and enrolled in the online Capella University, graduating in March 2022 with a master's degree in nursing leadership and administration. For her clinical requirement, she worked with Cornell, learning to develop budgets, conduct hiring interviews and perform other leadership tasks.

In July, her work paid off as she began a new job as clinical manager in 3200, a medical-surgery telemetry unit. "My goal was to push through before my kids start school, and here I am," says Samaroo, whose children are 3 and 5.

CERTIFICATION PROGRAMS

Another way Suburban enhances professional development opportunities is by empowering nurses to become certified. Certification in a nurse's area of practice enhances professional credibility, validates specialized knowledge and

demonstrates a commitment to clinical competence. The ability to work toward certification with a group of colleagues sparked interest and participation in recent medical-surgery and critical care training courses offered jointly by Suburban and Sibley Memorial Hospital.

Medical-surgery is the single largest nursing specialty, according to the Academy of Medical-Surgical Nurses, but also one that requires broad expertise treating patients with a range of illnesses and medical conditions. "We have smaller numbers of certified nurses in our medical-surgical areas and wanted to find a way to make it easier and reduce the financial component," said Karin Nevius, M.S.N., R.N., C.C.R.N.-K., director of professional practice and nursing quality. In an effort to support this unique specialty, virtual med-surg certification review courses from the American Nurses Association were offered in October 2021 and April 2022.

Critical care is another area that requires nurses to possess a breadth of knowledge on a range of topics to become certified. To this end, Suburban Hospital Nursing Professional Development Specialist Ginaya Crooks, M.S.N., R.N., C.C.R.N., facilitated an in-person, two-day course for intermediate care unit and intensive care unit nurses in July 2022.

Nurses participating in the courses agree to take the corresponding certification exam upon completing the program. They are able to do so at no cost, as Suburban pays for the exams through its participation in the American Nurses Credentialing Center Success Pays Program. To date,



2023 Nursing Residents

16 nurses have earned their med-surg certification, and 11 have received their critical care certification through the programs.

NURSE RESIDENCY PROGRAM

Most of the recently graduated nurses who are hired at Suburban participate in a residency program that provides support and development during their first year on the job.

The program launched in 2012 and is structured around four-hour sessions once a month, when participants get to know each other, go over case studies and fine-tune specific skills. The sessions are compensated as part of the working day for participants.

"It's really geared toward new grads, getting them information they may not get on the unit, and also creating camaraderie," says clinical educator and nurse residency coordinator Teresa McCamon, B.S.N., R.N., C.M.S.R.N., O.C.N.

"If our topic is infection prevention, we have a wound nurse come and discuss safe wound care, or we'll review central lines and how to avoid central line infections," she says. "We have a comprehensive session on cultural competence, where people from different cultures come to talk about things they think nurses should know about, such as cultural differences in end-of-life care."

McCamon notes that the residency program, like other professional development offerings at Suburban, serves as a recruitment tool for new nurses who are seeking an employer that provides support as they plunge into the day-to-day rigors of the job.

At the end of the year, groups present evidence-based practice projects they have developed. Nevius comes to the presentation and talks about all the ways the nurses can continue their professional development at Suburban.

"All of these programs are investments," says Cornell. "If we can bring up good leaders like Darshani, we are ensuring our organization is ready for the future."

With a Systemic Approach, Suburban Nurses Help Patients Get Moving

NOT SO LONG AGO, very sick patients or those recovering from surgery were told to rest as much as possible. Now, studies show that movement is often the best medicine.

Hospital patients have better outcomes when they are encouraged to sit at the edge of their bed the day after surgery, for example, or walk a few feet down the hall as they recover from COVID-19. Work done within the Johns Hopkins Health System shows that increased mobility correlates with shorter hospital stays, fewer readmissions within 30 days and decreased risk of injurious inpatient falls.

But encouraging such patients to move can be difficult, says Michelle Tanner, B.S.N., R.N., an intensive care unit nurse in units 3100 and 3400, who cares for people recovering from operations including open heart surgery. “They’re in pain, they have tubes in their chest, and they’re nervous that moving will hurt or will make something come out,” she says. Many patients also worry about falling.

To address this challenge, the Johns Hopkins Activity and Mobility Promotion (JH-AMP) team developed a framework that gives front-line caregivers and hospital leaders tools and support to increase patient activity and mobility. A key to JH-AMP’s success is that clinicians document, in the electronic medical record, all they do to encourage and support patient movement, as well as the resulting patient progress.

In October 2021, representatives from JH-AMP came to Suburban Hospital to provide training to clinical leads, nursing leadership and nursing staff, showing them how to be mobility advocates and how to educate others in their units. By August 2022, the JH-AMP team had trained 38 mobility advocates in three sessions.

“This whole training course gave us new focus and a common language,” says Tanner. “It’s made a huge difference.”

The training at Suburban included hands-on demonstrations so clinicians could practice how to safely navigate the physical challenges of moving patients, how to use patient handling equipment such as hydraulic lifts, and how to fit patients with mobility devices such as walkers or canes.

“The nice thing is the staff is so motivated,” says Tanner. “A doctor or anyone who is available will help me reposition a patient. It has to be a team effort because it’s physically taxing. Proper body mechanics and use of safe patient handling equipment is really crucial for the staff to move patients safely.”



Aslan Samghani, B.S.N., R.N., C.C.R.N., Tiffanie Rosa, M.S.N., R.N., C.C.R.N., Priscilla Mukora, R.N., and Michelle Tanner, B.S.N., R.N.

Much of the work, Tanner says, is about maintaining enthusiasm and continually promoting the message of mobility to clinicians as well as to patients and their families. For example, she says, patient mobility scores are discussed during morning rounds, and mobility score cards are laminated and placed in patient rooms.

“This program is really about preventing harm, because immobility can be harmful,” Tanner says. “It doesn’t have to be huge change. Even getting the patient to sit up, engaging the core, is a huge step. The common language and daily goals help us strive to give our absolute best to each individual patient.”

Standardized Huddle Boards

Improve Nursing Communications

FOUR SUBURBAN HOSPITAL NURSING UNITS have introduced standardized safety huddle meetings aimed at improving communications and streamlining day-to-day complexities. Using a large whiteboard, each unit tracks nursing-sensitive indicators.

Nursing is a complicated practice. One misstep can have severe consequences. That's why four Suburban Hospital nursing units introduced standardized safety huddle meetings in February 2022 aimed at improving communications and streamlining day-to-day complexities into an easily digested format.

Using a large whiteboard located in a hallway or break room, each unit tracks nursing-sensitive indicators in sections designated for topics such as patient, staff and observer censuses, patients with indwelling urinary catheters, patients at risk of falling, admissions and discharges, equipment needs, and security risks and safety issues.

In the past, huddles were mostly verbal. The addition of whiteboards, which are updated by various team members using erasable markers, provides an interactive visual platform that can be referenced after the huddle meetings. These state-of-the-unit huddles take place at the beginning and end of each shift and last about five to 10 minutes. They are designed so that any member of the nursing staff can jump in and lead the huddle.

"The buy-in among floor nurses is really strong because their work is tied to the

things we cover," says Julie Todaro-Lawser, B.S.N., R.N., MedSurg-B.C., clinical nurse manager; 4700. "They will be applauded for the things we do well — and get called out for things we need to do better on. One of the hardest parts of having shift workers is that you don't have the exact same team on-site every day. This is a way to bridge the gap in communications."

Beyond the immediacy of patient care and safety, the huddles also provide nurses with clarity regarding expected job performance goals and metrics, says Charlene Faku, M.S.N., R.N., clinical nurse manager; 3700.

"When you look at what we track for our nursing-sensitive indicators, those are also what we track in SuccessFactors performance reviews," says Faku, who led the creation and deployment of the first unit huddle board with input from Johns Hopkins' Armstrong Institute for Patient Safety and Quality. "Because our nurses see these indicators on a daily basis, and we talk about them on a daily basis, it reinforces their importance and their individual responsibilities."

Another strength is that the huddle boards show staff members they are being heard, says Faku. "Recently, a concern was raised that we didn't have enough chair alarms,"

says Faku. "We noted that on the board, and then discussed at the huddle that I ordered 30 alarms. Instead of erasing it, I crossed a line through it and it stayed there on the board for about a week so everybody had an opportunity to say, 'Oh, we really needed those and they got them.' So, that also speaks to their satisfaction surveys because they know they are listened to and actions are taken."

While the boards support individual responsibility, they also reflect the strengths — and sometimes the weaknesses — of the unit as a whole. "On patient satisfaction scores and quality data, we rise and fall as a team," says Regina Morales, B.S.N., R.N, MedSurg-B.C., clinical

nurse manager; 3800. "You may be OK on your personal eval because you didn't have any falls. But if other team members had serious falls, then that affects the overall scores for the unit. This data is all-in/all-out as a team, so we hope this helps build a stronger sense of the team effort behind our work."

A number of unit leaders have observed the huddles in action, says Kathrine Carongoy, B.S.N., R.N., MedSurg-B.C., clinical nurse manager; 4800. "So far, the emergency department, the observation unit and the ICU have all expressed an interest in adopting this practice, which is great because it is flexible and can be adapted to every space," she says.



From Left: Clinical nurse managers Julie Todaro-Lawser, B.S.N., R.N., MedSurg-B.C., Charlene Faku, M.S.N., R.N., Kathrine Carongoy, B.S.N., R.N., Med-Surg-B.C., and Regina Morales, B.S.N., R.N., MedSurg-B.C., are proud of the improvements in patient safety and unit communications that have been accomplished since the introduction of new huddle boards in February 2022.

LeighAnn Sidone Expands Role to Serve As Associate Chief Nurse Executive for Nursing Professional Practice at JHHS

IN JANUARY 2022, LEIGHANN SIDONE, D.N.P., R.N., C.E.N.P., chief nursing officer and vice president of nursing at Suburban Hospital, expanded the scope of her responsibilities to serve in the concurrent role of associate chief nurse executive for nursing professional practice for the Johns Hopkins Health System (JHHS). LeighAnn was appointed to this role by Deborah Baker, D.N.P., A.P.R.N., N.E.A.-B.C., F.A.A.N., senior vice president for nursing at JHHS and vice president for nursing and patient care services for The Johns Hopkins Hospital.

Sidone notes that she is both “honored had humbled” to be appointed to this role, which allows her to “interact with nursing colleagues from across the health system to expand and enhance professional nursing practices across JHHS.”

In this new role, Sidone guides the strategic direction of systemwide nursing professional practice activities that support nurses’ shared decision-making and professional excellence. Her expanded responsibilities include:

- Collaborating with chief nursing officers across the health system to establish strategic goals for JHHS nursing councils that align with the strategic priorities of JHM and its individual hospitals.

- Developing new processes and expectations to gather input from clinical nurses in systemwide decisions and changes impacting nursing practice.
- Creating new programs and channels to raise engagement and advance professional nursing practice across JHHS.

“LeighAnn leads by example — not just showing the path, but walking alongside her teams to reach their goals. She is a creative problem-solver, and brings grace, grit and tireless energy to all her endeavors,” noted Baker. “It has been exciting and rewarding to share LeighAnn’s expertise and experience at Suburban with councils, leaders and nurses across the health system.”

“I am so very proud of LeighAnn and her newly assigned responsibilities with JHHS,” said Jessica Melton, M.H.A., president and chief operating officer of Suburban Hospital. “LeighAnn never backs away from a challenge, whether it be leading Suburban to its first Magnet designation in May 2019, earning a Doctor of Nursing Practice from Duquesne University during the height of the pandemic, or serving as Suburban’s interim president from September 2020 through April 2021. LeighAnn’s passion and drive to her broader role within JHHS are already apparent and having a positive impact on our nursing teams.”



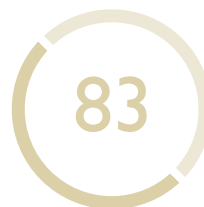
LeighAnn Sidone, D.N.P., R.N., C.E.N.P., Chief Nursing Officer, Vice President of Nursing at Suburban Hospital



Deborah Baker, D.N.P., A.P.R.N., N.E.A.-B.C., F.A.A.N.



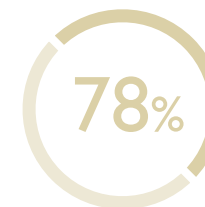
5 Clinical Nurses & 6 Nurse Leaders Participate in the Johns Hopkins Health System Shared Decision-Making Nursing Councils



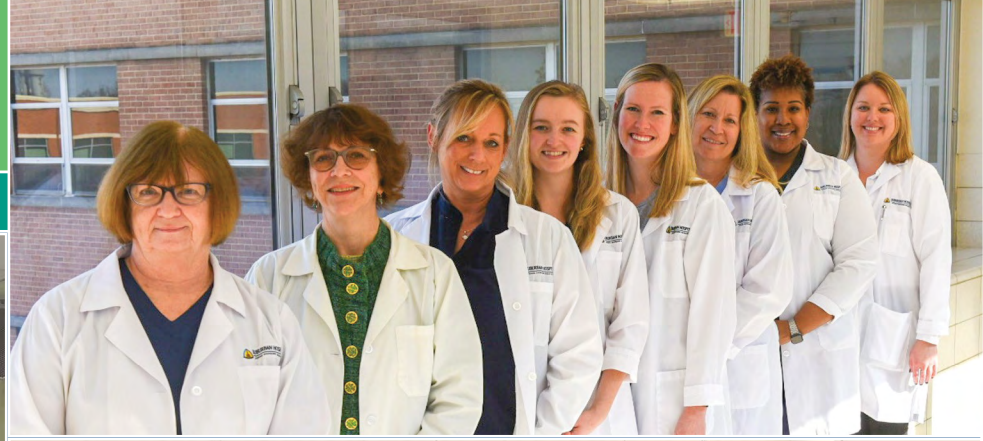
83 Nurse Residents from 2021–22



40% Clinical Nurses Nationally Certified in Their Area of Specialty



78% Clinical Nurses Hold BSN or Higher Degree in Nursing





New Role Brings Resources to Night Shift

The night shift nursing professional development specialist provides guidance to newer night shift nurses.

THE REDUCTION IN STAFF TYPICAL OF ANY HOSPITAL during the night shift means there are fewer people around to help these nurses as they refine new clinical skills. Suburban's answer to this challenge was to create a new post: the night shift nursing professional development specialist.

When the COVID-19 pandemic intensified an already competitive market for experienced nurses, hospitals across the country, including Suburban, hired large cohorts of newer nurses to fill vacant positions.

Once those nurses completed their orientation period, they were often rotated to the night shift. While day shifts typically have supervisors and educators providing mentorship to newer nurses, the reduction in staff typical of any hospital during the night shift means there are fewer people around to help these nurses as they refine new clinical skills.

Suburban Hospital's answer to this challenge was to create a new post: the night shift nursing professional development specialist (NPDS). The idea, says Karin Nevius, M.S.N., R.N., C.C.R.N.-K, director of professional practice and nursing quality, was for an experienced nurse to be a hands-on resource for new graduate nurses and nurses with one to two years of experience on the night shift. The position started as a six-month pilot, but proved to be so helpful that it's now permanent.

"The value of being able to think on your feet and recognize subtle changes in a patient's condition, and knowing what could be contributing to them, is huge in nursing," Nevius says. "But there's not a course for it. What this position does is give these nurses someone to talk to and help figure it out. Offering this level of support at night is a concept not often seen in hospital settings."

Elizabeth Gabriel, M.S.N., R.N., MEDSURG-B.C., the nurse who has worked as the NPDS since December 2021, has gone above and beyond, Nevius says. Working with 12 different nursing units at Suburban, Gabriel has become a go-to resource for helping new nurses learn skills and

troubleshoot clinical conundrums.

"I like stepping in, in real time, and helping people figure out the best course of action for a particular patient," Gabriel says. "I think that's how people learn really well. I know it's how I learned."

For example, when one patient's blood pressure was low, Gabriel walked a nurse through causes and treatment. First, "user errors" were ruled out — the blood pressure cuff being too large or the automatic machine not accurately measuring low blood pressure. She spoke to the nurse about what to do when blood pressure is low and how treatment can vary based on the cause. Then she helped the nurse give an infusion of albumin, which causes fluid to move into the blood vessels, thus increasing blood pressure, before rechecking the patient's levels.

Before Gabriel worked in this role, night nurses would have to find time during daytime hours to work with a nurse educator or attend a group education class, or day shift educators would have to work with these nurses during the night shift.

Gabriel says she's a natural problem-solver who has always liked teaching because

it runs in her family: Her mother, Patricia Gabriel, B.S.N., R.N., C.E.N., C.P.E.N., T.C.R.N., is the nursing professional development specialist at Suburban for the ED, CDU, trauma and pediatrics units.

During her 10 years as a nurse, Elizabeth Gabriel has been a staff nurse and charge nurse in the CDU. Before her current role, she was an oncology nurse working nights.

Gabriel was finishing her master's degree in nursing education, with Nevius as her preceptor, when the NPDS position opened up.

"She knows the nuances of the night shift, the challenges that come about being on nights, what the resources are and how to get the best patient outcomes in the middle of the night," Nevius says.

With her role now permanently incorporated into Suburban's NPDS team, Gabriel looks forward to further enhancing night shift educational offerings.

"It's a really challenging but rewarding time to be a nurse. We're seeing fallout of people who haven't gone to a doctor in two years, and there are a lot of new nurses who didn't get to have a ton of clinical time as students due to the pandemic," Gabriel says. "The value of being able to sit with, debrief and mentor these nurses is my favorite part of doing this."



Elizabeth Gabriel, M.S.N., R.N., MEDSURG-B.C., and Patricia Gabriel, B.S.N., R.N., C.E.N., C.P.E.N., T.C.R.N.

Nursing Philanthropy

EACH YEAR, THE SUBURBAN HOSPITAL FOUNDATION

provides more than \$600,000 in funding support for critical nursing to ensure Suburban's educated and professional nursing staff continue to deliver the very best patient- and family-centered care with a personalized and comforting touch.

Generous philanthropy has paved the way toward advancements in nursing practice and leadership and will continue to set the stage for future innovations in patient care.

Each year, the Suburban Hospital Foundation provides more than \$600,000 in funding support for critical nursing programs. Expanding and enhancing our nursing excellence fund will ensure Suburban's educated and professional nursing staff continue to deliver the very best patient- and family-centered care with a personalized and comforting touch.

Our donors recognize nursing as the cornerstone of quality health care, and

their generous gifts—large and small—make nursing excellence possible through superior care that elevates the patient experience and increases safety, quality and excellence.

We especially thank the following donors for their impact over the past year:

The Diana Davis Spencer Foundation, whose ongoing support has been vital to Suburban Hospital's Nurse Residency Program. The program pairs recent nursing school graduates with experienced nursing staff (preceptor) in a curriculum focused on leadership, patient outcomes and professional development. Preceptors

mentor residents to orient them to Suburban's workplace culture, familiarize them with policies and procedures, and build competencies in delivering care to patients. The Residency Program strengthens the commitment of residents to the nursing profession and grows their skills as they develop in their new role.

Robert and Arlene Kogod, whose contribution launched a pilot program focused on developing the knowledge, skills and abilities of night shift nurses. This program utilizes a nursing professional development specialist to promote professional nursing practice and professional growth among new nurses.

The Ruth and Samuel Salzberg Family Foundation, whose generous contribution to nursing excellence provided funding support for critical nurse initiatives such as clinical education, evidence-based research, patient care innovations and salary support.

We also thank many other donors for contributing cumulative gifts of \$25,000 and above:

- Eugene B. Casey Foundation
- Bender Foundation, Inc.
- Diana Davis Spencer Foundation
- J. Willard and Alice S. Marriott Foundation
- Anonymous
- EagleBank Foundation
- Thomas and Karen Natelli
- Auxiliary of Suburban Hospital
- Dr. Donald and Kim Orkland

- Edwin and Ina Tornberg
- Florence Nesh Charitable Trust
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- Samuel G. Rose
- Estate of Brooks J. Saltsman
- Lorraine M. Diwer
- Ruth and Samuel Salzberg Family Foundation
- Suburban Hospital medical staff
- Susan G. Komen for the Cure
- The McCutchen Foundation
- Suzanne D. Tull
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- Mary Anne and Richard Hakes
- Anonymous
- Lindner Family Foundation Inc.
- Rona and Jeffrey Abramson Foundation
- Gregory and Natalia Schratwieser

To add your support, please call 301-896-GIVE or visit donate.suburbanhospital.org/nursingexcellence.



Due to the generous support of the Suburban Hospital Foundation, nurse leaders from Suburban were able to attend the 2022 ANCC National Magnet Conference.

Suburban Nursing Has HeART

AT SUBURBAN HOSPITAL, the resiliency and mental and physical well-being of our nursing teams are a top priority and area of ongoing focus. A few years into the pandemic and coming out of another surge, the team discussed how we could honor our nurse leaders' experiences while acknowledging all they had been through as a way to move forward with hope, heart and healing. The result was our HeART project.



Celebrating holidays and theme days by providing fun, decorative masks has become part of our unique, nursing-focused culture. Finding continual joy in the small and unexpected moments is part of who we are. For HeART, we took our different themed masks, cut them into small pieces and glued them into a giant heart. At a retreat, each nurse leader

created their own heart project and also contributed to the larger project. The cutting of the masks signified breaking through what they'd experienced. On the large heart, each nurse leader wrote one thing they wanted to honor as a part of their history, and then covered it with a piece of a cut mask. The history is still present, but embedded within the art itself.

This session was facilitated by Carolyn Cumpsty-Fowler from the Johns Hopkins Medicine Office of Well-Being. Coming together as a team helped our leaders honor, bring some closure to, and personally reflect on our individual and collective experiences as a Suburban family.

The larger project signifies the tremendous teamwork and sense of family here at Suburban, going through a shared experience that only we can understand. We will be expanding and installing the HeART works of art in a bright public space in our hospital, celebrating the simultaneous beauty and acknowledging what has gone before to make us the whole, resilient team we are today.



In the Spotlight

SUBURBAN NURSES ARE RECOGNIZED AS OUTSTANDING CLINICIANS who provide the highest quality care for patients and their families. National and local award recognitions, publications in peer-reviewed journals, and presentations at society meetings and conferences allow us to exchange innovative ideas and share our experiences with colleagues.

Awards and Other Distinctions

2022 Elsie Peyton Jarvis Star Nurse Award

Linda Simpson, B.S.N., R.N., assistant nurse manager oncology, was recognized for her selfless care, skill and endless compassion to patients, families and staff at the 11th annual An Evening with the Stars event on Nov. 10, 2022. Hosted by the Johns Hopkins School of Nursing, this event honors shining stars across the Johns Hopkins Health System.

2021–2024 Emergency Nurses Association (ENA) Lantern Award (Emergency Department)



In acknowledgment of its work in addressing innovations in care delivery, enhancing professional development

and workflow efficiencies, and engaging patients and families in clinical care while in the midst of a pandemic, the Suburban Hospital Emergency Department received the prestigious ENA Lantern Award for the second consecutive time in July 2021. Suburban was one of only 33 recipients—and the only hospital in Maryland—to receive the 2021 award. The award recognizes emergency departments demonstrating exceptional performance through leadership, education, advocacy and research. Suburban's ED was previously recognized with a Lantern Award for 2018–2021.

2021 Forum for Shared Governance Accreditation



In August 2021, Suburban was one of only 30 hospitals nationally to

receive shared governance accreditation by the Forum for Shared Governance. This important accreditation—achieved through rigorous survey of nursing staff—recognizes hospitals that

exemplify shared governance, an innovative management system that allows nurses to make bedside clinical decisions and act as empowered patient advocates. Studies have shown that shared governance has been associated with better professional, organizational and patient outcomes. This accreditation was a result of the Evidence Based Practice and Research Council's research study titled Correlation between Nursing Governance and Nurse-Related Outcomes.

2021 and 2022 Nurses & Technicians of the Year

The Suburban Hospital Nurses & Technicians of the Year awards recognize staff for their contributions to the Suburban Hospital Strategic Plan.

2021 Awardees

- **ED:** Cara Baldini, B.S.N., R.N., and Diella Eunice Reyes, PCT
- **Pediatrics:** Kelly Keegan, B.S.N., R.N., C.P.E.N., and Sherdina James, PCT
- **Intensive Care:** Jenna Garay, B.S.N., R.N., and Ingrid Garcia, PCT

- **Progressive Care:** Ana Reyes, B.S.N., R.N., and Lillian Mshana, PCT
- **Oncology:** Amy Vicens, R.N., and Rachel Koh, PCT
- **Observation:** Juliana Voss, M.S.N., R.N., and Marlisa Lay, PCT
- **Medical, 3700:** Michelle Beckford, M.S.N., R.N., and Lissa Molina Mejia, PCT
- **Medical, 3800:** Moira McCarthy, R.N., and Shannon Fass, PCT
- **Surgical, 4700:** Mikael Hause, B.S.N., R.N., O.N.C., and Linda Burke-Prout, PCT
- **Surgical, 4800:** Michelle Richmond, B.S.N., R.N., MedSurg-BC, and Francis Adzowu, PCT
- **Behavioral Health:** Stephany Alabanza, B.S.N., R.N., and Dwayne Barnes, counselor
- **Interventional/Cath Lab:** Donald Allen, R.N., and Jamie Hernandez, imaging technologist
- **Operating Room:** Jefferson Villarina, B.S.N., R.N., and Gil Wilford Bautista, surg tech
- **PACU:** Amanda Braese, B.S.N., R.N., and Josephine Mosley, PCT
- **Care Coordination:** Maria Espinosa, R.N.
- **Pretesting/PreOp:** Chona Umali, R.N., and Hanifa Akinmola, PCT
- **Friends of Philanthropy:** Chloe Bauermaster, M.S.N., M.B.A., R.N., patient experience, and Kelly Heller, R.N., emergency department nurse liaison

2022 Awardees

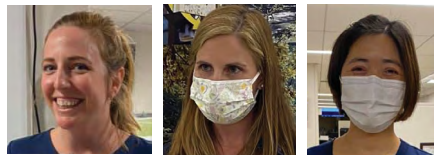


- **ED:** Ioanna Traverso Sanborn, M.S.N., R.N., C.E.N., and Lourdes Saint Jean, PCT
- **3700:** Stephanie Castaneda, R.N., and Christiana Morgan, PCT
- **OR:** Marvin Luciano, B.S.N., R.N., C.N.O.R., and Victor Sarmiento, CST
- **PACU:** Dongyan Wei, B.S.N., R.N., C.A.P.A., C.P.A.N., and Traci Adams, PCT
- **PreOp:** Karen Kelly, R.N., C.A.P.A.
- **Care Coordination:** Jennifer Chidlow, R.N.
- **Behavioral Health:** Irene Enecio, B.S.N., R.N., and Ronald Woodfork, counselor
- **Oncology:** Mary Rutenbeck, B.S.N., R.N., and Jakara Grant, PCT
- **Pediatrics:** Amanda Schumaker, B.S.N., R.N., and Cassandra Turley, PCT
- **Oncology:** Linda Simpson, B.S.N., R.N., O.C.N.
- **Friend of Philanthropy:** Carrie Hedges, R.N., and Greta Cuccia, B.S.N., R.N., C.E.N.

2021 and 2022 Daisy Award Winners

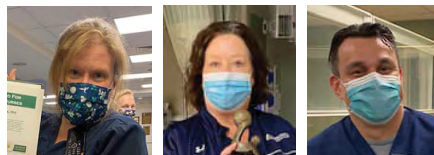
Presented annually by Suburban Hospital's Professional Development Council, DAISY Awards are an international recognition program celebrating the skillful, compassionate care nurses provide to patients and families every day. Nominations are submitted by patients, family members, visitors, physicians, staff and volunteers as a way to thank a nurse or nursing team for providing outstanding care.

2021 Awardees



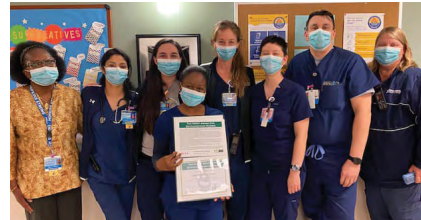
- Stephanie Williams, R.N., Emergency Department
- Moira McCarthy, R.N., 3800
- Zhen Yuan, B.S.N., R.N., C.M.S.R.N., C.C.R.N., PACU

2022 Awardees



- Elisa Hermesch, B.S.N., R.N., Emergency Department
- Georgia Brake Jaitly, B.S.N., R.N., C.A.P.A., C.P.A.N., PACU
- Jeremy Meskimen, B.S.N., R.N., O.C.N., Oncology

- Team Award to 6300/Oncology



2021 and 2022 Jacky Schultz Excellence in Nursing Award

The Jacky Schultz Excellence in Nursing Award recognizes a Suburban Hospital nurse who embodies the qualities represented by the Nursing Practice Model and is designated to pay tribute to Jacky Schultz's legacy of excellence in nursing and those who follow in her footsteps.

2021 Awardees



- Virginia Schad, B.S.N., R.N., C.E.N., T.C.R.N., Emergency Department
- Tracy Cowley, B.S.N., R.N., C.P.A.N., PACU

2022 Awardees

- Patricia Gabriel, B.S.N., R.N., C.E.N., C.P.E.N., T.C.R.N., professional development specialist

- Vicki Yfantis, M.S.N., R.N., A.N.P.-B.C., C.P.A.N., C.A.P.A., director for perioperative services



2021 and 2022 Friend of Nursing Award

The Friend of Nursing Award is presented to an individual or department that demonstrates excellence through their ability to collaborate with nurses and provide compassionate, patient-centered care.

2021 Awardees

- Respiratory Therapy Department
- Maintenance and Engineering Department

2022 Awardee

- Clinical Support Services

American College of Emergency Physicians 2022 Emergency Nurse of the Year Award

This award honors an emergency medicine nurse who goes beyond the expected for patients, families and colleagues. The nomination highlights how an individual delivers high quality clinical care and influences the patient experience. This year marked the first time a nurse from Suburban has won this distinction, and aligns with Suburban's nursing and organizational strategic priorities.



- [Cara Baldini Warner, B.S.N., R.N., Emergency Department](#)

2021 Johns Hopkins Medicine Innovations in Clinical Care Award

The Innovations in Clinical Care award is presented to the physician, nurse and/or team who demonstrates a visionary approach to problem-solving and performance improvement.



- Perioperative Nasal Decolonization Team: Alyssa Kubischta (Selinger), Pharm.D., Vicki Yfantis, M.S.N., R.N., A.N.P.-B.C., C.P.A.N., C.A.P.A., and Sarojini Qasba, M.D.

This team represents a partnership between nursing, pharmacy and medicine to address nasal decolonization and its impact on surgical site infections. Through this collaboration, clinical care and patient outcomes were positively impacted.

Selected Publications and Presentations

The SHINE Conference is an annual celebration of innovation and discovery that allows nurses to connect, learn, and network with peers from across the Johns Hopkins Health System. This hybrid conference includes live presentations by nurse leaders, educational videos in the On-Demand Library, and posters showcasing nurse-led inquiry projects. Suburban was well represented in the October 2021 conference with the following poster presentations:

- Nurse-driven telemetry removal protocol by Darshani Samaroo, M.S.N., R.N., Regina Morales, B.S.N., R.N., MedSurg-B.C.
- EBP: Best Practices in Clinical Nurse Peer Feedback by Kelly Connor, M.S.N., R.N., N.P.D.-B.C., Patty Dawson, M.S.N., R.N., Elizabeth Gabriel, B.S.N., R.N.-B.C., Kim Kuperman, M.S.N., R.N., N.P.D.-B.C., Catherine Lindauer, D.N.P., R.N., C.E.N., Joanna Little, B.S.N., R.N., R.N.C.-N.I.C., C.-E.L.B.W., Karin Nevius, M.S.N., R.N., C.C.R.N.-K., Linda Sayre, M.S., R.N., N.E.-B.C., Amy Sawyer, M.P.H., B.S.N., R.N., R.N.C.-L.R.N., Stephanie Wilmer, M.S.N., R.N.
- The Use of the Neiguan (P6) Acupressure Wristband as an Adjunct to Anti-emetic Prophylaxis for the Reduction and/or Prevention of PONV in the High Risk Outpatient Population by Sharon Ferguson, B.S.N., R.N.
- Wiping out CLABSI by Heidi MacDonald, R.N., Cara Baldini, B.S.N., R.N., Poopak Khorasani, B.S.N., R.N.-B.C., Cipriani Phillip, M.S.N., R.N., C.C.R.N., Raphael Oguariri, Ph.D., M.S.N., R.N., F.N.P., Rebecca Taff, B.S.N., R.N., Moira McCarthy, R.N.
- Foley maintenance and catheter-associated urinary tract infection prevention by Katherine D'Auria, B.S.N., R.N., Raphael Oguariri, Ph.D., M.S.N., R.N., F.N.P., Kathrine Carongoy, B.S.N., R.N.
- Correlation between nursing governance and nurse-related outcomes by the Evidence-Based Practice and Nursing Research Council and Chakra Budhathoki, Ph.D.

- **LeighAnn Sidone, D.N.P., R.N., C.E.N.P.**, chief nursing officer/vice president of nursing at Suburban Hospital and associate chief nurse executive for nursing professional practice at the Johns Hopkins Health System, was featured in the Duquesne University School of Nursing magazine, Vol. 6 (2021).
- **Victoria May, B.S.N., M.B.A., R.N., C.C.R.N., S.C.R.N.**, in collaboration with Jenni Knittig, B.S.N., S.C.R.N., and Karen Gabel Speroni, Ph.D., M.H.S.A., B.S.N., R.N., from Sibley Memorial Hospital and Malik Adil, M.D., published an article titled "Utilization of Emergent MRI in the Diagnosis of Acute Ischemic Stroke" in the September 2022 issue of the *Journal of Radiology Nursing*.
- **Raphael M. Oguariri, Ph.D., M.S.N., R.N., F.N.P.-B.C.**, and his colleagues (Karen Gabel Speroni, Ph.D., M.H.S.A., B.S.N., R.N., Chakra Budhathoki, Ph.D., Cynthia Walters, D.N.P., R.N., N.E.-B.C., Suzanne Dutton, D.N.P., G.N.P.-B.C., R.N., and Periwinkle Mackay, M.S.N., R.N., C.C.R.N.) published a research survey titled "Do All RN Types Have the Same Perceptions Regarding Professional Nursing Governance?" in the *Journal of Nursing Administration*, Volume 52, Number 5, pp 258-265 (May 2022).
- **Mahsa Motevalli, D.N.P., C.R.N.P., Periwinkle Mackay, M.S.N., R.N., C.C.R.N., Cynthia Tucker, B.S.N., R.N., C.D.C.E.S., Cindy Notobartolo, M.S., B.S.N., C.H.E.P., H.E.M., and Poroshat Sartippour, M.S.N., R.N.**, in collaboration with Umair Ansari, Pharm.D., B.C.C.P., B.C.P.S., M.B.A., Eyerusalem Yemane, Pharm.D., M.H.A., Lee Ann Alexander, R.Ph., B.C.G.P., Christina Lee, CPhT, Jennifer Raynor, R.Ph., M.S.M., M.H.A., Mihail Zilbermint, M.D., F.A.C.E., published an article titled "Inpatient Insulin Pen Implementation, Waste, and Potential Cost Savings: A Community Hospital Experience" in the *Journal of Diabetes Science and Technology*, 2021, Volume 15, Issue 4.

Suburban's Nursing Councils Help Foster RN Satisfaction

IT IS CRITICAL THAT OUR NURSES remain satisfied with every aspect of their job, including autonomy, professional development opportunities, access to leadership, teamwork and collaboration, adequacy of resources and staffing. A key component for measuring these variables and identifying areas for improvement is the RN Satisfaction Survey.

Nurses at Suburban Hospital provide the highest level of care by applying evidence-based best practices, collaboration, compassion and integrity to every patient encounter. Given the crucial role nurses play in keeping patients and their family members satisfied with the care they receive, it is critical that Suburban's leadership, in turn, works to ensure our nurses remain satisfied with every aspect of their job, including autonomy, professional development opportunities, access to leadership, teamwork and collaboration, and adequacy of resources and staffing. A key component for measuring these variables and identifying areas for improvement is the RN Satisfaction Survey.

Administered through Gallup, the RN Satisfaction Survey aligns with the American Nurses Credentialing Center's (ANCC) Magnet Recognition Program requirements. The survey,



last administered to Suburban Hospital nurses in late 2020, highlighted the "power of the nurses' voice within Suburban Hospital," noted Karin Nevius, M.S.N., R.N., C.C.R.N.-K., director of professional practice and nursing quality.

In this survey, Suburban outperformed national benchmarks across all domains. The strongest performances were in the domains of autonomy, leadership, inter-professional relationships, and adequacy of resources and staffing. Even at the

height of the pandemic, RN satisfaction remained strong.

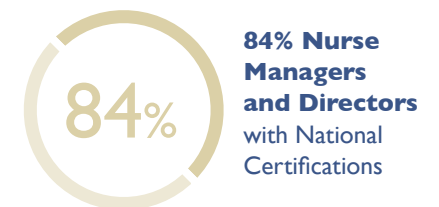
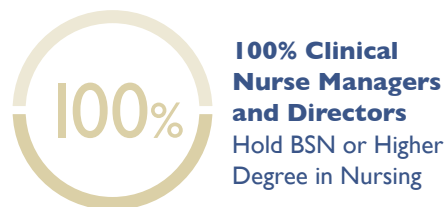
In partnership with a strong leadership base, Nevius cites the nursing governance councils as integral to RN satisfaction. The councils serve as the foundation for Suburban's shared decision-making structure and, over the past 12 years, have provided a forum for moving the nursing practice forward. The councils, which played a key role in helping Suburban to



achieve its first ANCC Magnet designation in June 2019, include the following:

- Nursing Quality, Safety & Service Council
- Professional Development Council
- Professional Practice Council
- Evidence Based Practice & Research Council
- Night Shift Council

The nursing councils recently developed these poster presentations highlighting their mission, focus and key activities.



PROFESSIONAL DEVELOPMENT COUNCIL
 Cara Baldini, BSN, RN, Sophia Viglotti, BSN, RN, Madeleine Felley, MSN, RN, CNOR, Cathy Clark, RN-BC, CHGNC, Dhvani Dalal, BSN, RN

Professional Development

- ★ Nursing practice model
- ★ Certification support
- ★ Create criteria and review Clinical Ladder Portfolios
- ★ Promote professional organization membership

Continuing Education

- ★ Patient Education Fair
- ★ Product and Best Practice Education
- ★ EPIC Update Education
- ★ Tuition Reimbursement and Casey Scholarship
- ★ REACH Education

Recruitment and Retention

- ★ Collaborate with HR
- ★ Sponsor recruitment events
- ★ Promoted Wellness Grants

Awards and Recognition

- ★ JHM Shining Star
- ★ Nurse of the Year
- ★ Jacky Schultz Award
- ★ Certified Nurses
- ★ Daisy

Community Service/Volunteer

- ★ One volunteer event per year with dedicated council time
- ★ Examples: Covid kits, Wider Circle, King Arthur

There's no place like HOME

THE DAISSY AWARD

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Professional Practice Council
 Amy Penney, MSN, RN, CVRN-BC, PCCN, Kathy Ingfield, BSN, RN, ACM, Brooke Edwards, RN, Kara Roby, BSN, RN, Camila Serpas Landaverde, BSN, RN, Chris Cruz, BSN, RN, Fejiana Khan, MSN, RN, Mary Rutenbeck, BSN, RN, Meghan St Clair, BSN, RN, Penny Duffy, BSN, RN-BC

Magnet Designation

- Assist with building the foundation and standards of excellence required for Magnet designation
- Support and maintain a shared decision-making infrastructure

Professional Recognition

- Highlight and promote the work of nursing via design and review of Clinical Ladder portfolios
- Plan and Implement Nurses Week Activities

Nursing Informatics

- Convene with Nursing Informatics to review and make recommendations on nursing documentation and to support processes required for regulatory body readiness

Unit-Level Liaison

- Ensure nursing participation in all decision-making groups and communicate relevant information between the Professional Practice Council and Unit-Based Practice Councils

Interdisciplinary Activities

- Review and provide feedback on policies and procedures related to nursing practice
- Define and articulate the roles, responsibilities, and functions of all personnel providing patient care under nursing services
- Support interdisciplinary positive communication and between departments

Nursing Practice Oversight

- Assess and review all problems, concerns or issues related to nursing practice
- Communicate and disseminate necessary changes in practice for review and implementation
- Serve as a peer review board for nursing practice issues

Product Review

- Review and make recommendations on the use of new products, tools, and technologies having an impact on nursing practice
- Collaborate with value analysis to provide feedback on new products, existing products, and upcoming product changes

The Professional Practice Council develops, enhances, and supports a professional nursing practice culture

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Quality Safety Service Council
 Becca Taff, BSN, Med-Surg-BC, Moira McCarthy, RN, Sandra Araujo, BSN, RN, CNOR, Pruthi Patel, BSN, RN, Melba Graves, BSN, RN, CWON, Yeni Deberas, BSN, RN, CCRN, Stephanie Guardado, BSN, RN

Patient First

- Mobility & Highest Level of Mobility
- Fall Prevention Strategies
- Bundle of care Activists

The Quality Council improves and enhances the quality, safety and service that is provided to our patients, physicians, and staff.

Facilitator group for Infection Prevention, Falls, and Pressure Injuries

- Oversight of Morse Team
- Co-author of Cdff algorithm and IUC protocol
- ACA review of CLABSI, CAUTI Cdff events
- Skin experts

Innovative

- Relentless commitment to analyzing and reducing falls through debrief, MORSE team, bathroom hazards, & use of Patient Family Advisor for insight
- Huddle boards to disseminate quality metrics and processes

Collaborative

- Medication Error Reduction Committee/HERO review with Pharmacist
- Hospitalist connection quarterly
- Infection preventionist
- System level CAUTI workgroup

Educated

- Yearly attendance Maryland Safety Summit Conference
- High Reliability/Just Culture
- NDNQI trained for HAPI

Compassion is threaded throughout their work

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Evidence-Based Practice and Nursing Research Council
 Raphael Oguariri, PhD, MSN, RN, FNP, Linda Simpson, BSN, RN, OCN, Meha Dalal MSN, RN, Rachel Meltzer, BSN, RN, Kimberly Coleman, BSN, RN

Purpose

Create an evidence-based practice (EBP) and research environment that identifies and utilizes resources across JHM and Suburban Hospital to accelerate investigation, innovation, quality, and positive impact of research and best practice modeling

Strategies

- Foster and cultivate an environment that supports nursing research
- Pursue collaborative evidence-based practice opportunities through partnerships with external organizations
- Encourage utilization of evidence-based practice education and resources
- Incorporate EBP into policy and practice development and ongoing reviews
- Engage in nursing research as defined by the ANCC Magnet Recognition Program
- Build capacity for EBP and research through connections with the Johns Hopkins Center for Nursing Inquiry

Nursing Research Involvement

- **Interprofessional Nursing Governance Study:** Relationship between shared governance and nursing quality and satisfaction; survey scores earned Suburban the Shared Governance Accreditation recognition
- **Gen-Silent Study (2019):** Use of video to educate nurse residents on LGBTQ
- **EBP Study (2021-current)**—Multiphase study that assesses current knowledge of EBP at the system and organizational level

Work in Interprofessional Teams

How has EBP Influenced Practice?

- Nurse Managed IUC removal protocol
- CHG treatments for CLABSI reduction

Responsibilities

- Inform best practices through journal club and literature review
- Provide EBP mentorship at unit level
- Translate evidence into practice through referral process and policy review
- Participate and disseminate nursing research findings
- Host annual Grand Rounds to highlight referral work and best practices learned

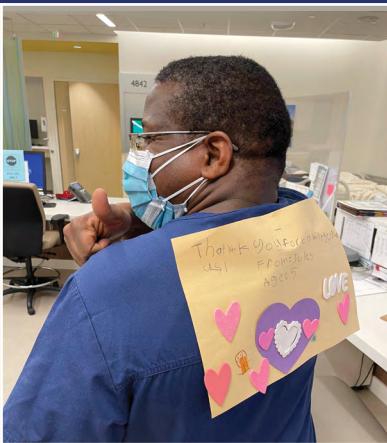
This council is a good fit if:

- You question methods to nursing practice
- You have an interest in EBP and a desire to implement best practices into everyday work
- You ask "why" & Research excites you

Logistics

- Meet monthly 4th Friday 8-2pm
- Disseminate council activities at the unit level
- Represent your unit's interests at monthly meetings

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SUBURBAN HOSPITAL
JOHNS HOPKINS MEDICINE

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