The nursing history wall, located on the first floor of Building B, tells the story of Sibley Memorial Hospital nursing. In Sibley’s more than 127 years of excellence and service to the community, nursing has always been integral to the care provided.

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Message from Vice President of Patient Care Services and Chief Nursing Officer

Dear Friends and Colleagues,

Welcome to the first Sibley Memorial Hospital nursing annual report. We are excited to share some of the inspiring and important work that our nurses and leaders do every day on behalf of our patients, their families and the Sibley community. As we continue on our journey to achieve Magnet® designation from the American Nurses Credentialing Center, this annual report highlights the work being done in the five core components of the Magnet Recognition Program®. These include transformational leadership; structural empowerment; exemplary professional practice; new knowledge, innovations and improvements; and empirical outcomes. Magnet® recognition is both highly coveted and widely considered the gold standard for high-quality nursing.

From the bedside to the classroom to the leadership table, our nurses are touching the lives of patients and their loved ones, members of the community and hospital staff in many extraordinary ways. As you read this report, you'll learn how our nurses deliver evidence-based practice and develop innovative approaches to enhance the patient experience, always with a focus on eliminating preventable harm and delivering quality, compassionate care. You'll be inspired by our success with developing future nurse leaders and touched by the exceptional programs being introduced to help our most vulnerable patient populations.

Everything we do as nurses is focused on our mission of delivering excellence and compassionate care—every person, every time. It truly is an honor and a privilege to work alongside these dedicated, talented, exceptional and caring individuals. The passion they bring to their work is inspiring. As you read their stories, I hope that you will agree.

Warmest regards,

Joanne O. Miller, D.N.P., R.N., N.E.A.-B.C.
Vice President of Patient Care Services and Chief Nursing Officer
Sibley Memorial Hospital | Johns Hopkins Medicine
SIBLEY’S NICHE PROGRAM PUTS SPOTLIGHT ON UNIQUE HEALTH NEEDS OF AN AGING POPULATION

Sibley introduced the NICHE (Nurses Improving Care for Health system Elders) program in 2011. The NICHE program has grown to include 87 geriatric resource nurses, 35 of whom are certified by the American Nurses Credentialing Center in gerontological nursing, more than three times the number of an average hospital.

The innovative work of the NICHE team has earned national recognition including receiving Exemplar status from the international NICHE organization, the highest of four levels of recognition. “Through our NICHE program, we have enhanced our nurses’ knowledge, resulting in better quality care for our older patients,” said Suzanne Dutton, M.S.N., R.N., G.N.P.-B.C., geriatric advance practice nurse and NICHE coordinator.

Transformational Leadership—An Eye on the Future

Sibley’s current leaders are paving the way for future excellence by providing all of our nurses with the vision and skills needed to adapt to the rapid pace of change in health care and to address challenges with innovative solutions.

Exemplifying Transformational Leadership

Christine Inglisa, M.S.N., R.N., N.E.A.-B.C., director of medical-surgical and musculoskeletal nursing, is a transformational nurse leader who motivates and supports her staff during times of change. In September 2016, Sibley’s new patient tower opened, offering a modern healing environment for patient care. While the move to a much larger space was exciting, it also was daunting.

“My role as the nurse leader was to be sensitive to staff’s state of readiness,” explained Inglisa. “This entailed months of coaching, sharing expectations and best practices, touring the new space, practicing with new communication tools, and orienting staff to new equipment and safety features.” When Sibley’s Advanced Clinical Care unit opened in October 2017, the model for creating new clinical space perfected during the new tower move was replicated. A multi-disciplinary team of clinicians, including several nurse leaders, used the model to plan for every detail, successfully creating a unit to replace telemetry and preparing staff to care for patients in this new environment.

Inglisa said when planning for a move to new clinical space constant reassurance and a little pampering with pizza parties, ice cream socials, self-care packets and even massages can help make the transition easier. “We want our staff to know that we recognize and appreciate all of their efforts. Our nurses are there to care for our patients, and we, as leaders, are there to take care of our staff.”

A multi-disciplinary team, with the support of Sibley’s leadership, collaborated to successfully open the Advanced Clinical Care unit, going beyond telemetry to provide expert care for clinically complex patients.
Developing Future Leaders Today

Joanne Miller, D.N.P., R.N., N.E.A.-B.C., Sibley’s vice president of patient care services and chief nursing officer, understands that change is a constant. Recently named a Baldrige Executive Fellow after successfully completing the program’s nationally ranked leadership development curriculum, Miller introduced and implemented her Baldrige program capstone project at Sibley—Using the Baldrige Excellence Framework to Develop Systematic Processes for Internal Talent Management and Succession Planning. The plan outlines steps for creating and implementing processes to help nurses advance and assume leadership roles, helping the hospital to develop a high-quality, sustainable workforce for the future.

According to Miller, the nurse manager role is mission critical to Sibley. By developing strong nurse leaders, Sibley is investing in and supporting front-line staff.

“Focusing on leadership development aligns with Johns Hopkins Medicine's ‘people priority,’ which is focused on attracting, engaging, developing and retaining the world’s best people,” explained Miller.

Miller added, “Our front-line nurses are the leaders of tomorrow. It is both our duty and privilege to mentor, guide and prepare them for success.”

Sibley Nurses with Faculty Positions

Sibley nurses who are shaping future leaders by taking on clinical educator roles at prestigious colleges and universities include:

- **Dwayne Colyar, M.S.N., R.N.-B.C., Clinical Instructor**, The Catholic University of America
- **Suzanne Dutton, M.S.N., R.N., G.N.P.-B.C., Joint Faculty**, Johns Hopkins School of Nursing, Johns Hopkins University
- **Sarah Emami, B.S.N., R.N., C.E.N., C.C.R.N., Clinical Instructor**, The Catholic University of America
- **Samantha Farren, B.S.N., R.N.C.-O.B., C-E.F.M., Clinical Instructor**, Johns Hopkins School of Nursing, Johns Hopkins University
- **Laura Hendricks-Jackson, D.N.P., R.N., N.E.A.-B.C., O.C.N., Clinical Instructor**, Capella University
- **Rowena L. Milburn, D.N.P., R.N.C.-L.R.N., Clinical Instructor**, Georgetown University
- **Joanne Miller, D.N.P., R.N., N.E.A.-B.C., Joint Faculty**, Johns Hopkins School of Nursing, Johns Hopkins University
- **Anissa Nahabedian, M.S., B.S.N., R.N., Clinical Instructor**, Georgetown University
- **Doris Osuorah, M.S.N., R.N.-B.C., Clinical Instructor**, The Catholic University of America
- **Amy Peterson, B.S.N., R.N., R.N.C.-L.R.N., Clinical Instructor**, The Catholic University of America
- **Sharian Taylor-Alfred, M.S.N., R.N., Clinical Instructor**, Bowie State University
- **Teresa Walsh, Ph.D., R.N., N.E.-B.C., Clinical Instructor**, The Catholic University of America
Structural Empowerment—Sibley Nurses Improving the Patient Experience

Sibley nurses are empowered to advance the practice of nursing. Enhancing communication, elevating patient safety and quality, standardizing care across the health system, and encouraging evidence-based processes are just some of the ways nursing teams across Sibley are redefining the patient experience and improving patient care.

Women’s and Infants’ Services Shines

With Sibley delivering more babies than any other hospital in Washington, D.C., the Women’s and Infants’ Services (WIS) Comprehensive Unit-based Safety Program (CUSP) team is dedicated to enhancing the overall patient experience, quality and safety of care provided by WIS.

The CUSP team developed the “Five Star Behaviors,” a set of actions that allow the care team to build closer relationships with patients while also integrating them into the care process. The behaviors focus on courtesy, respect, caring, healing and teamwork. This framework also focuses on making time for caring moments and getting to know patients on a more personal level to complement the delivery of high-quality nursing care.

Additional initiatives from the WIS team include:
- The courtesy and respect project, which encourages improved communication among nurses, leading to better connections with patients.
- A nurse self-care project.
- The introduction of a Patient and Family Advisor to the WIS CUSP team to provide staff with a patient’s perspective.

“Our CUSP team efforts are driven by front-line staff, who are true champions for the issues relevant to both nurses and patients," said Ryan E. Garvey, M.B.A., B.S.N., R.N., director of WIS. “As a result of our CUSP team efforts, our staff is empowered to create meaningful connections with patients and our overall patient experience scores have increased greatly over the past year.”

The Women’s and Infants’ Services CUSP team works to improve the patient experience.
Patient and Family Advisors Highlight the Voice of the Patient and Enhance the Patient Experience

Sibley’s Patient and Family Advisory Council (PFAC), developed to provide a voice for patients and families, consists of patients, family members of patients, members of the community, and Sibley staff and physicians. PFAC members collaborate with members of the hospital staff to provide valuable feedback and personal insight on the patient experience and patient safety.

“The type of collaborative culture fostered by the PFAC enhances the patient experience and allows patients, loved ones, nurse leadership and staff to partner on improving care, ensuring every patient receives excellent, supportive and compassionate care,” explained Joanne Miller, D.N.P., R.N., N.E.A.-B.C., Sibley’s vice president of patient care services and chief nursing officer. “Our advisors help us to ensure that the voice of the patient is represented in everything we do.”

Laura Hendricks-Jackson, D.N.P., R.N., N.E.A.-B.C., O.C.N., director of acute oncology and critical care services, is co-author of “Nursing Professional Development Review and Resource Manual, Fourth Edition,” a must have tool for nurses planning to take the American Nurses Credentialing Center’s nursing professional development certification exam. She also co-authored an original research article, “Psycho-Oncological Education to Reduce Psychological Distress Levels in Patients with Solid Tumor Cancers: A Quality Improvement Project,” published in the Journal of Oncology Navigation and Survivorship (October 2017, Volume 8, Number 10).

Standardization of Care Benefits Hematologic Oncology Patients

In July 2017, Sibley Memorial Hospital launched a hematologic malignancy program, part of the Johns Hopkins Kimmel Cancer Center at Sibley, to provide hematological oncology patients in the Washington, D.C.-area with high-quality medical and nursing care.

“While patients still go to The Johns Hopkins Hospital in Baltimore for larger interventions such as bone marrow transplants, Sibley now offers patients emergent care, hospitalization, chemotherapy, radiation and other routine hematology appointments with the same high-level of nursing and medical care that is available in Baltimore,” said Laura Hendricks-Jackson, D.N.P., R.N., N.E.A.-B.C., O.C.N.

Previously, in March 2017, Johns Hopkins Medicine launched an oncology clinical practice workgroup, bringing together oncology nurse leaders and bedside oncology nurses from all hospitals in the health system. This consortium of oncology nurses collaborates on a quarterly basis to share best practices and to standardize care and processes across the health system for patients with hematologic malignancies.
Exemplary Professional Practice – Through Learning, There Is Growth

Nurses at Sibley understand that in today’s ever-changing health care landscape, continuing education and professional development are important requisites for advancing the practice of nursing. That’s why Sibley leadership introduced the bundle care delivery model, a set of skills and best practices that help nurses effectively use communication to build relationships with their patients. Through strong relationships with patients and their families, nurses are able to deliver enhanced clinical excellence, quality and safety.

The model includes practices that standardize daily nurse communication activities such as safety shift huddles, bedside shift reports, purposeful rounds and teach back. It also includes educating staff on how to use the dry erase boards mounted on the wall in inpatient rooms, known as “About Me” boards. (See page 9 for more information.)

The model includes teaching the Language of Caring, a set of conversation skills that teach a nurse how to remain present in a conversation and use compassion to improve communication.

“This model helps staff understand that communication, relationships and engagement, as well as clinical and technical excellence, improve the patient experience, quality of care and safety for every person, every time,” said Patient Experience Nurse Specialist Patricia Haresign, M.S., B.S.N., R.N.-B.C.

After implementation of the model, patient satisfaction scores have increased.

Nurse Practitioner Council

The Sibley Memorial Hospital Nurse Practitioner Council includes more than 20 nurse practitioners who provide high quality health care across many service lines at Sibley. NPs collaborate with a multi-disciplinary team to provide expertise within their specialty area. They foster educational advancement, professional development, evidence-based practice, quality improvement, excellence in direct patient care and clinical growth.

Beth Abate, D.N.P., R.N.-B.C., A.N.P.-B.C., Johns Hopkins Memory Care Program, Grand Oaks Assisted Living Community (right), is a member of the NP Council and focuses on expert care for older adults in an assisted-living care setting. Pictured with Beth are Diane Phillips, M.A., B.S.N., R.N., C.E.N., director of nursing, Grand Oaks Assisted Living Community (left), and Joanne Miller, D.N.P., R.N., N.E.A.-B.C., vice president of patient care services and chief nursing officer, Sibley Memorial Hospital (center).
Nurse Residency Program

Sibley launched its inaugural Nurse Residency Program in 2016 in collaboration with the Maryland Organization of Nurse Leaders, the American Association of Colleges of Nursing (AACN) and Vizient™, the nation’s largest member-driven health care services company. The monthly series assists new nurses in their professional transition, provides information from experts in the field, and offers a forum where they can support each other as they grow in the profession.

“The main goal is to provide a bridge between education and practice,” said Teresa (Terry) Walsh, Ph.D., R.N., N.E.-B.C., director of excellence in nursing practice and education. “The curriculum is built upon evidence-based program information and pedagogy outlined by the AACN. The one-year program provides a platform for the novice nurse to build fundamental leadership, patient safety and professional development skills.”

OR-101—Teaching the Basics of Surgical Care

Sibley launched its Operating Room (OR)-101 class in 2013 to introduce the fundamentals of perioperative nursing to new nurse graduates and nurses with experience in other specialty areas. The six- to nine-month orientation program combines classroom, lab and on-the-job training and uses a comprehensive curriculum based on the Association of periOperative Registered Nurses (AORN)’s Perioperative Standards and Recommended Practices. By the end of the program, the novice nurse has gained the experience needed to work independently as a scrub nurse or circulating nurse for a variety of surgical cases.

“The nurses who have completed this comprehensive program feel that the classroom and the lab time has prepared them to work in the clinical setting,” said Darleen Dagey, M.S.N., R.N.-B.C., C.N.O.R., clinical nurse educator specialist and author of an article* published in AORN Journal on OR cardiac arrest crisis checklists. “It’s a tough program, but working in the OR is hard. In the end, the class offers nurses a strong foundation in perioperative nursing.”


Darleen Dagey, M.S.N., R.N.-B.C., C.N.O.R. (right), guides nurses through the Operating Room (OR)-101 class, teaching them the skills they need to work independently in the OR.
New Knowledge, Innovations and Improvements—Sibley Nurses Make an Impact, One Innovation at a Time

Through Sibley’s Innovation Hub, nurses and staff bring novel ideas to life to benefit and advance patient care practices. The Innovation Hub occupies a dedicated space within Sibley and is staffed by creative individuals, known as “Hubsters,” who use human-centered design (known as Design Thinking) and Lean processes to identify, test and rapidly scale creative solutions to patient care challenges.

A few of the Innovation Hub solutions developed in partnership with Sibley nurses include:

**Foley Bag Carrier**

Being able to walk with minimal or no assistance is an important achievement in recovery for many hospitalized individuals, but for patients with a Foley catheter, mobility can be a challenge. This is because I.V. poles do not have a place to hang the bag attached to the catheter, and carrying it at the correct height can be cumbersome. To address this challenge, members of the oncology team created a Foley bag carrier, a satchel the patient can easily carry over his or her shoulder, eliminating the need for the patient or a family member or nurse to hold the bag and keeping it at a safe height to eliminate the risk of catheter-acquired urinary tract infections (CAUTIs).

The team worked closely with Frankie Abralind, senior designer in the Innovation Hub, who helped the team identify and test potential solutions, eventually landing on the satchel concept. “It’s a great option for solving a potentially serious issue that many of our patients face,” said Abralind.
Every patient wants to be seen as a person first,” said Matthew Brown, M.S.N., R.N.-B.C., nurse manager, medical/surgical unit, who introduced the idea of “About Me” boards. The dry-erase boards, mounted on the wall in inpatient rooms, provide a dedicated place for patients to share information about themselves and their hobbies and interests. The About Me boards create a way for staff to build a deeper connection with each patient and start a conversation beyond a condition or disease.

Brown recalls that for one patient, having a friend post photos of his dogs on his board was a great motivator to get well and return home. Another patient’s family chose to have each person write what they love about him most on his board.

“Patients often feel as if they have little or no control when in the hospital,” said Brown. “With the About Me boards, staff can see who this person is outside of his or her patient identity. It’s a great reminder that we are caring for special individuals.”

Your 12 Milestones

For bariatric patients, weight loss is a lifelong journey. To keep patients motivated throughout the entire six- to nine-month process before and after surgery, Harpreet Gujral, D.N.P., N.P., F.N.P.-B.C., program director of the Sibley Center for Weight Loss Surgery, focuses on empowering people to take control of their weight loss and keeping them motivated to reach their goals. Gujral and her team designed the “Your 12 Milestones” handout, which walks patients through everything they have to look forward to as they progress through their weight loss journey and provides a monthly checklist to keep patients on track with goals.

In addition, Gujral and the team designed a special weight loss journey tote bag with items patients need pre- and post-surgery such as a pillbox, pill crusher and a shaker for the pre-op diet. Each person receives the bag in the pre-operative class. Gujral reports that patients greatly appreciate this thoughtful gesture. “We are letting our patients know that we’re here to support them through this incredible, life-transforming experience.”

About Me Boards

“How every patient wants to be seen as a person first,” said Matthew Brown, M.S.N., R.N.-B.C., nurse manager, medical/surgical unit, who introduced the idea of “About Me” boards. The dry-erase boards, mounted on the wall
The leaders of Sibley’s Nurses Improving Care for Health system Elders (NICHE) program (see NICHE sidebar on page 2 for more details) uncovered significant unmet health needs among the areas’ LGBTQ senior population. The D.C.-area is home to a large LGBTQ population, a group that has been historically silent when it comes to health needs.

“Two-thirds of LGBTQ seniors live alone, experience health disparities and are in need of transitional care,” said Suzanne Dutton, M.S.N., R.N., G.N.P.-B.C., geriatric advance practice nurse and NICHE coordinator. “To better care for these patients, we expanded our NICHE program to include LGBTQ-friendly initiatives.”

Dutton, along with Matthew Brown, M.S.N., R.N.-B.C., and Teresa (Terry) Walsh, Ph.D., R.N., N.E.-B.C., designed a research study to evaluate methods for educating hospital staff about the needs of LGBTQ older adults. The study, “Improving Knowledge and Attitude of New Hospital Employees Related to LGBTQ Older Adults,” ran from September – December 2016, with analysis taking place in 2017.

For the study, new employees during orientation watched the documentary GEN Silent, which told the stories of six LGBTQ seniors as they navigated the health care system. To assess their knowledge and attitude about the health needs of the LGBTQ community, the employees took surveys both before and after watching the film.

Results

On a scale of one to five, where one indicated low knowledge and attitude, post-viewing survey responses showed increased knowledge, particularly around the LGBTQ community’s access to care.

As depicted in the chart below, respondents indicated an increase in knowledge of LGBTQ health care issues after viewing the documentary, specifically for the following two statements:

- Survey Question 2: Gender reassignment surgery is not easily available or covered by most insurance policies. Post viewing survey results showed that knowledge increased 47 percent among the 108 respondents for this statement.
- Survey Question 8: The LGBTQ community experiences differential access to health care. For this statement, the 108 respondents showed an 18 percent increase in knowledge after watching the film.

The results confirmed the need to include education for employees on the needs of the LGBTQ community.

As a result of the team’s work, the Human Rights Campaign’s Healthcare Equality Index named Sibley a 2017 top performer, and Sibley received the highest score among hospitals in Washington, D.C.


### Questionnaire Results

(N=108, p<.01)

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Presentations Showcase Sibley Nurses’ Leadership in Advancing the Practice of Nursing

Sibley’s nurses embody the organization’s focus on innovation through their work to improve and advance care delivery. The nurses are frequent presenters at national and regional conferences, sharing evidence-based projects to enhance the patient experience, employee engagement, and safety and quality. Following is a snapshot of Sibley’s nurses’ 2017 poster and podium presentations.

**Dagey, D. and Stalzer, A.** (March 2017). *SSI Task Force: A force to be reckoned with!* Poster session presented at Association of periOperative Nurses, Boston, MA.


**Dutton, S. and Brown, M.** (October 2017). *Creating an inclusive health care environment for older adult LGBTQ patients.* Podium topic presented at the Health Facilities Association of Maryland Annual Conference, Ocean City, MD.


**Milburn, R.** (September 2017). *Improving neonatal resuscitation performance using unannounced simulation-based mock codes.* Poster Session presented at the National Neonatal Nurses Conference, Las Vegas, NV.


**SIBLEY’S FOCUS ON SAFETY**

95 weeks with zero CLABSI

(central line-associated blood stream infections)

November 2015 to September 2017

33 percent reduction in CAUTI

(catheter-associated urinary tract infections)

Fiscal year 2016* to fiscal year 2017*

* Sibley’s fiscal year runs July 1 – June 30. There were 6 CAUTIs in fiscal year 2016 and 4 CAUTIs in fiscal year 2017.
Awards, Recognitions and Thanks

DAISY Award

The DAISY Award is an internationally renowned recognition program to celebrate registered nurses that have exemplified extraordinary and compassionate patient care. At Sibley Memorial Hospital, a DAISY Award is given to a deserving nurse based on criteria established to meet Sibley’s mission and values. This special award is made possible thanks to the generous support of the Sibley Foundation.

Sibley Nurse Engagement Council Awards

The Nurse Engagement Council honors nurses who demonstrate exceptional commitment to their practice and are an asset to Sibley.

Stephanie Al-Adhami, R.N. II, Sibley Ambulatory Surgery Center (Novice Nurse Award)

Matt Brown, R.N., nurse manager, 7A, geriatric nurse navigator and resource nurse, NICHE (Nurse Innovation Award)

Laura Kinsella, R.N., Emergency Department (Nurse Preceptor Award)

Nikki Price, R.N. III, Sibley Ambulatory Surgery Center (Nurse Preceptor Award)

Joyce Scott, clinical associate, medical oncology (C.A.R.E. Award)

Natasha Shultz, R.N., nurse manager, medical oncology (DAISY Nurse Leader Award)
Sibley’s Emergency Department Awarded Coveted 2017 Lantern Award

Sibley Memorial Hospital’s Emergency Department (ED) received the prestigious 2017 Lantern Award™ from the Emergency Nurses Association, recognizing the ED for exceptional performance in the core areas of leadership, practice, education, advocacy and research.

Johns Hopkins School of Nursing Shining Star Awards

Each year, the Johns Hopkins School of Nursing celebrates the excellence and community impact of nurses across the school and Johns Hopkins-affiliated hospitals with the “Shining Star” awards. In 2017, Sibley’s Karen Pregnall, R.N., C.E.N., R.N.-B.C., an Emergency Department nurse, received the Rosenwald Nurse Innovator award, recognizing her work to welcome the LGBTQ community to Sibley and to educate staff about this population’s health needs.

Thank You to the Sibley Foundation and Our Donors Who Make Excellent Care Possible

The generous support of our donors makes extraordinary care possible—from the opening of our new building to continuing education opportunities for nurses to critical services for patients and families in need. Over the last year, philanthropy has supported a number of programs and services at Sibley:

- Nearly 50 nurses were able to pursue specialty certifications.
- More than 50 nurses were enrolled in Sibley’s nurse residency program, which provides additional training and support to newly graduated nurses, with an emphasis on leadership development, communication, patient safety and career planning.
- Sibley’s Emergency Department and perioperative services held regular simulation training sessions for nurses and physicians, challenging staff to think critically, work quickly and collaborate as a team.

We are so grateful to the individuals and organizations who support Sibley nurses, allowing them to provide the best care possible to our community.