





Dear Nurse Colleagues,

This year — more than any other in our nursing careers — has been marked by growth. It can be challenging to celebrate or even acknowledge that growth while still in the midst of a national nurse staffing crisis. But as your nursing leaders, we want you to know that we see progress everywhere — within interprofessional teams, at bedside, in huddles and handoffs — bolstering our nursing organization and preparing us for a bright future.

All the strategic planning we've worked on together over the past year has been to lay the groundwork for a reinvigorated workforce and optimized clinical care. We are incredibly grateful to every one of you for engaging in this important work through committees, teams and working groups. Your efforts have contributed to UVA Health consistently being recognized as a Magnet-designated, “world’s best” hospital.

We know we have more to do for our teams, so our work won't end when the fiscal year closes. With forward momentum from 2023, we welcome 2024 with open hearts. We are proud to honor our beloved profession of nursing that calls on us to grow. As Florence Nightingale said more than 150 years ago, “Nursing is a progressive art such that to stand still is to go backward.”

Kathy Baker, PhD, RN, NE-BC
Chief Nursing Officer

Veronica Brill, MSN, RN, NEA-BC
Associate Chief Nursing Officer



UVA Health Nurses,

I am humbled and privileged to have served as the 2023 Nursing Professional Governance Organization President. Over the past year, our collective efforts have been devoted to revitalizing and fortifying our governance structure, centering our focus on achieving remarkable outcomes for our dedicated nursing professionals and the patients entrusted to our care. As a governing body accountable for upholding the utmost standard in nursing practice, education, and leadership, we have united our strengths to advance excellence in healthcare delivery and elevate patient outcomes.

We have worked together throughout the year to breathe new life into our governance structure. By re-engaging and collaborating, we have fortified the foundation that supports our organization's mission. In addition, our commitment to promoting excellence in healthcare delivery has been unwavering. Through diligent efforts, we have strived to ensure that every aspect of our practice aligns with the highest standards. We have nurtured an atmosphere of superlative nursing by supporting evidence-based practices, embracing innovative technologies, and encouraging professional development.

Our unwavering dedication to improving patient outcomes lies at the heart of our organization's purpose. We recognize that the quality of care we provide directly impacts the lives of those we serve. As we reflect on the past year's accomplishments, we must also focus on the future. Together, we have the power to shape the future of nursing and make a lasting impact on the healthcare landscape.

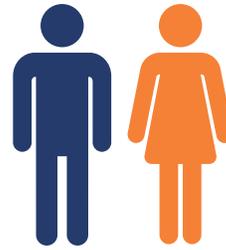
In closing, I express my deepest gratitude to each and every member of the Nursing Professional Governance Organization for your unwavering commitment, dedication, and pursuit of excellence. Let us continue to forge ahead, united in our purpose and passion, as we navigate the path toward an even brighter future for nursing and healthcare as a whole.

Mesha Jones, MSN, RN, CCRN, CWON
2023 NPGO President



Demographics of Registered Nurse Staff

There are **2,602** professional nurses employed by University Medical Center.



Gender Distribution:

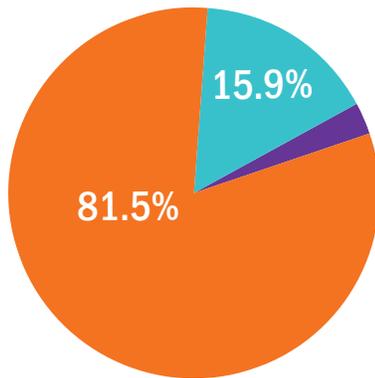
2,288 (87.9%) Female

314 (12.1%) Male

Note: Human Resources data does not provide an option for "Other."

Voluntary turnover rate

15.9%



- Retention Rate
- Voluntary Turnover Rate
- Involuntary Turnover Rate

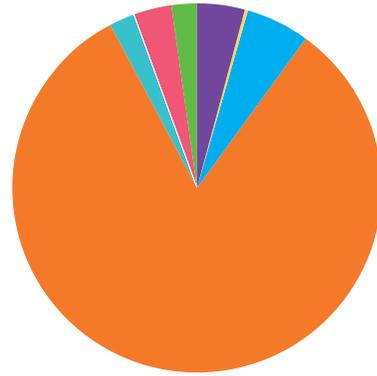
82.1%

**% of BSN and Higher Degrees
*Year to date**

41.2%

% RNs Professional Board Certified

Ethnicity of Registered Nurses



Ethnic Distribution	University Medical Center Nursing Staff*
Asian	4.3%
American Indian or Alaskan Native	0.2%
Black or African American	5.6%
Caucasian/White	82.3%
Hispanic or Latinx	2.2%
Native Hawaiian or Other Pacific Islander	0.1%
Two or More Races	3.3%
Unknown (Not Self-Reported)	2.0%

* Self-reported

Clinical Career Ladder (CCL) Program

Our CCL is one of the most mature clinical ladders in the nation having been in place for over 30 years. Anchored in the ANA Scope and Standards of Practice and ANA Code of Ethics, our ladder serves to recognize increased leadership accountability as well as clinical expertise. In alignment with our UVA Nursing Professional Practice Model, our clinical ladder focuses on the clinician meeting behavior-based criteria for each level. Our ladder is now and always has been a peer driven process with the applicants being interviewed by a panel of peers.

During this past year, we evaluated the advancement process of the CCL and made innovative changes to better leverage the process of advancement to support a higher volume of applicants and a higher frequency of advancement cycles. Changes made to the process included:

- Transitioning to an interview-only process, eliminating the written portfolio

- Reducing the timeline of a single advancement cycle (start to finish) from 8 weeks to 4.
- Increasing the number of preparation classes for applicants and managers.
- Increasing the total number of advancement opportunities from 5 to 8 annually.



Clinical Ladder Level	July 2022	September 2022	November 2022	January 2023	February 2023	April 2023	TOTALS
Clinician 3 Advancements	5	15	11	10	3	7	51
Clinician 4 Advancements	2	5	2	2	2	3	16
TOTALS	7	20	13	12	5	10	67

Kathrine Baxter	Clinician 3	Courtney Lane	Clinician 3	Emma Trefney	Clinician 3
Anna Borszich	Clinician 3	Melissa Lanman	Clinician 3	Amber Trump	Clinician 3
Paige Brazee	Clinician 3	Haley Life	Clinician 3	Elizabeth Wayland	Clinician 3
Donna Brendt	Clinician 3	Jessica Lisk	Clinician 3	Troy White	Clinician 3
Kaitlyn Butland	Clinician 3	Taylor McDonnell	Clinician 3	Doris Wood	Clinician 3
Jill Catlett	Clinician 3	Mallori Mendez	Clinician 3	Deborah Yates	Clinician 3
Robin Chandler	Clinician 3	Julia Moy	Clinician 3	Tyree Ashworth	Clinician 4
Sierra Coronado	Clinician 3	Donna Lou Neri	Clinician 3	Rachel Brydge	Clinician 4
Michele Cousins	Clinician 3	Nils Norrlof	Clinician 3	Susan Cosgro	Clinician 4
Rachel Culbertson	Clinician 3	Margaret Pohl	Clinician 3	Ginger Elmore	Clinician 4
Jose Dumlao	Clinician 3	Kimberly Prothero	Clinician 3	Jessica Harlow	Clinician 4
Michele Ferrell	Clinician 3	Donna Randall	Clinician 3	Nora Hartung	Clinician 4
Kathleen Findley	Clinician 3	Pamela Redman	Clinician 3	Elaine Hughes	Clinician 4
Samantha Franke	Clinician 3	Cia Rougeau	Clinician 3	Casey Jackson	Clinician 4
Christine Getty	Clinician 3	Julie Ruffing	Clinician 3	Tracey Keeley	Clinician 4
Sarah Gibson	Clinician 3	Karen Scott	Clinician 3	Kirsten Kellenberger	Clinician 4
Janice Guinn	Clinician 3	Theresa Smith	Clinician 3	Kelli Knous	Clinician 4
Sonia He	Clinician 3	Shannon Snell	Clinician 3	Kathryn Lipscomb	Clinician 4
Jordyn Hursch	Clinician 3	Anna Streeter	Clinician 3	Sara Neilon	Clinician 4
Elizabeth Jones	Clinician 3	Dave Talarico	Clinician 3	Ashley O’Keefe	Clinician 4
Susan Jones	Clinician 3	Heather Tieszen	Clinician 3	Maria Seguerra	Clinician 4
Stephanie Knight	Clinician 3	Grace Toburen	Clinician 3	Marci Williams	Clinician 4
Atasha Kozloski	Clinician 3				

2022 Nursing Summit “Practicing With Purpose”

This year’s Summit theme was designed around helping our UVA nurses remember “why” they went into nursing, and empower them in their growth as a nurse.

Wednesday, October 26, 2022
 DoubleTree by Hilton Hotel Charlottesville

Keynotes:

Marla Weston, PhD, RN, FAAN, Chief Executive Officer, American Nurses Association (2009 – 2018)

Katie Boston-Leary, PhD, MBA, MHA, RN, NEA-BC, CCTP, Director of Nursing Programs, Healthy Nurse Healthy Nation, and Co-Lead Project Firstline Grant, American Nurses Association

Tracy Downs, MD, FACS, UVA Health Chief Diversity & Community Engagement Officer

Learning Objectives Achieved:

- Identify why you entered the nursing profession and continue to practice in the profession.
- Articulate the impact of your nursing profession on patient outcomes and health equity.
- Identify your personal impact on the nursing profession.

This year’s Service Project benefited the Jefferson Area Board of Aging (JABA). JABA offers information and a wide range of services that help older adults and individuals with disabilities remain active in the Charlottesville community.



2023 Nurses Week Summary

Specially designed Thank You Note Cards ordered by Leaders **3,825**

Giveaway Entries Total: **1,474**

Happy Grams **651** sent

Blessing of the Hands **876** individuals

Nurses Week Appreciation Video **825** views

Legacy RNs Recognized — Celebrating 40+ Years at UVA Health **21**

Fresh fruit cups eaten by the Weekend crew **764**



Special Events Hosted:

Weekend Day & Night Shift Sweet Treat Surprise Rounding

NEW Professional Advancement Celebration

Annual Nursing Excellence Awards

Evidence-Based Practice Symposium

National Hospital Week Picnic Events

NEW Late Night Hours at Higher Grounds for Night Shift

High-Level Program Accomplishments

- First cohorts of the **Experienced RN Mentorship Program** developed by the NPGO Professional Development Committee.
- Successful **2022 Healthcare Education Fair** hosted by NPGO Professional Development Committee in October; expanded to include healthcare roles such as Pharmacy Tech, Lab Tech, Radiology Tech, Nursing degrees of all levels and more!
- Proactively offering free **Team Wellbeing Check-ins** in partnership with UVA's Faculty and Employee Assistance Program.
- Launched **Work Anniversary** recognition cards from CNO and ACNO to RNs celebrating their anniversaries of their most recent hire date at UVA Health University Medical Center.
- First **BEE Award** recipients honored.
- Initiation of regularly held **Nursing Town Halls** — offering Q&A with our CNO and ACNO.
- **NPGO Professional Governance Workshop** hosted in January.

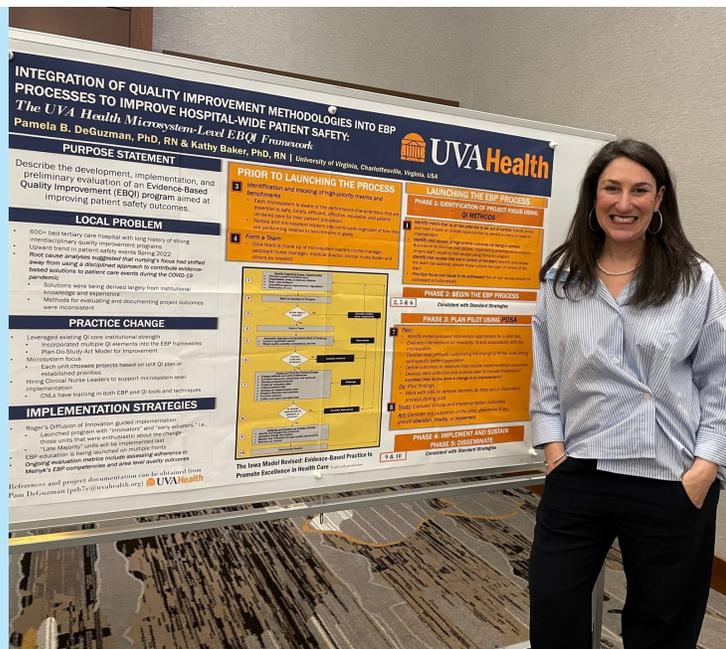
Engagement



ANCC Category	Percent of Units Above the Jan 2023 National Average
Fundamentals of Quality Nursing Care	59%
Autonomy	63%
Professional Development	63%
Interprofessional Relationship	57%
Leadership Access and Responsiveness	51%
Adequacy of Resources & Staffing	48%
RN to RN Teamwork and Collaboration	61%

% of Units Outperforming National Mean

Clinical Measure	Jul-Sep 2022	Oct- Nov 2022	Jan- Feb 2023	Mar- Apr 2023
Inpatient:				
Falls with Injury	89%	54%	85%	85%
HAPI Stage 2+	96%	81%	81%	88%
CLABSI	67%	84%	64%	79%
CAUTI	67%	84%	64%	79%
Ambulatory:				
OP Falls with Injury	96%	93%	96%	95%
OP Surgery Burns	100%	100%	100%	100%
OP Surgical Errors	100%	100%	100%	100%
All Areas:				
Injury Assaults on RNs	67%	68%	61%	61%



IRB Protocols Initiated

- Evaluation of Trach Collar Securement Following HNC Free Flap Surgery – IRB-HSR – 220410. PI – Dr. Pam DeGuzman.
- Impact of Clinical Nurse Leader and Evidence-Based Programming on EBP Competency. IRB-HSR – 24558 – Dr. Pam DeGuzman.
- An Aerial View of Service Delivery for Autistic Youth – IRB-HSR-24545. Dr. Pam DeGuzman Co-Investigator.
- Disparities in Adolescent Use of Telemedicine – IRB-HSR-23599. PI – Dr. Pam DeGuzman.
- Moral Distress and Nurse-Physician Relationships in the Emergency Department – IRB-SBS-5432. PI – Dr. Pam DeGuzman.

Presentations

1. Oral Presentation of Trach Collar Securement at the *UVA Evidence-Based Practice Symposium* by Michele Cousins, BSN, RN- May 20, 2023.
2. Oral Presentation of Telemedicine in Libraries: What You Need to Know. Presented by Pam DeGuzman at the *2023 American Library Association Annual Conference and Exposition*. June 22-27, 2023. Chicago, IL.
3. Oral Presentation of Telemedicine in the Community Public Library: Development of Needs Assessment. Presented by Pam DeGuzman at the *30th Annual Indiana Rural Health Association Conference*. June 13-14, 2023. French Lick, IN.
4. Oral Presentation of Telehealth in Libraries and Tele behavioral Health. Presented by Pam DeGuzman to the Upper Midwest Telehealth Resource Center and Ohio State Office of Rural Health’s Workshop, *The Present and Future of Telehealth in Ohio*. June 26, 2023. Virtual.
5. Oral Presentation of Oncology Shared Decision Making in the United States: Consistent Inconsistencies. Presented by Rachel Bennett at the *MASCC/JASCC/ISOO 2023 Annual Meeting*. June 22-24 2023. Nara, Japan.
6. Poster Presentation of Impact of Telemedicine on Access to Care for Rural Transgender and Gender Diverse Youth. Presented by Francesca Azar at the *2023 Pediatrics Academic Societies Annual Meeting*. April 27–May 1, 2023. Washington, D.C.
7. Oral Presentation of Alternative Origination Sites for Rural Telehealth. Presentation by Pam DeGuzman to the *National Rural Health Resource Center*. Aug. 30, 2022. Virtual.
8. Oral Presentation of Implementing Telemedicine in Public Libraries: Insights from Early Adopters. Presentation by Pam DeGuzman to the *Upper Midwest Telehealth Resource Center*. Aug. 11, 2022. Virtual.
9. Oral Presentation of Innovation Among Early Adopters of Telemedicine in Public Libraries. Presented by Pam DeGuzman at the *Northwest Regional Telehealth Resource Center’s 11th Annual Conference Innovation in Telehealth*. Sept. 26-28, 2022. Salt Lake City, UT.
10. Oral Presentation of Impact of Telemedicine on Access to Care for Rural Transgender and Gender Diverse Youth. Presented by Francesca Azar and April Kimble at the *American Pediatrics Association Region IV Annual Meeting*. Sept. 25-26, 2023. Charlottesville, VA.
11. Oral Presentation of Advocacy in Action. Presented by Bagwell, G., Pullium, C., Elgin, K. & Hiles, M. at the *National Association of Clinical Nurse Specialists Annual Conference*, March 2023.
12. Oral Presentation of Neurocritical Care Nursing: Ensuring Smooth Handoffs by Dea Mahanes at the *Neurocritical Care Society Annual Meeting*. October 2022.
13. Oral Presentation of Cerebral Autoregulation in Sepsis: Multimodality Monitoring and Advances in Care by Dea Mahanes at the *Neurocritical Care Society Annual Meeting*. October 2022.

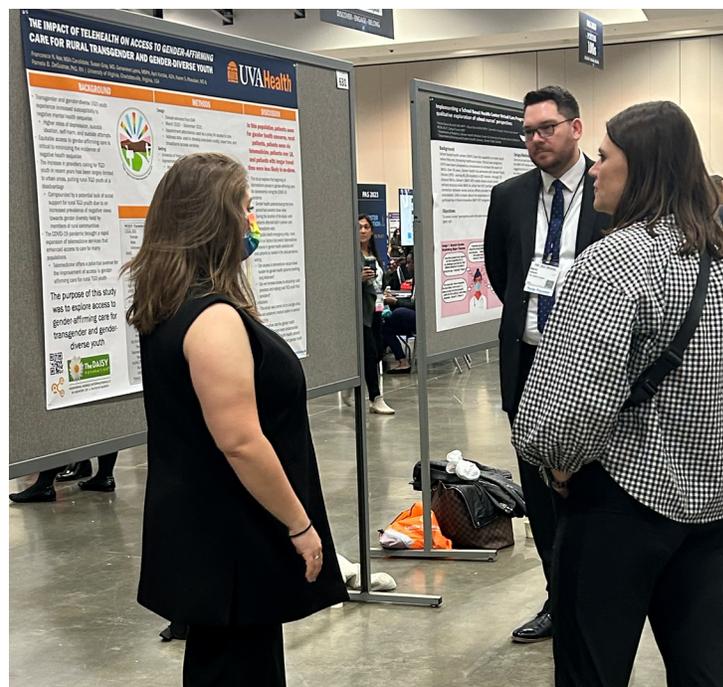
14. Oral Presentation of Traumatic Spine Injury and Spinal Cord Compression by D. Mahanes at the Emergency Neurological Life Support ANIM Workshop in Berlin, Germany. January 2023.
15. Oral presentation of Intravenous versus Oral Acetaminophen for Post- Tonsillectomy Pain in Children: Which Route Leads to Better Outcomes? Presented by Christopher Kremer at the Virtual 2023 Virginia Magnet Consortium Spring Meeting, April 21, 2023.
16. Oral presentation of Sustaining Chronic Care Coaching. Presented by Beth Frackleton at the Virtual 2023 Virginia Magnet Consortium Spring Meeting, April 21, 2023
17. Oral presentation of Investing in Retention: An Innovative Role to Retain Nurses (Session: M516). Presented by Luella M. Glanzer at the 2022 ANCC Magnet Conference on Oct. 13, 2022.
18. Oral presentation of Don't Call Us, We'll Call You: A Well-Being Outreach Program (Session: P645). Presented by Theresa J. Lovdal and Luella M. Glanzer at the 2022 ANCC Magnet Conference on Oct. 14, 2022.
19. Oral presentation of Rectal HAPIs: Interdisciplinary-Led Efforts to Mitigate the Unhappy Risk of Bowel Management Systems (Session: P715). Presented by Mesha Jones at the 2022 ANCC Magnet Conference on Oct. 15, 2022.
20. Poster presentation of Leading With HEART: A Path to Workplace Excellence. Presented by Veronica Brill at the 2022 ANCC Magnet Conference on Oct. 15, 2022.
21. Poster presentation of Palm vs Finger Stick Glucose Testing to Decrease Pain in the Perioperative Setting: A Promising Alternative. Presented by Clara A. Winfield at the 2022 ANCC Magnet Conference on Oct. 15, 2022.

Publications

1. Davis, R.E., Roney, P.C., Pane, M.M., Johnson, M.C., Leigh, H.V., Baesner, W., Curran, A.L., DeMarcy, B., Jang, J., Schroeder, C., DeGuzman, P.B., Novicoff, W.M. (in press). Climate and Human Mortality in Virginia, 2005–2020. *Science of the Total Environment*.
2. Bernacchi, V.; Porter, K.; LeBaron, V; Zoellner, J.; DeGuzman, P.B. Barriers and Facilitators to Resilience for Rural Cancer Survivors During COVID-19 (in press). *Public Health Nursing*.
3. Bennett, R., DeGuzman, P.B., LeBaron, V.L., Wilson, D. Jones, R.A. (in press). Exploration of shared decision making in oncology within the United States: a scoping review. *Supportive Care in Cancer*.
4. DeGuzman, P.B., Garth, J.L., Sanjay, K., Compton, R. (2023). Exploring Healthcare Providers' Perspectives on Extending Healthcare Access via Telemedicine in Public Libraries. *Journal of the American Academy of Nurse Practitioners*. 35(3), 208-215. doi: 10.1097/JXX.0000000000000819
5. Bernacchi, V., DeGuzman, P.B. (2023) Analysis of NCCN Distress Thermometer Symptom Clusters Based on Symptom Severity in Rural Head and Neck Cancer Survivors. *Clinical Journal of Oncology Nursing*. 27(1), 55-61.
6. Prescott, S., Schminkey, D., Abukhalaf, D., DeGuzman, P., Dreisbech, C. (2023). A framework to guide research and practice response to emerging infectious diseases: Genomic-to-global considerations. *Public Health Nursing*. 40(1), 144-152.
7. Bernacchi, V., LeBaron, V., Hinton, I., DeGuzman, P.B. (in press). Rural Cancer Survivors' Perceptions of the Nurse-Patient Telemedicine Relationship: A Multi-Method Study. *Oncology Nursing Forum*.
8. DeGuzman, P.B., Jain, N. Aziz, H., Martin, N. (2023). Telemedicine in public libraries: Innovation among early adopters. *The Library Quarterly*, 93(3), 256-276.
9. DeGuzman, P.B., Jain, N., Loureiro, C.G. (2022) Public Libraries as Partners in Telemedicine Delivery: A Review and Research Agenda. *Public Library Quarterly*. 41(3), 294-304. doi: 10.1080/01616846.2021.1877080.
10. DeGuzman, P.B., Vogel, D.L., Bernacchi, V., Scudder, M., Jameson, M.J. (2022). Self-reliance, social norms, and self-stigma as barriers to psychosocial help seeking among rural cancer survivors with cancer related distress. *JMIR Formative Research*, 6(5), e33262.



11. DeGuzman, P.B., Horton, B.J., Bernacchi, V., & Jameson, M.J. (2022). A Telemedicine-Delivered Nursing Intervention for Cancer-Related Distress in Rural Survivors. *Oncology Nursing Forum*. 49(5), 455-460.
12. Dresser, S. & Elgin, K. "Hospital-Based Credentialing and Privileging: Overview and Implications for the Clinical Nurse Specialist." *Clinical Nurse Specialist: Journal of Advanced Nursing* Vol. 37, 3 (2023): 133-138. doi: 10.1097/NUR.0000000000000742
13. Blevins, C. & Longley, M. (2023) Delirium: Prevention, Early Recognition, and Management. In M. Bolts, E. Capezuti, and T. Fulmer (Ed.). *Evidence-Based Geriatric Nursing Protocols for Best Practice* (7th ed.). New York, NY: Springer.
14. Rajajee, V., Muehlschlegel, S., Wartenberg, K.E.,... Mahanes, D.,... Varelas, P. Guidelines for Neuroprognostication in Comatose Adult Survivors of Cardiac Arrest. *Neurocrit Care* 38, 533–563 (2023). <https://doi.org/10.1007/s12028-023-01688-3>
15. Busl KM, Fried H, Muehlschlegel S, Wartenberg KE,.... Mahanes D,...Weimar C. Guidelines for Neuroprognostication in Adults with Guillain-Barré Syndrome. *Neurocrit Care*. 2023 Jun;38(3):564-583. doi: 10.1007/s12028-023-01707-3. Epub 2023 Mar 25. Erratum in: *Neurocrit Care*. 2023 Apr 26;: PMID: 36964442; PMCID: PMC10241707.
16. Epstein, B., Whitehead, P, Mahanes, D., Amos, V. and Hurst, A., 2023. Preventing and Addressing Moral Distress. In *Workplace Wellness: From Resiliency to Suicide Prevention and Grief Management: A Practical Guide to Supporting Healthcare Professionals* (pp. 283-296). Cham: Springer International Publishing.
17. Robinson ED, Keng MK, Thomas TD, Cox HL, Park SC, Mathers AJ. Reducing Repeat Blood Cultures in Febrile Neutropenia: A Single-Center Experience. *Open Forum Infect Dis*. 2022;9(11):ofac521. Published 2022 Oct 14. doi:10.1093/ofid/ofac521 <https://pubmed.ncbi.nlm.nih.gov/36408469/>
18. Mahanes, D., Thompson, R., & Tran, D. (2022). Traumatic Spine Injuries. In L. Littlejohns, M. McNett, & D. Olson (Eds.). *AANN Core Curriculum for Neuroscience Nursing* (7th Ed.). Chicago, IL: American Association of Neuroscience Nurses.



Evidence-Based Practice and Quality Improvement Projects

- Improving Lead Screening among Refugee Children: A Nursing-led Quality Improvement Process. Lead – **Elizabeth Carpenter, BSN, RN**
 - Poster Presentation by **Elizabeth Carpenter** – NARHC – July 21-23, 2023, Calgary, AB
- What is LAST and Are You Prepared? Team Leader, **Elaine Hughes, BSN, RN, CAPA**.
 - Poster Presentation by **Elaine Hughes**, ASPAN, April 26–May 1, 2023
 - Podium Presentation by **Elaine Hughes**, ASPAN, April 26–May 1, 2023
 - Moderate sedation: Nurse monitoring in IR patients. Project lead – **Danita Massie**.
- Emergency department nurse handoff to Acute Care. Project lead – **Joel Anderson**
- Violence Checklist. Project lead – **Ava Speciale**
- Implanted port. Project lead – **Pam DeGuzman**
- Preventing Re-bleed. **Brenda Nyarko**
- Assessing pain in cognitively impaired patients. **Ty Ashworth and Nikki Lamb**
- Safe Patient handling for nurses. **Chris Moubray**

Congratulations to Kim Elgin, UVA Health's First Magnet Nurse of the Year



Kim has worked tirelessly to remove barriers and support top-of-license practice for advanced nurse practice providers within and beyond UVA Health. Kim's remarkable work clearly demonstrates how structural empowerment inspires a culture of professional collaboration."

Dr. Elgin on stage with Magnet Commissioner Dr. Fatima Al-Rafai at the 2022 ANCC National Magnet Conference in Philadelphia on Oct. 14.

On Oct. 14, Kimberly Elgin, DNP, APRN, ACNS-BC, PCCN, CMSRN, Clinical Nurse Specialist (CNS), became UVA Health's first Magnet Nurse of the Year®. This prestigious award by the American Nurses Credentialing Center (ANCC) recognizes the outstanding contributions of nurses in each of the five Magnet pillars: Transformational Leadership; Structural Empowerment; Exemplary Professional Practice; New Knowledge, Innovations, and Improvements; and Empirical Outcomes.

In her introduction, Magnet Commissioner Dr. Fatima Al-Rafai said, "Kim has worked tirelessly to remove barriers and support top-of-license practice for advanced nurse practice providers within and beyond UVA Health. Kim's remarkable work clearly demonstrates how structural empowerment inspires a culture of professional collaboration."

Kim shared what this award means to her and to UVA Health and how others can learn from her journey.

How does it feel to be the first person at UVA Health to receive Magnet Nurse of the Year?

It was incredibly humbling to hear acknowledgement of the award. At the same time, I recognized that this was an amazing opportunity to highlight

the CNS role and represent UVA Health's advanced practice providers. I wanted to get it right in my acceptance remarks, and I feel good about where we landed. On stage, I felt so small. Here I was in front of over 11,000 attendees, being recognized nationally and internationally for the work we're doing at UVA Health. I might have been the leader that had the vision and moved it forward, but I was representing the work of a lot of people, including of all our CNSs. I was proud to be able to do that. And the fact that Sally Miller, Kathy Baker, and other leaders allowed space for this work really speaks to our organizational culture of empowerment. "Like many of you, I come from a family of caregivers. My grandfather was a physician. My mother was a registered nurse. I always knew that I wanted to pursue nursing. What I could not imagine was the opportunities and rewards this profession would afford and the fulfilling journey it has taken me on during my 30-year career," she told the audience.

Can you describe your work that led to being recognized in the category of structural empowerment?

Beginning in 2019, I identified an opportunity to better align our CNSs within our advanced practice provider framework. My work and advocacy at

UVA Health and my mentorship of other institutions helped move us closer to the top of our education and license practice. Our CNSs can now prescribe, practice more independently, and better collaborate with physicians and other providers. It was serendipitous because at the same time, there was legislation actively moving through the state government to elevate the clinical nurse specialist role to an advanced practice nursing role from a state regulatory perspective.

What advice would you give to others that could help them push forward a vision?

Find a mentor that you connect with because you need a cheerleader to keep encouraging you. I had the opportunity to serve on the board of directors of the National Association of Clinical Nurse Specialists. For me, that fed me professionally, and helped me think a little bit broader in terms of how I could impact nursing and CNS practice. And now, receiving the Magnet Nurse of the Year award has already opened some windows of opportunity for additional professional networking and collaboration.

I also think it's really important to have a vision for what's possible, and then just be really relentless. Like so many things, sometimes it's three steps forward and five steps back. It's been a journey!



DAISY Award Recipients

uvadaisy.com

- Sarah Ahern, BSN, RN | 5 Central
- Joan Smith-Johnson, MSN, RN, ACM | Case Management
- Kathryn Sleeth, BSN, RN, CPN | Pediatric Neurology Clinic
- Nicole Durden-Mundy, BSN, RN, RNC-NIC | Newborn ICU
- Kenia Torres, BSN, RN, CMSRN | TCV ICU
- Jennifer Crawfoot, BSN, RN, CCRN | Medical ICU
- Raven Curtis, RN | Coronary Care Unit
- Caleb Braunius, RN | 4 Central Organ Transplant
- Davra Taylor, RN | 6 East
- Benjamin Dillenbeck, MSN, RN | 3 Central
- Julie Ilijevich, BSN, RN | Adult Neurology
- Stephanie Kidney, MSN, PMP, CNL | Pediatric Cardiology
- Tonya Showalter, RN, CPEN, CEN | Emergency Department
- Meghan Watson, BSN, BA, RN | Neurology Clinic
- Pamela Cipriano, PhD, RN, NEA-BC, FAAN
UVA School of Nursing
- Jessica Alford, MSN, RN, CCRN | Surgical Trauma ICU/IMU
- David Gillespie, BSN, RN | Infusion Procedural Center
- Allison Miles, BSN, RN, OCN | Infusion Procedural Center
- Jennifer Mellott, BSN, RN | Infusion Procedural Center
- Teresa Radford, BSN, RN, CMSRN | Population Health
- Gregory Patterson, BSN, RN, RN-BC | Gamma Knife
- Anthony Mallory, BSN, RN, CDN | OPSC Pre/Post
- Madison Miller, BSN, RN | Mother/Baby
- Chelle Adewale-Yusuf, BSN, RN | Mother/Baby
- Jay Ardron, BSN, RN | Staffing Resource Office
- Lindsay Greiling, BSN, RN, CMSRN | 3 West
- Cary Bettinger, RN | OPSC Pre/Post
- Winnie McKenzie, BSN, RN | Infusion Procedural Center
- Jessica Harlow, BSN, RN, CPAN | PACU
- Devon Allen, BSN, RN | Pediatric ICU
- John Stumpf, BSN, RN, CPAN | OPSC Pre/Post
- Rachel Brown, BSN, RN | Acute Oncology
- Katie Ryan, BSN, RN, CCRN, TCRN | Surgical Trauma ICU



BEE Award Program

“BEE” is an acronym for “Being Excellent Every day” and this award program was adopted by UVA Health in May 2022 to symbolize the

relationship between nursing and other members of the care team — the same way bees and flowers depend on one another. This special program recognizes excellence among the medical center team members who work alongside our nursing teams delivering expert, compassionate care.

uvabeeaward.com

2022 VNF Gala and Leadership Excellence Awards

On Saturday, Sept. 10, several UVA Nurses were recognized in a special statewide event for their exemplary practice and impact to our patients and nursing profession. Please join us in congratulating our two recipients and all those who were nominated! We are so proud of you!

Recipients:

Katherine D Kois, MSN, RN, PCCN | Public Health Nursing Award

Kristi Wilkins, MSN, RN, CNS, CCRN, CCNS | Direct Patient Care Leader - Patient Safety Award

Nominees:

Claiborne Miller-Davis, MSN, RN | Nurse Researcher Award

Dee Dee Yoder, BSN, RN, C-EFM | Public Health Nursing Award

Karri Bishop, MSN, PNP | Direct Patient Care Leader - Patient Experience Award

Leigh Ann Nordt, MSN, RN | Nurse Manager/Director Award

Rachel Law, BSN, RN | Direct Patient Care Leader - Patient Safety Award

Taralyn Wear, BSN, RN | Nurse Manager/Director Award

Victoria Buffmire, MSN, RN, CCRN, RN-BC | Nurse Educator Award

Virginia Nurses Association Leadership

Congratulations to three of our UVA Health Nurses who are newly elected and reelected as VNA Officers!

Jeanell Webb-Jones, BSN, RN, RN-BC | Nominating Committee

Mesha Jones, MSN, RN, CCRN, CWON | Commissioner on Nursing Practice

Richard Ridge, PhD, RN, NEA-BC | Commissioner on Workforce Issues



Nursing Excellence Awards

Beginning Practitioner of the Year

Olivia Mann, BSN, RN, Mother/Baby

Excellence in Advanced Practice Nursing

Dea Mahanes, DNP, RN, CNS, CCRN, CCNS, Nerancy Neuro ICU

Excellence in Knowledge Development and Expansion

Samantha Schroeder, BSN, RN, CAPA, OPSC Pre/Post

Excellence in Relationship-Based Caring

Evangeline Y Beverage, BSN, RN, Newborn ICU

Exemplary Clinical Practice

Lucille Richardson, BSN, RN, 5 Central

Licensed Practical Nurse of the Year

Kaylah F Holsapple, LPN, Northridge Pediatrics

Nurse of Distinction

Gregory J Paquin, BSN, RN, CCRN, Medical Emergency Team

Preceptor of the Year

Megan N Welch, BSN, RN, CAPA, Perianesthesia

Transformational Leader

Lauren J Bentley, MSN, RN, PCCN, 5 North

Exemplary Resident/Fellow Physician

Bahrom Justin Ostad, MD, 5 North

Excellence in Interprofessional Collaboration

Nicki Spivey, CAN, OPSC Pre/Post

UVA School of Nursing Outstanding BSN Nursing Student Preceptor

Jennifer Nicklyn, BSN, RN, PeriAnesthesia

UVA School of Nursing Outstanding CNL Nursing Student Preceptor

Lyndsey Isner, BSN, RN, CMSRN, PACU

UVA School of Nursing Outstanding APP Nursing Student Preceptor

Steven Wiseman MSN, CCRN, CEN, TCRN, AGACNP-BC, Advanced Practice, ICU

Eloise Dodge Gould Award

Bobby Casteen II, RN, Ambulatory Pediatrics

Lauren Miller, BSN, RN, CPM, Ambulatory Pediatrics

Thomas Buckley Endowment

Gabrielle Miller, BSN, MHA, RN, RNC-NIC, Newborn ICU

Friend of Nursing

Guillermo Solorzano, MD, MSc, Neurology

Sara Fowler, PMP, Project Management Office



As we continuously work to elevate nursing professional practice within Ambulatory care at UVA Health, I am excited to share our progress over this past year. We have undertaken multiple projects and now are realizing the impact and measuring the success of our work together. It is an exciting time for Ambulatory nursing, and here are just a few key projects that showcase our journey toward transformation!

— Rachel Nauman, DNP, RN, NEA-BC
Administrator, Ambulatory Nursing

Clinical Professional Development Services

In February, we welcomed Sarah Shreckhise, Ambulatory Director for Clinical Professional Development Services. In this role, new to the organization, Sarah leads the development and implementation of nursing and clinical professional development services across Ambulatory Operations. She facilitates both educational program coordination and implementation of evidence-based clinical practice initiatives, including ongoing expansion of nurse driven protocols. A strategic Ambulatory partner within our Center for Clinical Excellence, Sarah is working closely with nurses and nurse leaders across the organization to revamp and improve Onboarding and Orientation.

Ambulatory Role Delineation

The Ambulatory Role Delineation Project (ARD) represents an evolution of our operations and our culture. Launched the summer of 2022, ARD focuses on clarifying the work of Ambulatory clinicians and aims to ensure that people are in the right job roles and functioning within and at top of scope. Achieving these goals optimizes clinic operational efficiency and promotes team member job satisfaction.

Since November, we have implemented three critical groups of the ARD Project: Clinic Support, Nursing, and Administrative Support. The success of these groups is attributed to the engagement and participation of our frontline Subject Matter Expert Champions and interdisciplinary project team members. Most significantly relevant to nursing practice, the evolutionary role of the RN Care Coordinator is now distinctly delineated and defined. Grounded by the American Academy of Ambulatory Care Nursing Scope and Standards for Care Coordination and Transition Management, our nurses are empowered to practice at full scope, setting the standard for excellence in the coordination of patient care at UVA Health.

One Team | United on Access | Clinical Workflows

The largest and most complex of Ambulatory Operations transformation initiatives to date, this project is dedicated to redesigning our patient access model. Changes span the entirety of a patient's journey from scheduling and registration through financial transparency. There is simply a lot of great work happening to advance One Team | United on Access, including improvements to nursing and clinical workflows. After going live with and applying learnings from Waves 1 and 2, communication between access and clinical teams is more streamlined and trackable. New Epic work queue features and functionality related to Nurse Triage and Pre-visit Planning provide real-time visibility into appointment coordination and progress. Wave 3: Primary Care and General Pediatrics is underway and anticipated to further support nursing and clinical workflow efficiency in those practice areas.

January 2023 – Launched a revised Champion Model to engage clinical RNs as Practice Environment Champions for both Patient Focused Outcomes and RN/Team Focused Outcomes:

- Designated “champions” perform a key role in supporting specific aspects of the practice environment and clinical outcomes, serving as content experts for a specific metric or topic.
- Each practice setting determines which outcomes would be well supported with an identified champion or champions. Champions maintain a strong connection to the local Nursing Professional Governance (NPG) committee, and engage with regional and organization groups to maintain knowledge, support change, and escalate challenges from the local level



Champion Resource Page

- Created an intranet webpage for housing all champion resource documents and announcements into one central and easily accessible location.
- Established a Champion Role Description with outlined responsibilities for Champions.
- Outlined Manager responsibilities for identifying and supporting champion roles.
- Established Champion Resources for each unique Champion Role.



Champion Training and Engagement

- Boot Camps: Live and In-person training sessions to provide skills and knowledge development for metric champions:
 - CLABSI
 - Hand Hygiene
 - SAVE
 - Certification
- Monthly Connections – Scheduled time for champions to connect and communication with subject matter experts and resource groups, learn new knowledge and skills, ask questions, and provide feedback
- Weekly NPGO Blast Announcement for Champions



 **UVA Health**
University Medical Center

Nursing Professional Governance Organization
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