



CENTRA



# 2020 Annual Nursing Report

---

Partnering With You To Live Your Best Life





# Table Of Contents

---

## Our Just Cause

Mission, Vision and Values.....	2
Strategic Framework.....	2
Foundational Five.....	2
Nursing Excellence.....	3

## Transformational Leadership

Chief Nursing Officers' Messages.....	5
---------------------------------------	---

## Structural Empowerment

Centra Nursing Advisory Board.....	12
Nursing Shared Governance.....	13
CNEP Advancement.....	17
Transition To Practice.....	22
Daisy Honorees.....	23
Tulip Honorees.....	25
Professional Development.....	27
Centra RN–BSN Program.....	27
Nurse Excellence Awards.....	29
Commitment To Community.....	35
Recognition.....	37

## Exemplary Professional Practice

Professional Practice Model.....	40
Care Delivery System.....	41
Interprofessional Care.....	42
Pandemic Preparation.....	42
Cultures of Safety.....	44
Patient Experiences.....	46
Caregiver Experiences.....	51

## New Knowledge, Innovations & Improvements

LGH-VBH Research Council.....	53
New Knowledge.....	54
Innovation.....	54
Improvements.....	55
Virginia Henderson Executive Summary.....	56
16th Annual Virginia Henderson Research Symposium.....	59
#inthistgether.....	63

# Our Just Cause

---

Partnering with you to live your best life.

## Values

---

- Respect and kindness
- Excellence
- Stewardship
- Integrity
- Teamwork
- Equity and inclusion

## Our Strategic Framework

---



## Foundational Five

---



# Nursing Excellence

American Nurses Credentialing Center (ANCC) programs recognize organizations for their dedication to patient outcomes and nursing practice.



## Centra Lynchburg General Hospital (LGH), Centra Virginia Baptist Hospital (VBH) and Centra Medical Group (CMG)

LGH, VBH and CMG prepare for their September 2021 interim report with the Magnet Program office.



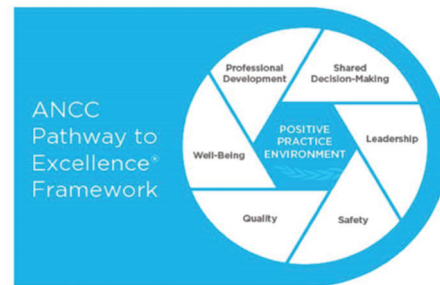
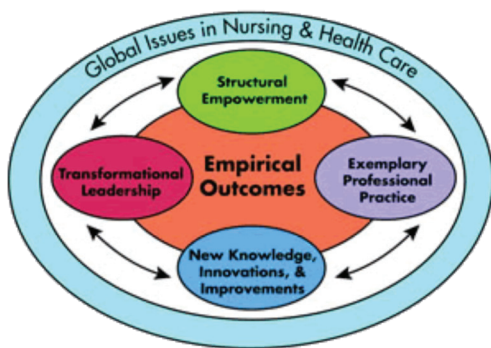
## Centra Southside Community Hospital (SCH)

SCH prepares for its December 2021 interim report with the Magnet Program office.

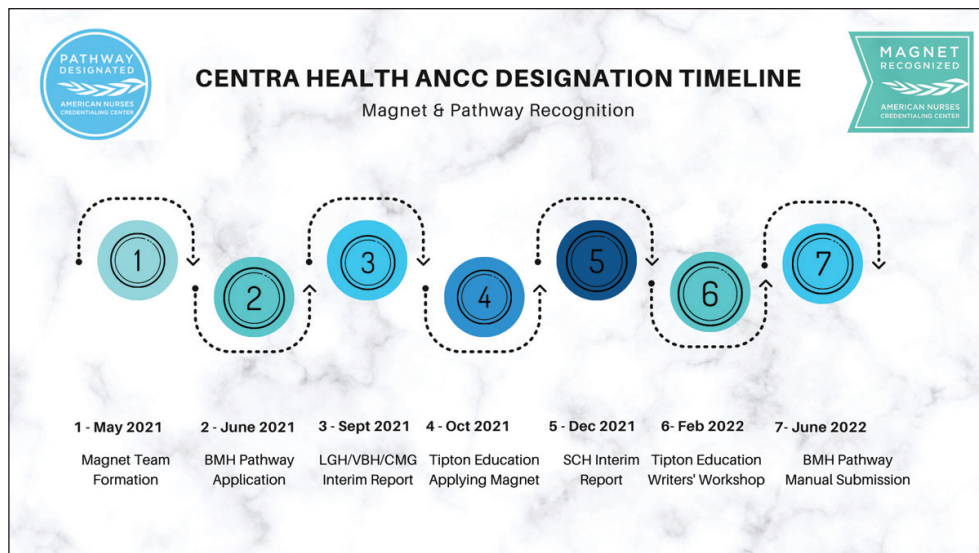


## Centra Beford Memorial Hospital (BMH)

BMH continues to prepare for its June 2022 Pathway redesignation submission.



ANCC Pathway to Excellence® Framework for Positive Practice Environments.  
© 2020 American Nurses Credentialing Center. All Rights Reserved.



# Transformational Leadership

The Magnet Transformational Leadership model encompasses several key components:

- Mission, Vision, Value and Strategic Plan alignment
- Organization-wide change
- Organization decision-making
- Leading effectively through change
- Advocacy
- Mentoring
- Succession planning
- Communication, visibility and access
- Organizational and unit goals
- Clinical nurse input and involvement

# The Year Of The Nurse

---

Dear Centra caregivers,

As we all know, the World Health Organization declared 2020 as the International Year of the Nurse and Midwife in honor of the 200th anniversary of Florence Nightingale's birth. Now, looking back, it truly was the year of the nurse, and more!



Our world experienced a global pandemic, the likes of which most of us have never witnessed in our lifetime. Yet, throughout 2020 and into the next year, you continued to valiantly provide patient care. It was tough, it was hard, and tears were shed. You were recognized as the heroes you truly are. Today, through the power of science and human resiliency, we see light, and hopes that we will soon be on the other side of this pandemic. Centra nurses, “thank you” for hanging in there. Many of you still hurt, and for that, I am deeply sorry.

As I think about Centra nurses, I recall one of my favorite quotes from Theodore Roosevelt entitled “The Man In the Arena,” (see below) for each of you have truly been in an arena this past year, fighting the good fight and have remained standing. Remember, you are stronger than you think. On the days when you're not feeling that strong, we have one another to rely on and help carry one another's burden.

In humble admiration,

**Joanie Deal, DNP, MSN, MBA, RN, NEA-BC**

*Interim Senior Vice President / Chief Nursing Officer*

## The Man In The Arena

“It is not the critic who counts, not the man who points out how the strong man stumbles or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes up short again and again, because there is no effort without error or shortcoming, but who knows the great enthusiasms, the great devotions, who spends himself for a worthy cause, who, at the best, knows, in the end the triumph of high achievement, and who, at the worst, if he fails, at least he fails while daring greatly, so that his place shall never be with those cold and timid souls who knew neither victory nor defeat.”

– Theodore Roosevelt





# Centra Lynchburg General Hospital

Caregivers,

Words simply cannot express the gratitude that our Centra leaders, our community and our nation have for those that have served incredibly well in a year of great need. Amidst opposing challenge arose the heroes of Centra that proudly, compassionately and capably became the caregiver as well as the family to our patients. Nurses received accolades in the media and beyond yet every nurse also recognizes and honors the countless other team members that also have served in the trenches and served well. We have excelled together.



Innovation sprung out of chaos and barriers were immediately removed to allow for the best care possible.

**Michelle Cabell, MEd, BSN, RN**

*Chief Nursing Officer, Centra Lynchburg General Hospital*







# Centra Virginia Baptist Hospital

Caregivers,

We started 2020 with excitement that it was going to be the Year of the NURSE! And wow, did it ever turn out be the year. Our nurses came together in unprecedented ways. Our teams excelled as we learned to collaborate between units and campuses and work together for our patients and community in ways we had never done. We learned new protocols of care, set up new units and hardwired new best practices in COVID care. But most importantly, we learned to give each other grace and developed resiliency we didn't know we had, as we all experienced 2020 in different and very stressful ways.



While we are ready to move into 2021 with anticipation of better times, I remain so proud to be a part of the Centra nursing team!

**Kim Price, DNP, MBA, RN, NEA-BC**

*Chief Nursing Officer, Centra Virginia Baptist Hospital*





# Centra Southside Community Hospital

Caregivers,

Another year closes and each of us are hoping that 2021 will bring less chaos than 2020 has bestowed upon us. Thanks to each of you for the flexibility and dedication that you have demonstrated throughout the year. The COVID-19 pandemic definitely upset our world, and many of you have risen to the occasion – working in new departments, caring for patients whom you normally may not have had an opportunity to care for in normal circumstances.



You continue to inspire and awe Tom and me daily. We appreciate the commitment that you have made to your patients and for this organization. May 2021 bring you joy and peace. We are proud of each of you.

**Claudia Meinhard MHA, BSN, RN, CENP**

*Chief Nursing Officer, Centra Southside Community Hospital*







# Centra Bedford Memorial Hospital

Caregivers,

As we enter 2021 and close 2020, we will never be the same. The past year has shown the strength and courage within each of you. You cared for patients physically and emotionally. In spite of the pandemic bringing about anxiety and fear for your own well being as well as your family's.



I witnessed many acts of kindness you as caregivers showed to each of the patients. You were innovative in protecting the patients and caregivers. You eagerly received education and instructions to protect yourself and the patients you care for. Through it all, you have maintained zero hospital acquired infections. I applaud each of you for the great work.

**Georgiann Watts MSN, RN**

*Chief Nursing Officer, Centra Bedford Memorial Hospital*





CMG caregivers,

The year 2021 promises to be an exciting year for us. Much of the work we have been building over the last year will be launched, and we continue to see where improvements are needed. However, it is essential to reflect on your accomplishments this past year.



The World Health Organization (WHO) designated 2020 as the “Year of the Nurse” to commemorate the 200th anniversary of Florence Nightingale’s birth and to recognize the role nurses play in our patient’s everyday health. During this past year of caring for each other and our patients through a pandemic and rather challenging times, we have seen how dedicated, resilient, compassionate and committed you are in making a difference in our caregivers’ and patients’ lives. You strive to improve our clinical quality measures, thus increasing the quality of care given and decreasing preventable harm to our patients. There are not enough thanks in the world to show you the appreciation and admiration we have for you as caregivers. Our patients, families and the community are incredibly blessed to have Central Medical Group caregivers caring for them. It is your extraordinary and compassionate work that makes us great.

As we continue to make great strides, lets continue to celebrate your accomplishments and work together to transform healthcare and improve the health of our community, patients, families and caregivers.

**Hillary Yeatts, MSN, RN, CCRN**

*Director of Nursing, Centra Medical Group*

The Magnet Structural Empowerment model encompasses several key components:

- Interprofessional decision-making
- Professional organizations
- Professional development
- Patient and family education
- Transition to practice
- Community healthcare outreach
- Preceptors
- Nursing recognition for addressing strategic priorities
- Organizational support continuous professional development
- Role development
- Professional collaboration
- Patient outcomes

# Structural Empowerment

# Centra Nursing Advisory Board

In late July of 2020, the Centra Nursing Advisory Board (NAB) was formed with nursing leaders from all campuses and specialties. Along with the nursing leaders, there are representatives from recruitment and human resources.

This collaborative group reviewed the strategic plan components and implemented work groups to focus on the priorities of the organization, which are centered around the Foundational Five Elements.

There were three workgroups created to specifically focus on the top priorities identified by the NAB:

- **Nursing Governance Board (NGB):** Restructure of campus NGBs and formation of System NGB.
- **Capacity Management:** Create Cerner Command Center Dashboard and develop processes to improve patient throughput.
- **Transition to Practice:** Recommendation to partner with Versant, instill electronic competency validation system-wide and improve preceptor development.

The NAB continues implement processes and practices to improve patient care and work environment throughout Centra.





# LGH–VBH Nursing Shared Governance

---

The Nursing Shared Governance Council exists and functions at an interdepartmental level and coordinates and collaborates with leaders to ensure an environment that supports all nursing care at the point of service.

Kristen Allen  
Jennifer Anderson  
Lyndsey Bennett  
Samantha Brooks  
Caryn Brown  
Susan Brown  
Vicky Brunet  
Tammy Bryant  
Tiffiney Burliegh  
Lisa Burns  
Heather Cargos  
Holly Carson  
Brittany Carter  
Susan Cheatham  
Ann Clark  
Kaitlin Coleman  
Fran Conklin  
Sharon Connelly  
Rhonda Creammer  
Karen Creger  
Linda Davidson  
Lauren Davis  
Denise Doss  
Teresa Doss  
Becky Driskill  
Jenna Dziuba  
Chelsea Eggleston  
Becky Estabrook

Heather Farmer  
Carrie Greene  
Lisa Griffin  
Lora Hackemeyer  
Nicole Hackett  
Cathy Hayes  
Cindy Helfrich  
Brooke Jones  
Crystal Jones  
Molly Jones  
Amanda Jude  
Lauren Martin  
Kelly Mays  
Lori Minter  
Courtney Moss  
Chas Murray  
Heather Neighbors  
Lelsie Nowlin  
Kristen Orr  
Gina Osborne  
Kelly Osborne  
Tiffany Osborne  
Lesly Palmer  
Claudia Pierpoint  
Demtrice Poindexter  
Elizabeth Poole  
Stephanie Porter  
Heather Powell

Ashley Preusser  
Jennifer Schenkel  
Lori Servas  
Ann Shelton  
Annette Sherwood  
Jessica Sharder  
Marquita Slaughter  
Felica Smith  
Jeff Smith  
Mary Sparnroft  
Tabatha Sprouse  
Lisa Stafford  
Katie Stellingwerf  
Jennifer Swab  
Hanna Swaby  
Cynthia Tabaina  
Shannon Taber  
Stephanie Taylor  
Klaire Thomasson  
Belinda Tomlin  
Lisa Toms  
Sandra Tordoff  
Suki Tucker  
Kim Vess  
Savanah Warden  
Shanelle Wilson  
Tiffany Wilson  
Jennifer Wright

continued on the next page

# LGH–VBH Nursing Shared Governance

## Hess survey

In June of 2020 members distributed the Hess survey to all NSG membership and clinical nurses throughout the organization. The Hess survey results displayed that their current structure was a traditional model with a score of 157.12. This finding led them to start the discussion on restructuring their current model.

### GOVERNANCE DISTRIBUTION

Classification	Dominate Group
Traditional Governance 86–172	Management/ administration only
Shared Governance 173–257	Primarily management/ administration with some staff input
258	Equally shared by staff and management/ administration

### GOVERNANCE SCORE

157.12

### SUBSCALE BREAKDOWN

29.14	[45-88]	Shared Governance
Subscale 1: Personnel		
28.93	[31-60]	Shared Governance
Subscale 2: Information		
31.49	[27-52]	Shared Governance
Subscale 3: Resources		
24.52	[25-48]	Shared Governance
Subscale 4: Committee Structure		
28.87	[33-64]	Shared Governance
Subscale 5: Professional Practice		
14.16	[17-32]	Shared Governance
Subscale 6: Goals		

Question	N	Minimum	Maximum	Mean	Std. Dev.	ti	***
10IPG	255	1	5	1.41	0.85		
11IPG	255	1	5	1.95	0.92		
12IPG	255	1	5	2.33	0.92		
13IPG	255	1	5	1.79	0.90		
14IPG	255	1	5	1.65	0.92		
15IPG	255	1	5	1.98	1.11		
16IPG	255	1	5	3.37	1.33		
17IPG	255	1	5	2.50	1.13		
18IPG	255	1	5	2.89	1.28		
19IPG	255	1	5	1.31	0.68		
11PG	255	1	5	1.91	0.89		
20IPG	255	1	5	1.22	0.67		
21IPG	255	1	5	2.83	1.33		
22IPG	255	1	5	2.85	1.29		
23IPG	255	1	5	1.80	0.97		
24IPG	255	1	5	1.85	0.87		
<b>Total</b>				<b>157.12</b>	<b>76.63</b>		

# SCH Nursing Governance

The Shared Governance Structure of CSCH's Nursing Department is a model based on applied principles of accountability, responsibility, collaboration and communication. This council focuses on topics related to nurse practice, education, quality and other pertinent nursing issues.

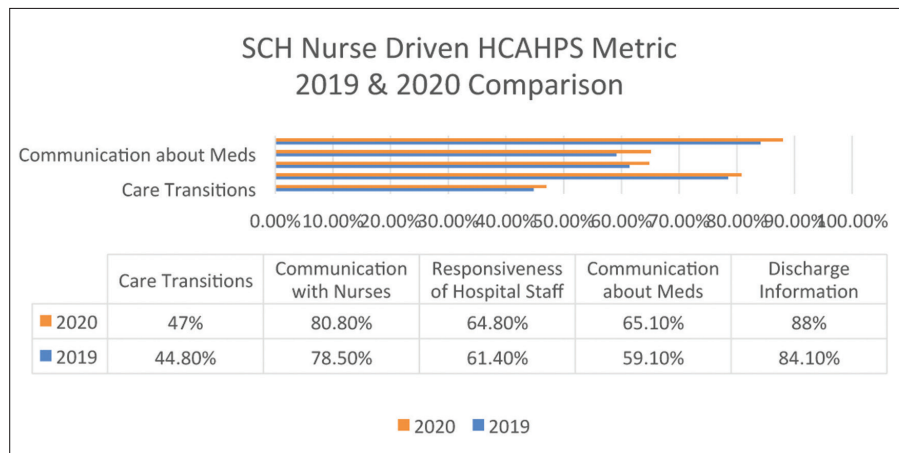
The Nursing Shared Governance Council exists and functions at an interdepartmental level and coordinates and collaborates with leaders to ensure an environment that supports all nursing care at the point of service.

Nina O'Brien/ED, Co-chair  
 Erica Zelley/HemOnc  
 Charlotte Morris/OB  
 Melissa Cawley-Chambers/ICU  
 Tiffany Abernathy/SDS  
 Wendy Lafferty/Adhoc

Kelsie Cawley/ICU, Co-chair  
 Mary Lord/TMS  
 Megan Crickenberger/OR  
 Beth Hulett/SDU  
 Patty Hill/Adhoc  
 Aileen Cassada/Adhoc

## 2020 Accomplishments

Collaborated with quality outcomes coordinator to improve HCAHPS scores.



NSG membership led two fundraisers to support their nursing scholarship.



# BMH Nursing Governance

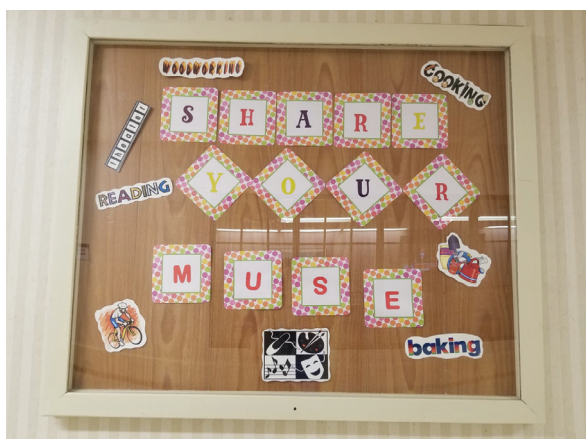
Tanya Mitchell/Med-Surg, Co-chair  
David Brown/PACU  
Carolyn Hitchcock/Admin  
Sarah Melton/ICU  
Jennifer Alcorn/ED  
Courtney Lawhorn/OR  
Maria Scott/Pavilion  
Roscella Taylor/Med-Surg

Christina Hudson/ED, Co-chair  
Shannon Kargarise/Med-Surg  
Andrea Wild-Gingaleski/ICU  
Amy Arney/ED  
Bridget Houlihan/Amb-Surg  
Gina Fisher/Cardio-Rehab  
Rajah Guthre/Med-Surg



## 2020 Accomplishments

BMH NGB developed the **Caregiver Comfort Cart** to provide a place and resources to relax and reflect from a difficult situation or interaction. The NGB members listened to their colleagues concerns regarding stressful situations and increased workload and wanted to show appreciation for their dedication to their patients and profession.



NGB launched the **“Share Your Muse”** campaign in 2020. This created a space where caregivers could display their talents such as artwork and “hobbies” about which they are passionate to share with colleagues.



# Engagement

---

## CNEP Advancement

The Centra Nurse Engagement Program provides recognition for RNs who contribute to certain activities, projects and committees in the categories of research, education, professional engagement, clinical expertise and the Centra experience. It is a program designed to recognize levels of engagement within our organization.

There are two levels of CNEP advancement:

CNEP III must earn a total of 13 points from the requirements listed below:

- 3 points in Continuing Professional Development
- 3 points in Clinical Expertise
- 3 points in Evidence-based Practice/Research
- 1 point in Centra Experience

CNEP IV must earn a total of 25 points

- The minimum CNEP III requirements plus an additional 12 points in the categories of their choice.

continued on the next page

# Engagement

---

## CNEP Advancement

### 20 Centra nurses obtained CNEP III

Amanda Wright  
Angela Ault  
Anne Lewis  
Ashlee Harms  
Audrey Johnson  
Callie Miller  
Cameron Wilkins  
Candace Donald  
Chelsea Dews  
Dawn Gillis  
Debra Atkins  
Denise Wilson  
Emily Carrilho

Fran Concklin  
Hailey Fraser  
Heather Doss  
Heather Griffin  
Heidi Heaton  
Jennifer Lewis  
Jessica Williams  
Jody Massie  
Katie Ritchey  
Kelsey Medlin  
Kimberly Jernigan  
Klaire Thomason  
Kristen West

Kylie Privette  
Lauren Brooks  
Marckem Smith  
Megan Graves  
Paige Marks  
Pamela "Leanne" Cunningham  
Patricia "Pachi" de Carvalho  
Sarah A. Landon  
Savanah Warden  
Stephanie Lewis  
Stephenie Cowell  
Susan May Tiffany Kidd  
Vicki Kerr

## CNEP Advancement

### 336 Centra nurses obtained CNEP IV

Abigail Mabus  
Abigial Hill  
Addie Marks  
Alex Walker  
Andrea Vest  
Andrea Wild Gingeleski  
Angel Allred  
Angela Dyer  
Beth Jones  
Beth Phelps  
Bethany Guttman  
Bichundo Lambert  
Alexandra Puffenburger  
Alexis Lawson  
Alison Bryant

Allison Towler  
Alyssa Kurtz  
Amanda Barnett  
Amanda Bradley  
Amanda Jackson  
Amanda Toombs  
Amber Marstin  
Amber Riley  
Amy Burnette  
Amy Rowan  
Amy Snead  
Anastasia Wells  
Andrea Harvey  
Andrea Vest  
Andrea Wild Gingeleski

Angel Allred  
Angela Dyer  
Angela Hylton  
Angie Barker  
Anne Ewers  
Anne Greenhow  
Anne Marie Caylor  
Anne Stinson  
Annie Coffee  
Ashleigh Schrader  
Ashley Mitchell  
Ashley Preusser  
Ashley Scott  
Ashley Taylor  
Autumn Minielly



# Engagement

## CNEP Advancement (continued)

Barbara Apperson	Connie Williams	Ginny Guilliams
Becky Driskill	Corey Trent	Gloria (Gayle) Moore
Belinda Tomlin	Courtney Bunch	Grace Boyer
Beth Furman	Courtney Lawhorn	Grace Eaton
Bonnie Napierkowski	Crystal Falls	Halla Swiney
Bonnie Rebsamen	Crystal Glass	Hannah Kreuziger
Bonnie Sorrells	Crystal Moses	Hannah Meeks
Brenda Whitehead	Crystal Nash	Harley Layne
Brennan Sutton	Cyndi Schrock	Hazel Updike
Bridgette Smoot	Cynthia Tabaian	Heather Brown
Brittany Barney	Dale Bosiger	Heather Crill
Brittany Carter	Dale Daniel	Heather Jones
Brittany Konen	Dana Stinnett	Heather Neighbors
Brooke Anderson	Dawn Purvis	Heather Powell
Brooke Baldwin	Debbie Stidham	Hoa Peery
Brooke Blackstock	Debra Cheatham	Holly Booker
Brooke Jones	Diane Bell	Holly Carson
Brooke Stratton	Diane Hammock	Jami Dunn
Carly Sandvig	Elizabeth V. Poole	Jan Hunter
Carolyn Hoyle	Elizabeth Wallin	Janice Campbell
Carrie Vest	Emily Martin	Jason Peters
Casey Bailey	Emily Reed	Jennifer Candler
Cassie Lankford	Emily Robinson	Jennifer Gibson
Catherine Hayes	Eunice M. Boyd	Jennifer Holyfield
Charity Whorley	Eva Celeste Calloway	Jennifer Hyland
Charles "Keith" Moon	Farah Dombrowski	Jennifer Mixon
Charlotte Gilbert	Forrest Phelps	Jennifer Schenkel
Charlotte Souers	Gabby Harrison	Jennifer Wright
Cheryl Patterson	Gary Staton	Jennifer Younce
Christina Hudson	Gay Harvey	Jenny Bryant
Christy Masters	Gaylene Doyle	Jenny Shupe
Cindy Merritt	Gemma Montecarlo	Jenny Wojdyla
Cindy Tweedy	Gina Howell	Jesika Trent

continued on the next page

# Engagement

## CNEP Advancement (continued)

Jessica Brooks	Kaylin Grainger	Lexi Barber
Jessica Painter	Kaylyn McAninch	Lezley Scott
Jessica Phelps	Keith Grasser	Linda Keyes
Jessica Taylor	Kelley Cash	Lisa Abbott
Jessica Viar	Kelly Bryant	Lisa Curtis
Jian Thompson	Kelly Carmody	Lisa Davis
Joanna Costello-Cocke	Kelly Eckert	Lisa Griffin
Joanna McDaniels	Kelly Osborne	Lisa Schmitt
Joanne B. Anderson	Kelsie Cawley	Lisa Toms
Joe Langlois	Kerri Shephard	Lizzy Todd
Jonathan M. Rivera	Kimberely Vess	Lori Mason
Jordan Hernandez	Kimberly Martin	Lori Servas
Jordan Rumberger	Klara Weaver	Lorraine Gardner
Judy Burks	Koriella Benson	Louraine Stegall
Judy Ward	Krislyn Snow	Lya Sinclair
Julie Martin	Krista Beachy	Lydia Newlun
Julie Towe	Kristen Hendricks	Lyndsey Bennett
Kaila Sledge	Kristen Hughes	Lynn Caldwell
Kaitlin Collins	Kristen Orr	Maggie Ellis
Kaitlin Rose	Larisa A. Kerrigan	Maleah Tate
Kami Ashworth	LaTisha McDaniel	Maria Scott
Kara Rombough	Laura Collier	Marjorie Riner
Kara Wilson	Laura Mason	Marquita Slaughter
Karen Briggs	Lauren Dalton	Martina Stevenson-Smith
Kasey Blazejewicz	Lauren Ellis	Mary Corbett
Kate Campbell	Lauren Malott	Mary Denaro
Kate Naples	Lauren R. Marshall	Mary Grace Falls
Katelyn Crouch	Lauren Williams	Mary Lord
Katelyn Ray	Leandra Lusk	Mary Sparnroft
Kathryn McKinney	Leia Burge	Megan Brumfield
Katie Davis	Leslie Bryant	Megan Burks
Katie Stellingwerf	Leslie Homan	Megan Crawford
Kaylee Bryant	Leslie Nowlin	Megan Crickenberger

# Engagement

---

## CNEP Advancement (continued)

Megan Elliott	Raeleen Dix	Stephanie English
Megan Hall	Rasmia Natour	Stephanie Stewart
Megan Hamlett	Rebecca Johnson	Su Yeon Han
Megan Pendell	Rebekah A. Lovin	Sue Whitacre
Melanie Cash	Regina Strange	Susan Cheatham
Melissa Burnett	Renea Santana	Susan Ore
Melissa Carrico	Rhonda Sabra	Susan Shirey
Melissa Cawley-Chambers	Robin Vaughan	Suzanne Scott
Melissa Lang	Roscella Taylor	Sydney Pugh
Melissa Motley	Ruth Wooldridge	Tamara Bryant
Meredith Etheridge	Sally Mayberry	Tamara Quade
Mia Bradley	Samantha Dixon	Tamara Thompson-Pritchard
Michele Shelton	Samantha Phillips	Tammy Garrett
Michelle Carter	Sandra Coffin	Tara Jones
Michelle Rogers	Sara Ramsey	Tiffany Abernathy
Michelle Skinner	Sarah Gibson	Tiffany Lyttle
Misty Ward	Sarah Kurtz	Tiffany Mayhorn
Mitchell Dylan	Sarah Luther	Tiffany Payne
Molly Jones	Sarah Parsons	Tiffany Watlington
Molly Yuille	Sarah S. Smith	Tina Roark
Monica Hall	Sarah Tucker	Toni K. Elkins
Morgan Peltier	Shannon Bussert	Tonya Pafford
Natalie Cook	Shannon Cunningham	Tracey Payne
Natalie Enoch	Shannon Howell	Tracey Watts
Nicole Hackett	Shannon Kagarise	Tracy Almond
Nina Woodall	Sharon D. Kastner	Veronica Richerson
Pam McDaniel	Shawn Argon	Wanda Goin
Patty Woconish	Shelley Brown	Wendy Burks
Pearl Banks	Shelley Dunn	Wendy Campbell
Penny Downs	Shirley Johnson	Whitney Lawhorn
Penny Shipp	Stacey Marshall	Xiaoxia Zhang
Rachel Butler	Stacy Sayre	
Rachel Campbell	Stephanie Beach	

# Transition To Practice

## Versant and Centra partnership

In late 2020, Centra partnered with Versant™ to provide Centra new graduate nurses with an increased level of support. The Versant™ Nurse Residency Program at Centra (referred to as the residency program) is designed to support the new graduate nurse's transition from advanced beginner to competent professional. The residency program is a supportive layer on top of the Centra orientation and nursing orientation program that focuses on developing competence and growing professional practice, expanding on what was learned during the RN's formal academic studies.

181	216
Hired	Terminated
20.0 %	81.4 %
Term Rate	Retention Rate
<i>Retention Rate</i> <i>(% of Employees w/ 1 Year of Service or Higher)</i>	

This program, which is competency based, is unique in that each resident's experience is individualized based on their own specific learning needs. The yearlong program includes structured learning experiences that expand the competence, skills and knowledge base of the participant, while supporting their transition from advanced beginner to competent professional, licensed Registered Nurse. Centra will have two New Graduate cohorts annually: one in February and one in August. The inaugural Versant New Graduate Nurse Residency Cohort at Centra started in February 2020.

In 2020 Centra hired 120 new graduate nurses to join our incredible nursing workforce.

### VERSANT'S COMPETENCY-BASED SYSTEM™



# Daisy Honorees

*“The DAISY Foundation expresses gratitude to nurses with programs that recognize them for the extraordinary skillful, compassionate care they provide patients and families.”*

– The Barnes Family



**FOR EXTRAORDINARY NURSING FACULTY**

**HONORING NURSES INTERNATIONALLY  
IN MEMORY OF J. PATRICK BARNES**

*“Our expression of gratitude will help nurses always remember the unforgettable impact their care has on patients and families, inspiring nurses to provide extraordinary care not only with their brains but also with their hearts.”*

– The Barnes Family

## 14 Centra caregivers were recipients of a Daisy Award!



Megan Mitchell, RN  
LGH-ER



Jordan Vance, NP  
LGH-EDO



Christine Pickard, RN  
LGH-Surgical Unit



Caelen McIntyre, RN  
VBH-Mother Baby Unit



Jan Hunter, RN  
LGH-Surgical Unit

continued on the next page



# Daisy Honorees (continued)



**Shirley Johnson, RN**  
LGH-Surgicare



**Susan Shirey, RN**  
Endoscopy



**Tim Crane, RN**  
LGH-Oncology Unit



**Taylor Eggleston, RN**  
Pearson Cancer Center



**Paula Creekmore, NNP**  
VBH-Intensive Care Nursery



**Nicole Shea, RN**  
VBH-The Birth Center



**Tahirah Callaham, RN**  
Urgent Care Forest



**Jennifer Cook, RN**  
SCH-TMS



**Tanya Mitchell, RN**  
BMH-Med-Surg



# TULIP Honorees

## TULIP (Touching Unique Lives in Practice)

This special award is given to any member of the healthcare team that is not a nurse. These nominations can be made by patients, family members and caregivers. The nominees receive a TULIP pin and certificate and the award winners receive a goodie bag that contains a glass sculpture and TULIP pin.

### 13 Centra caregivers were recipients of a TULIP Award!



**Bryan Creasey, EMT**  
VBH-ICN



**Erica Smith**  
LGH-Ambassador Services



**Katie Hayden, USA**  
LGH-Orthopedic Unit



**Shanese Granger, CNA**  
LGH-Intermediate Care Unit



**David Markland, ST**  
LGH-OR



**Zac Martin, Exercise Physiologist**  
Stroobants

continued on the next page

# TULIP Honorees (continued)



**Shannon Bell**  
LGH-Health Screener



**Angelia Brogan, CNA**  
Centra Specialty



**Vianca Chaidez, EMT**  
LGH-ER



**Brian Main**  
LGH-Pharmacist



**Jessica Martin, CNA**  
LGH-Resource Team



**Brandi Harris, USA**  
VBH-Birth Center



**Florentia Luncan-Mopps**  
BMH Med-Surg

# Professional Development

Nursing is considered a lifelong learning profession. These individuals advanced their degree from Associates (ADN) to their Bachelors (BSN) in 2020.

## Congratulations to the 33 nurses who earned their BSN in 2020

### Centra College

Julia Aguilera, BSN, RN	Heather Griffin, BSN, RN	Mekhla Vyas, BSN, RN
Lainey Audet, BSN, RN	Heather Hammond, BSN, RN	Theresa Whorley, BSN, RN
Pamela Crawford, BSN, RN	Jennifer Lewis, BSN, RN	Rayna Williams, BSN, RN
Lexis Dawson, BSN, RN	Amber Marstin, BSN, RN	Alisa Wilmer, BSN, RN
Danielle Ferro, BSN, RN	Sally Mayberry, BSN, RN	Amanda Wright, BSN, RN
Kristin Fleming, BSN, RN	Dawn Purvis, BSN, RN	

### Longwood/SCH Cohort

Courtney Shupe, BSN, RN	Nina O'Brien, BSN, RN
-------------------------	-----------------------

### Other colleges and universities

Brittany Hensley, BSN, RN	Heather Griffin, BSN, RN	Kristen Tipton, BSN, RN
Skyelar King, BSN, RN	Jennifer Lewis, BSN, RN	Sally Mayberry, BSN, RN
Kristin Fleming, BSN, RN	Dawn Purvis, BSN, RN	Renee Gilliam, BSN, RN
Kris Suptela, BSN, RN	Lindsey Midkiff, BSN, RN	Debra Atkins, BSN, RN-BC
Christy Brown, BSN, RN	Tiffany Payne, BSN, RN	

## Congratulations to the seven nurses who earned their MSN in 2020

Angela Shearer, MSN, RN, CMS-RN, AGACNP-BC	Drew White, MSN, RN, PMHNP	Veronica Richerson, MSN, RN
Jennifer Jordan, MSN, RN	Cathy Hayes, MSN, RN	Megan Burks, MSN, RN
	Tiffany Mayhorn, MSN, RN	

## Congratulations to the five nurses who earned their MSN and advanced certification in 2020

Jessica Pack, NP, RN	Karissa Ratanpal, MSN, RN, CNM	Alexis Harlan, MSN, RN, FNP
Stephanie Porter, NP, RN	Kim Freitas, FNP, RN	

## Congratulations to the four nurses who earned their DNP in 2020

Holly Puckett, DNP, RN CMSRN	Michele Diaz, DNP, RN	Joan Deal, DNP, MBA, RN, NEA-BC
Meredith Camilleri, DNP, FNP RN		



# Professional Development

## Women & Children's Certifications

Ashley Foster, BSN, RNC-OB  
 Cindy Tweedy, BSN, RNC-NIC  
 Karissa Ratanpal, MSN, RN, CNM  
 Lexy Barber, BSN, RNC-NIC

## Critical Care Certifications

Amanda Goff RN, CCRN  
 Elena Stock, DNP, RN, ACNS-BC  
 Leilia Burge RN, CCRN

## Oncology Certifications

Lynette Kirkbride, MSN, RN, ACNS-BC  
 Paola Richard, DNP, RN, ACCNS-AG, CCRN-K

## Medical-Surgical Certifications

Katie Campbell, RN, CMSRN  
 Krista Beachy, RN, CMSRN

## Mental Health Certifications

Drew White, MSN, RN, PMHRN

## Case Management Certifications

Amanda Clark, MSN, RN, ACM

## Adult Specialty Certifications

Angela Shearer, MSN, RN, CMSRN, AGACNP-BC  
 Bridgette Smoot, MSN, RN, CMSRN, AG-ACNP-BC

## Professional Development Certifications

Clarissa Moctezuma, MSN, RN, NPD-BC

## Documentation & Quality Certifications

Rachel McDonal, BSN, RN, CCDS  
 Rob Boesch, DNP, RN, NEA-BC, CPHQ, CNML

### EDUCATIONAL ADVANCEMENT: CENTRA COLLEGE RN PROGRAM

GRADUATION SEMESTER	COMPLETION RATE	EMPLOYMENT RATE
AUGUST 2020	73%	91%
DECEMBER 2020	100%	100%



# 2020 LGH-VBH-CMG Nurse Excellence Awards

---



## Garry Gellert

LGH Physical Therapy

### Partner in Caring Award

*A non-RN who exhibits team spirit in contributing to a superior patient experience.*



## Michele Baker, MSN, RNC-ICN VBH

Neonatal ICU

### Excellence in Nursing Leadership Award

*A master's prepared nurse who demonstrates their commitment to the Foundational Five elements.*



## Thomas Thomas, MD

Anesthesia

### RN/Physician Collaboration Award

*Demonstrates enthusiasm toward being a member of a group, encourages people to think for themselves and shares ideas to help others achieve goals.*



## Harley Layne, BSN, RN

LGH Neurological ICU

### Transformational Leadership Award

*Positive role model to peers, advocates for resources and contributed to improvements in the nursing practice.*



## 2020 LGH-VBH-CMG Nurse Excellence Awards

---



**Pearl Banks, BSN, RN, CCRN**

LGH Cardiac Cath Lab

**Structural Empowerment Award**

*Active involvement in committees who impact patient outcomes, community contributions and serves as a mentor.*

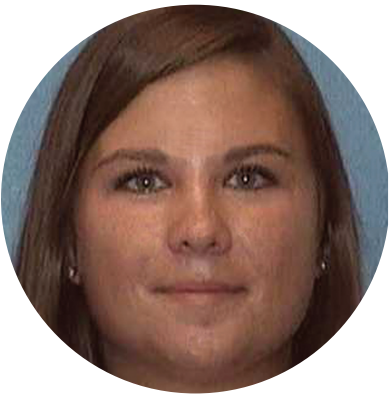


**Dale Daniel, BSN, RNC-ICN**

VBH Neonatal ICU

**Exemplary Professional Practice Award**

*Implements the professional practice mode in every day practice and participated in safety initiatives.*



**Nicole Dawson, RN**

LGH Orthopedic Unit

**Rising Star Award**

*RN who has graduated within the past two years who demonstrates eagerness, enthusiasm and positive attitude.*



**Katie Page, MSN, RN, CNM, FACNM**

CMG Forest Women's Center

**New Knowledge, Innovations & Improvements Award**

*Demonstrates active involvement in EBP and research that will positively impact patient outcomes.*

## 2020 LGH-VBH-CMG Nurse Excellence Awards

---



### **Cheryl Patterson, MSN, RN, RCIS**

LGH Cardiac Cath Lab

#### **Wisdom in the Workplace Award**

*An RN or LPN who has been a nurse over 20 years who promotes positive morale through a congenial, supportive attitude.*



### **Erin Childress, LPN**

LGH Medical Unit

#### **Clinical Practice Award**

*The ability to maintain positive relationships with multidisciplinary members and demonstrates exceptional level of compassion toward patients and families.*



### **Evelyn Harker, BSN, RNC-OB, EFM-C**

VBH Labor and Delivery

#### **Nurse of the Year Award**

*Encompasses all four aspects of the Magnet domains*



### VBH Labor & Delivery Collaborative Team Award

*Builds effective collaborative relationships across different groups, supports team decisions, shows enthusiasm toward being a member and encourages people to think for themselves as a team.*

Kim Price, DNP, MBA, RN, NEA-BC  
Stacey Tribbett, MSN, RNC-OB  
Jackie Weaver, BSN, RN  
Leandra Lusk, BSN, RN, CNOR  
Thomas Thomas, Jr, MD, FASA  
Lynnett Schindler, MD, FACOG  
Brigitte Wilson, MSN, RN, CNOR

Molly Yuille, MSN, RNC-OB  
Charlotte Justis, BSN, RNC-OB  
Evelyn Harker, BSN, RNC, CPLC  
Tonya Pafford, RN  
Ceasar Gonzales, MD  
Kylie Privette RN  
William Cook III, MD, FACOG

## 2020 SCH Nurse Excellence Awards

---



### **Shelley Dunn, BSN, RN**

SCH Same Day Surgery

#### **Transformational Leadership 2020 Nurse of the Year**

*Encompasses all four aspects of the Magnet domains.*



### **Alison Bryant, BSN, RN-BC**

SCH Tele-Med-Surgery

#### **Structural Empowerment Award**

*Active involvement in committees who impact patient outcomes, community contributions and serves as a mentor.*



### **Joyce Tuggle RN**

SCH Tele-Med-Surgery

#### **Wisdom in the Workplace Award**

*A RN or LPN who has been a nurse over 20 years promotes positive morale through a congenial, supportive attitude.*

## 2020 SCH Nurse Excellence Awards

---



### **Heidi Peachey RN**

SCH Emergency Department

#### **Rising Star Award**

*RN who has graduated within the past two years who demonstrates eagerness, enthusiasm and positive attitude.*



### **Cindell Ponton RRT**

SCH Respiratory Therapist

#### **Partner in Caring Award**

*A non-RN who exhibits team spirit in contributing to a superior patient experience.*



### **Aileen Cassada, MSN, RN, NRP**

SCH Magnet

#### **Excellence in Nursing Leadership Award**

*A master's prepared nurse who demonstrates their commitment to the Foundational Five elements.*



## Commitment To Community



**Ambulatory Surgery Nurses** are leading the way, going above and beyond to make a difference in our community. Michelle Skinner, Stacy Sayre, Monica Hall, Kelly Osborne and Brooke Jones volunteered their time at Gleaning for the World.



**Centra Hospice** coordinated the Stock the Sock event to collect socks for needy individuals in the area. Annually, Centra Hospice coordinates a sock drive to donate to area missions and shelters. This year they collected 3,600 pairs of socks. These were donated to the Salvation Army, Hand Up Lodge, Park View Mission, Salem Veteran's Administration and Centra Hospice Veterans.

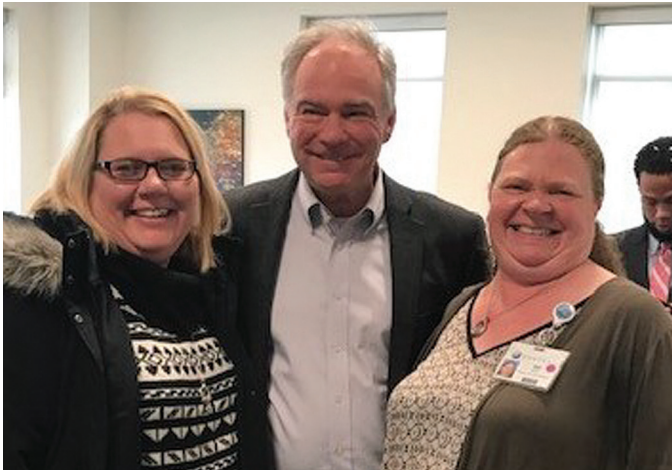


**Women & Children's Services** joined community leaders in February to address the sudden increase in infant deaths related to safe sleep. Education was distributed in all Lynchburg utility bills and a message was also placed on the GLTC buses. Members of the team included: Centra, Child Protective Services, Childrens Miracle Network, Johnson Health Services, Community Access Network, Richeson Drive Pediatrics, HumanKind: The Motherhood Collective, Virginia Department of Health, Lynchburg Police Department, Lynchburg Fire Department and Lynchburg Office of the Commonwealth's Attorney.

## Commitment To Community



**Jenny Candler and Stacy Sayre**, caregivers from VBH Surgery Center/Same Day Surgery, volunteered their time and energy at Gleaning for the World.



**Centra caregivers** participated in a round table discussion with Senator Tim Kaine to address Maternal Wellness and highlight the good work that our community is doing to address maternal mortality, and women's & children's disparities.



**Women & Children's Services** partnered with the Monellison Fire Department to host a toy drive to support local children and spread Christmas cheer. The toys were donated to the Salvation Army as part of its "Fill the Fire Truck" toy drive.



# Recognition



**Centra Lynchburg General Hospital** was named the third best hospital in the Commonwealth of Virginia in the August issue of *U.S. News and World Report*.



**Heather Mayberry** presented the “Sharing is Caring” initiative during a Vizion webinar in March 2020 to a national audience of more than 300 nurses.



**Acute Rehabilitation** is certified by The Joint Commission and the American Heart Association/American Stroke Association.



**The Joint Commission**



**American Heart Association**  
**American Stroke Association**



**SCH Hematology/Oncology** is recognized for quality and excellence by COLA.

## Recognition



**Juanita Daugherty** was awarded a certificate for her contributions on a second place team for “Community Partnership Award” category. This award recognizes NEAFCS members for outstanding community partnership efforts in meeting the needs of families through collaboration with groups, agencies and consumers.



**Centra's Virtual Learning Center** was honored in San Diego, Calif., in January 2020 for receipt of its full accreditation through the Society of Simulation in Healthcare.



**SCH nurses** advancing their education through the RN to BSN cohort program with Longwood University are, at left, Cari Campbell, RN-ED; Ashli Reeves, RN-HH; Amber Evans-Harvey, RN-Navigator; Courtney Shupe RN-TMS.

The Exemplary Professional Practice model encompasses several key components:

- Clinical nurses involved in development and evaluation of PPM
- RN satisfaction
- Patient-centered care
- Interprofessional collaborative practice
- Care coordination
- Care delivery system
- Use of internal and external clinical practice experts
- Nurse involvement in staffing and scheduling
- Nurses using data in budgeting process
- Patient education
- Peer feedback
- Competency
- Workplace safety
- Autonomy
- Shared decision-making
- Error management
- Recruitment and retention

# Exemplary Professional Practice



# Professional Practice Model



Centra's Nursing Professional Practice Model is an approach to patient/ family/ community-centered care that recognizes the family as a constant in the patient's life and the nurse as the coordinator of care and leader of the interdisciplinary care team. Patient/ family/community care is individualized and based on patient and family needs: spiritual, physical, emotional and psycho-social.

We practice in a shared governance environment in which nurses are empowered to make decisions related to patient care and nursing practice.



This environment supported the evolution of our Professional Practice Model to encompass effective communication, collaboration, excellence in professional practice and professional development. Research and evidence-based practice are highly integrated within our nursing practice. Our current Professional Practice Model is based on professional autonomy, accountability and competency.

# Care Delivery System

Patient/Family/Community Focused Care is the center of the EXPERT Professional Practice Model. Patient/Family/Community Care provide the overarching framework for the delivery of patient care across all settings.

Recognizing that each nursing specialty provides care to a unique and diverse patient population, each clinical nursing unit has a Care Delivery Model that is unit specific and dependent on the populations served and services rendered. All Care Delivery Models are integrated within the framework of the overarching Professional Practice Model.

## Each Care Delivery Model:

- Promotes consistent quality outcomes
- Is created by nurses to delineate their authority and accountability for decision making and outcomes
- Describes how care is organized
- Ensures that the patient/family/significant others are included in the patient's plan of care



# Interprofessional Care

## STIP Tent activation

The Centra Emergency Departments (EDs) responded rapidly to the lower acuity patients presenting with potential COVID-19 and developed a plan to mitigate the risk of exposure to caregivers and all patients by establishing the Stabilize and Treat In Place (STIP) tent, used in medical emergency situations, in the parking areas adjacent to the ED. This allowed for rapid evaluation, testing and treatment of those suspected to have COVID while limiting exposure to the caregivers and patients within the ED. This STIP tent was then converted to a modular unit for continued use in partnership with the facilities team. Thank you to leadership from each campus for your guidance and support.



2020 STIP TENT VOLUMES	
LGH	1,095
SCH	852
BMH	117
GRETNA	1,023

## Pandemic preparation

In preparation for the pandemic, education was initiated at each campus to better prepare Centra nurses to provide excellent and safe patient care.

LGH-VBH curriculum included three tiers: Critical Care, Intermediate Care and Acute Care. The purpose of this education was to prepare nurses to work outside their current practice settings to assist with the increase in census of patients due to the pandemic. Each tier had three phases that included Elsevier Skills modules which nurses could access while working and from home.

SCH created a resource team, which was assigned specifically to the COVID unit. The education provided to these members focused on the disease process and intermediate care. The curriculum included Elsevier Skills modules, hands-on training with respiratory to become familiar with vents and BiPAP, shadowing on different units to learn flow and equipment location and additional hands-on experience with unfamiliar skills.



# Interprofessional Care

## COVID-19 drive-through testing

The Centra Medical Group locations initiated a drive-through testing process to enable safe, expedited testing for the community without compromising patients inside their facilities. Those patients with potential COVID-19 exposure with minor symptoms were provided registration and testing while remaining in their vehicles. This initiative involved several different disciplines to make this successful.



## COVID-19 pre-op testing

The Centra Medical Group locations also provided pre-operative COVID-19 testing. This process provided testing to patients who had scheduled surgical procedures. Through May and June of 2020 a total of 5,480 pre-op patients were tested from four different CMG locations: Forest, Bedford, Gretna and Farmville.

2020 CMG TESTING VOLUMES	
FOREST	1,422
GRETNA	227
BEDFORD	165
FARMVILLE	796
DANVILLE	112

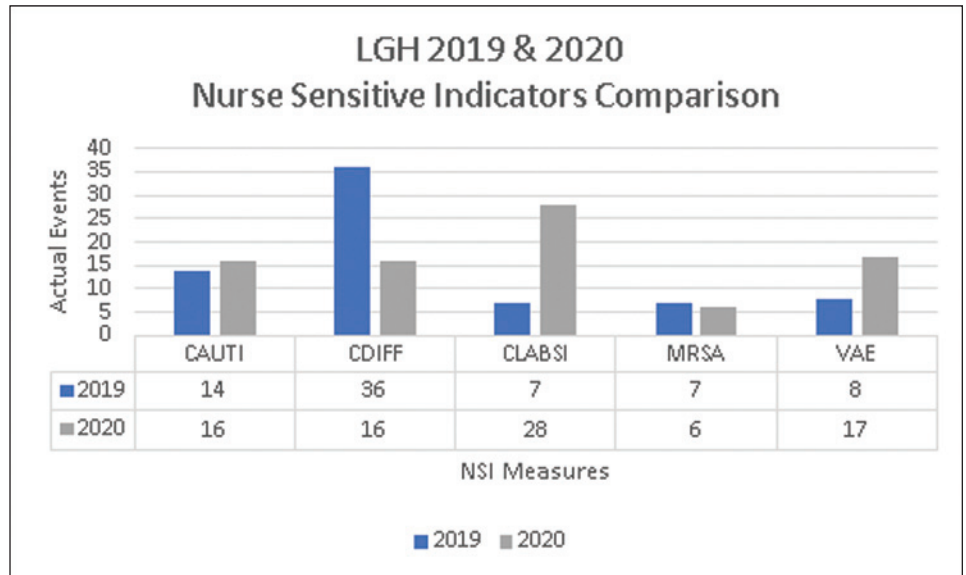
## LPN independent practice

Licensed Practical Nurses (LPNs) had returned to the acute care setting as a valuable member of the care team. LPNs primarily had been used in a triad or dyad care delivery model partnered with a Registered Nurse and Certified Nursing Assistant for provision of care. The increased acuity of our patients during the pandemic along with the increased need for caregiver support fostered an environment that supported a transition of the LPN team to independent practice. This transition assisted in critical support to the patients in our care and optimized top-of-license performance from all team members. Jacob Brumfield, assistant director of intermediate care, and Georgianne Watts, CNO of Centra Bedford Memorial Hospital led the way in this work.

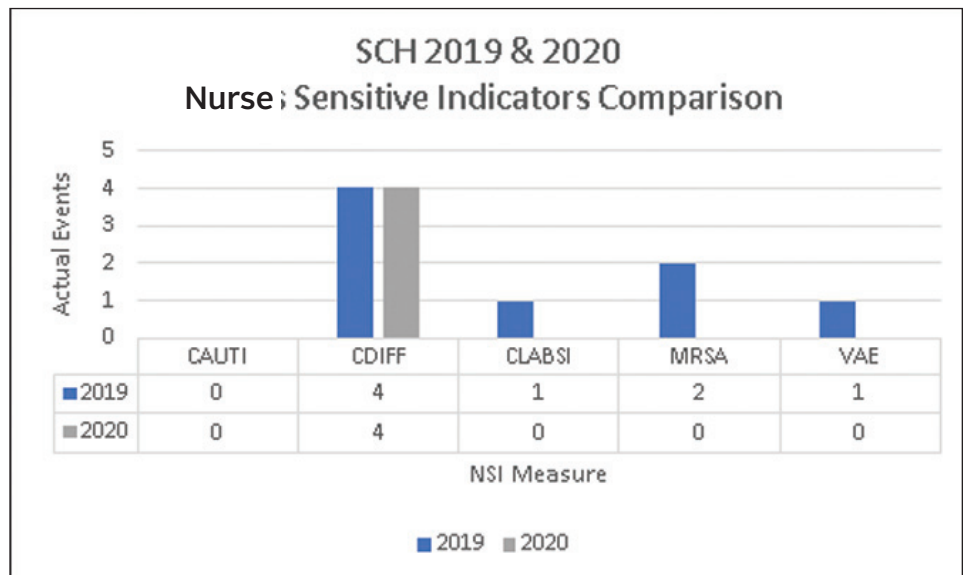
# Culture Of Safety

Almost 200 years after Florence Nightingale began to collect, examine and evaluate data around nursing care, we, too, are focusing on how our practice impacts patients living their best life. During July 2020, Centra initiated the “Zero Harm” Campaign systemwide to instill evidence-based practices to provide safe, quality care to our patients.

## LGH Culture Of Safety

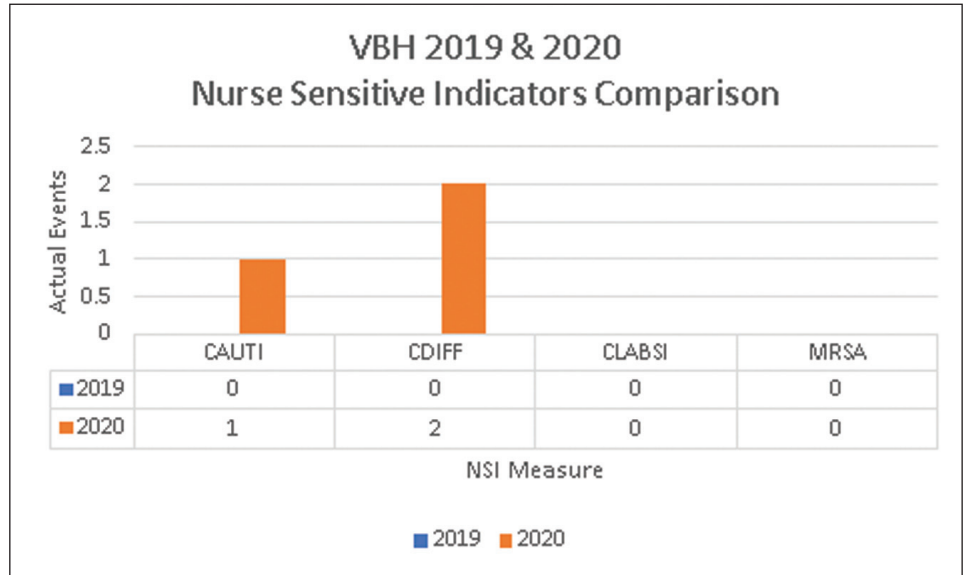


## SCH Culture Of Safety



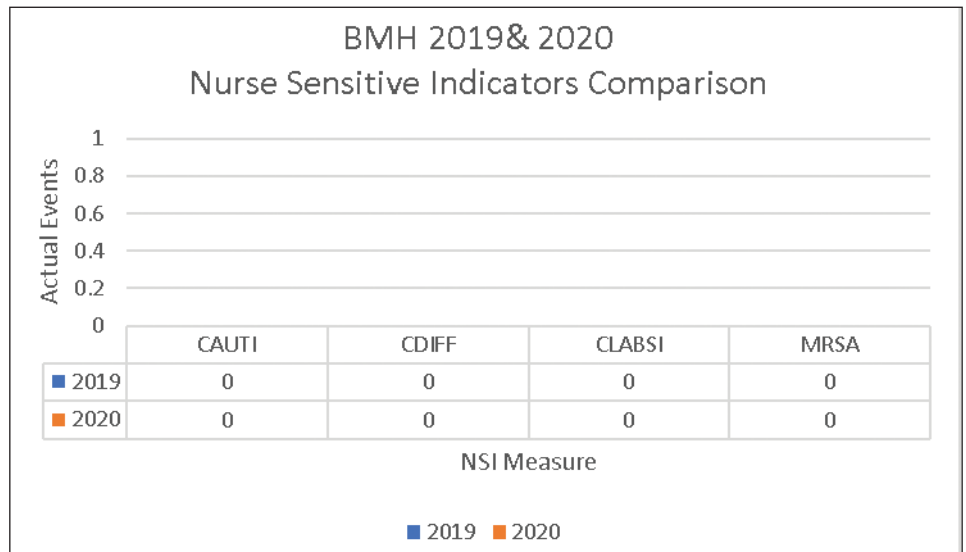


# VBH Culture Of Safety



***Congratulations to Bedford Memorial Hospital!  
They went the entire year without any hospital acquired infections (HAIs).***

# BMH Culture Of Safety



# Patient Experiences



**Centra caregivers** adapt to provide the best possible care to our community in this uncertain time revolving around COVID-19.



**Virtual visits** provided TeleHealth visits and virtual patient support groups to continue in a safe social-distancing manner.



**The Rosemary & George Dawson Inn** transformed into an COVID testing center in four days to meet the needs of the community! Plant Engineering, Clinical Engineering, Information Technology, Materials Management, Environmental



Services, Emergency Services, Resource Team and Nursing Services came together to achieve successful implementation.

## Patient Experiences



**Bedford caregivers** prepared and persevered through the challenges of the pandemic. Their STIP tent was established and maintained by highly qualified caregivers.



**Although** there were times that the challenges seemed too much to comprehend, these caregivers continued to provide safe and excellent care.

# Patient Experiences

---

## Look at what patients are saying about LGH caregivers!

I was impressed with the professionalism of doctors and nurses.

I am 100 percent happy with the care I received from nurses, doctors and entire staff.

Everyone was very nice.

The care that I received from the hospital visit was wonderful.

Thank you, staff, for doing your best to care for me!

I was impressed with the level of care I received.

I am 100 percent happy with the care I received from nurses, doctors and entire staff.

Thanks to the caretakers of Centra. Keep up the good work.

I had a wonderful experience during my hospital stay.

## Look at what patients are saying about SCH caregivers!

I was very satisfied and comfortable.

Thank you to all the healthcare providers.

Hats off to all of your staff for doing such a great job.

I have always had great service from Centra hospital this year!

Thank you, staff, for doing your best to care for me!

Everyone was great. They treated me so well.

Job done well. They took good care of me.





# Patient Experiences

---

## Look at what patients are saying about VBH caregivers!

I highly recommend this place.

Great hospital, staff and care.

Thank you guys for everything.

I loved the stay.

Very satisfied. Very beneficial.

Good experiences. Nurses on our unit were awesome.

Great team of staff. They work well together.

## Look at what patients are saying about BMH caregivers!

I was treated with the best of care.

The care given by BMH is always top notch.

Everyone was polite, warm and courteous.

The (best!) that I ever had.

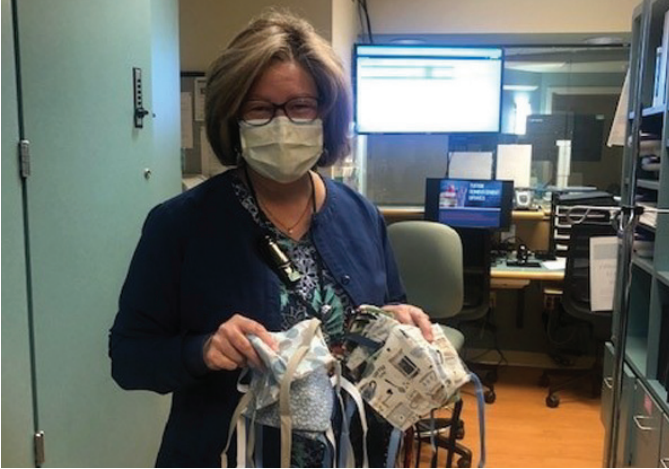
ER was great!

The doctors and nurses took very good care of me.

Thank you to my assigned nurses, doctors, etc.



## Patient Experiences



**We thank** Gracie Hayslett, Colleen Toal, Sue Whitacre, and Debra Johnson for helping make masks and ear loop holders for our staff at the Surgery Center and Pre-surgery Center.



**Mindy Ellis**, one of our oncology caregivers, recognized the stress related to our healthcare workers during the pandemic. She researched ideas to improve work-related stress. One idea was introducing pet therapy for employees. Data shows that pet therapy improves task performance, decreases levels of stress and improves social interactions. This initiative kicked off in November with Megan Wynnyk and Louie.

## Caregiver Experiences



**Hope** started to appear as Centra began receiving the COVID vaccine for administration to front line workers. Light peaked through the darkness of the past several months.



**Colleagues** were eager to provide their expertise and assist with the administration of the COVID vaccine. Their dedication and compassion is truly inspiring and brings a sense of calm after a long storm.

# New Knowledge, Innovations & Improvements

The Magnet New Knowledge, Innovations & Improvements model encompasses several key components:

- Organizational support of nursing research
- Dissemination of research findings
- Evidence-based practice evaluation Innovation
- Nursing involvement with design and implementation of technology
- Nursing involvement with design and implementation of work flow improvements.



# LGH-VBH Research Council



Vicky Brunet DNP, NNP-BC  
Director Nursing Research



Stephanie Miller, RN  
STICU



Vicki Kerr, RN-OCN  
Oncology



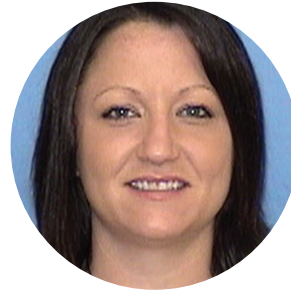
Tiffany Lyttle, BSN, BS, RN  
Resource Team



Lisa Griffin, MSN, RN RNC-OB  
Birth Center



Sarah Kurtz, MSN, RN CPAN  
LGH OR Manager



Leandra Lusk, BSN, RN, CNOR  
VBH OR



Karen Briggs, MSN, RN, PCCN  
CIMUr



Joan Deal, DNP, MBA, RN, NEA-BC  
Interim Senior VP/CNO



Jenna Lloyd, DNP, NP-BC, CNL  
VP Clinical Excellence/CINO



Tina Roark, RN  
CIN



Jenna Dziuba, MSN, RN-BC  
Data Analyst



Jana Liebermann, MLS  
Librarian



Heather Gable DNP, RN  
Dean, Centra College



Holly Puckett, MSN, RN, CMSAN  
Academic Director, CCON



Debra Poindexter, BSN, RN  
Oncology Unit Manager

# LGH-VBH Research Council

---



Dana Stinnett, BSN, RN  
CTICU



Cindy Zerfoss, DNP, NP-BC  
Faculty, CCON



Chris Parker, MSN, RN, CNL, CFRN,  
CEN, TCRN, CPEN, NRP  
Professional Development



Ashley Scott, BSN, RN  
VBH Ambulatory Surgery



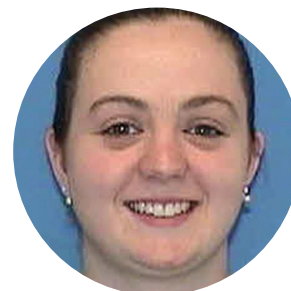
Amber Wilson BSN, RN-BC  
LGH ED



Wendy Lafferty, MSN, RN, CPHQ  
Coordinator, PI Outcomes



Blair Collins, BSN, RN  
LGH Supervision



Carolyn Hoyle, BSN, RN, CCRN  
CSCH ICU



Caryn Brown, MSN, MHA,  
RN-BC, NEA-BC  
Versant Manager



Vicki McLean, DNP, RN, CCRN,  
ACNS-BC  
Lead Clinical Nurse Specialist

## NOT PICTURED

Susan Brown, BSN, RN, Director, Population Health

Cindy Goodrich, EdD, MSN, RN, CNE, Faculty, Liberty University

## LGH-VBH-CMG Projects

---

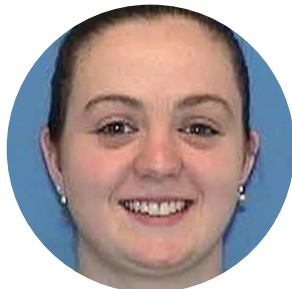
Mary Highton, DNP, APRN, NNP-BC, intensive care nursery, was published in the *Journal of Neonatal Nursing* with an article entitled, "Smart Technology in NICU and Hospital Inquired Infection."

# CSCH Research Council

---



Wendy Lafferty, MSN, RN,  
CPHQ-Co-chair



Carolyn Hoyle, BSN, RN  
ICU-Co Chair



Fran Hill, RNC-OB, IBCLC  
OR



Cassie Lankford, BSN, RN  
SDS



Erica Zelley, BSN, RN, ONC  
HemOnc



Beth Hulett, BSN, RN  
SDU



Stephanie Beach RN  
OR



Aileen Cassada, MSN, RN, NRP  
Magnet Coordinator



Jana Liebermann, MLS  
CSCH Librarian



Vicky Brunet DNP, NNP-BC  
Director Nursing Research



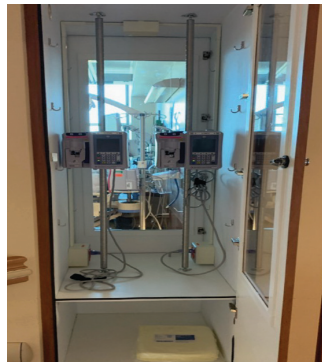
## New Knowledge



### Vaccination clinic

**Centra Lynchburg General Hospital** became one of the first sites to make the COVID-19 vaccine available to frontline workers in the original phase of the vaccine plan. The organization, establishment and execution of this clinic was quite the feat, and many partners came to the table to make it possible. One nurse in particular, Tabatha Sprouse, managing director of Patient Care, played a pivotal role in setting this up for success. The most important thing about this clinic is that it brought much needed hope to our caregivers and community. Worthy work was done!

## Innovation



### Versatile acuity unit

**A universal care delivery model** was implemented in which the level of care was brought to the patient instead of the patient being transferred between levels of care as their acuity progressed. This unit was established with versatile rooms capable of caring for the critically ill as well as those requiring less intensive resources. The project, spearheaded by Coral Hunter, director of Critical and Intermediate Care, involved multiple interdisciplinary team members and rapid progress in order to meet the growing demand for intensive care space during the pandemic.



# Improvements



**Laura Bierowski and Kristie Casey** created “Caregiver Concierge.” This initiative was in response to caregiver feedback and provides bedside caregivers with helping hands in their daily tasks. Leadership volunteers two-hour increments to assist with transporting patients, transferring patients from room to room and transporting materials or lab specimens.



**Centra Southside Community Hospital's campus** transitioned to electronic competency validation in 2020 by utilizing Elsevier skill modules to provide knowledge review and continuing educational credits. The electronic validation process was installed by Microsoft Forms and accessed through TEAMS. The goal was to provide meaningful education and review of skills that are high risk and/or low volume.

# Virginia Henderson Executive Summary

---

Ask a nurse, “What motivates you to be nurse?” Most would answer: “I like to help people.” But nursing is more than helping someone. Nursing involves contributing to something greater than oneself, serving others during some of their most vulnerable times.

Virginia Henderson said of the nurse: “The nurse is temporarily the consciousness of the unconscious, the love of life for the suicidal, the leg of the amputee, the eyes of the newly blind, a means of locomotion for the infant, the knowledge and confidence of the young mother, and a voice for those too weak to speak.”

Nurses must first determine what has caused someone’s health problem and why this person needs the nurses’ service. Terms like ‘the nursing process’ and ‘nursing diagnosis’ added with the many medical conditions, individual preferences and comorbidities contribute to the nurse’s individual plan of care. Speaking about nursing interventions, Ms. Henderson shares, “What nursing has to do in either case (referencing medicine as the surgery of functions) is to put the patient in the best condition for nature to act upon him.”

Centra is honored to connect nurses and other interdisciplinary teams to research and evidence-based practice through the Virginia Henderson Center for Nursing Research and Innovation, located at Centra Lynchburg General Hospital in the Medical Library. The center was established in 2009 through a generous donation from Dr. George Hurt and Mrs. Cinda Hurt in memory of Cinda’s aunt, Virginia Henderson. Virginia Henderson has been called the “Nightingale of Modern Nursing” and the “Modern-day Mother of Nursing.” Ms. Henderson grew up in Bedford County and traveled the world learning about nursing, medicine, and most of all, about people. Throughout her career, she earned many honorary degrees, her first degree was her nursing degree.

One of her many honors included the prestigious Christiane Reimann prize from the International Nursing Council, where she was best known for a dedication to nursing excellence. Ms. Henderson was the first nurse to compile the Nursing Studies Index to organize clinical nursing studies (in 1972, when she was 75 years old) and authored and co-authored *Principles and Practice of Nursing* (completing the sixth edition when she was 83). She was laid to rest in Bedford county (1897 - 1996), with other members of her family.

Ms. Henderson always refused to have her views about nursing labeled as a theory, although since

# Virginia Henderson Executive Summary

---

her passing, her views have been called “The Nature of Nursing Theory.” But Ms. Henderson felt that nursing theorists “would have made a more significant contribution to nursing if their theories had demonstrated direct impacts on the quality of care to real patients.” Ms. Henderson also claimed that nursing knowledge comes from nursing practice and that the “quality of care is drastically affected by the preparation and natural ability of the nursing personnel rather than the amount of hours of care.” Ms. Henderson added, “Successful outcomes of nursing care are based on the speed with which or degree to which the patient performs independently the activities of daily living.”

Ms. Henderson felt the following 14 things would lead to the patient’s well-being and independence:

1. Breathe normally.
2. Eat and drink adequately.
3. Eliminate body wastes.
4. Move and maintain desirable postures.
5. Sleep and rest.
6. Select suitable clothing. That is, dress and undress appropriately.
7. Maintain body temperature within normal range by adjusting clothing and modifying the environment.
8. Keep the body clean and well-groomed and protect the integument.
9. Avoid dangers in the environment and avoid injuring others.
10. Communicate with others in expressing emotions, needs, fears or opinions.
11. Worship according to one’s faith.
12. Work in such a way that there is a sense of accomplishment.
13. Play or participate in various forms of recreation.
14. Learn, discover or satisfy the curiosity that leads to normal development and health and use the available health facilities.

Nurses develop habits of inquiry that allow their practice to develop while assisting patients to make decisions about their care. Nurses use this inquiry to set a clear picture for nursing activities to be beneficial to both the giver and receiver. Ms. Henderson shared that nurses are the ultimate overriding authority of basic care and must “get inside his skin” by listening, observing and understanding patient’s nonverbal behavior.” Ms. Henderson believed that “Nursing needs must never be defined...The danger

continued on the next page

## Virginia Henderson Executive Summary (continued)

of definition is loss of mystery, loss of aura and diminishing beauty. The substance of nursing will resist being reduced to so-called facts no matter how precise the research.”

Virginia Henderson spent time teaching nursing students and instructed her students to always ask every patient at the end of every day the following three things: What did I do that helped you today? What things did I do today that didn't help you? And, what could I have done that would have helped?

This not only helps the nurse learn her patient's needs, but also adds to the nurse's experience and knowledge. Ms. Henderson felt that the patient's independence should be the nurse's highest priority.



As nurses, we grow and learn as a result of our choice of profession, we understand the purpose behind what we do, and we experience satisfaction of contributing to something greater than ourselves. As we serve our patients, one at a time, remember to offer your time, respect your patient's desires to be independent and support their values by “partnering with them to live their best life.”

Remember Virginia Henderson's words: “The unique function of the nurse is to assist the individual, sick or well, in the performance of those activities contributing to health or its recovery (or to peaceful death) that he would perform unaided if he had the necessary strength, will or knowledge. And to do this is such a way as to help him gain independence as rapidly as possible.”



# 16th Annual Virginia Henderson Research Symposium

---

Centra is honored to connect nurses and other interdisciplinary teams to research and evidence-based practices through the Virginia Henderson Center for Nursing Research and Innovation. The center was established in 2009 through a generous donation from Dr. George Hurt and Mrs. Cinda Hurt in memory of Cinda's aunt Virginia Henderson. The annual research symposium is named for Ms. Henderson, and awards are given in Ms. Henderson's honor for research and evidence-based care.

The 16th annual Virginia Henderson Nursing Research Symposium was held on November 10, 2020, as a first-time virtual event – designed as a result of the COVID-19 pandemic of 2020 and due to governmental restrictions on gatherings. Using the virtual format, between 250-300 participants were able to attend and nurses could view from anywhere.

This year's planned focus was "This is 2020" – that started as a play on the late evening 2020 television program. But no one, in the early planning, could predict what a 2020 this would be. While many hospital staff and all medical students were working remotely and patients were only coming to the hospital for emergency care, many evidence-based, quality improvement and process improvement projects came to a halt.

However, patient care did not come to a stop – quite the opposite. Nurses were refocusing and redirecting their emphasis of care, but the process of full development of projects was limited. Hospital staff were learning about the COVID-19 threat from reports by other medical institutions, and these reports were not guided by methods of scientific rigor.

Nurses and physicians were writing editorials about what was working; pharmaceutical companies were writing about off-label medication uses; and information was coming from all directions – many times in the antidotal recounts on social media. Evidenced-based care and quality improvement initiatives moved to saving lives, organized around these reports.

Recognizing the effect this was having at the bedside, the focus of the research symposium planning committee shifted to getting back to the process of research and evidence-based care. During this time, the Centra Library website had been upgraded with a new, user-friendly site and better functionality. The symposium showcased the new site, STACKS, which is now available to be downloaded directly to front-line caregivers' phones and mobile devices. All staff have immediate access to current literature in ways that support evidence-based care. Throughout the morning, presentations included: *Starting with*

continued on the next page


# 16th Annual Virginia Henderson Research Symposium (continued)

Evidence-based Nursing Practice, Dr. Vicky Brunet; Screening the Literature for Best Evidence, Dr. Donna Washburn; The Power of Data in Care Delivery, Dr. Jenna Lloyd-Fisher; and Dissemination: What to Put on Your Poster, Dr. Cindy Zerfoss. The day concluded with a presentation by Caryn Brown: Magnet, EBP and Research: The Connection.

A total of eight posters were presented – three from Centra nurses: Addressing the In-Hospital Mobility Epidemic, Diana Barker, April Burton, Joan Deal, Danielle Lacombe, Lino Navaja, and Sarah Stover; Leading Transformation: Implementing a Lead Charge Nurse Role, Melissa Carrico and Nicole Hackett; and Registered Nurse Mentorship Program: Impact on RN Engagement, Robin Vaughan.

The event is available through the Tracker application to view and receive credit – a first for Centra. The virtual event closed with these words from Ms. Henderson: “The nurse is temporarily the consciousness of the unconscious, the love of life for the suicidal, the leg of the amputee, the eyes of the newly blind, a means of locomotion for the infant, the knowledge and confidence of the young mother and a voice for those too weak to speak.”

**Dian Barker/OT • April Burton/NA • Joan Deal, RN  
Danielle Lacombe/PT • Lino Navaja, Mobility Aide • Sara Stover, RN**




**GOSHEN COLLEGE**

**Addressing the In-Hospital Mobility Epidemic**

Diana Barker, OT; April Burton, NA; Joan Deal, RN; Danielle Lacombe, PT; Lino Navaja, Mobility Aide; Sara Stover, RN

Eastern Mennonite University



**EMU**

**ABSTRACT**

Immobility among hospitalized older adults is a national epidemic

This project was designed to conduct a Needs Assessment and Gap Analysis (NA/GA) to study patient mobilization of hospitalized adults

**INTRODUCTION**

Medical-surgical floors lack standardized mobility programs

Negative consequences of hospital-induced mobility include:

- Functional decline
- Deconditioning
- New-onset walking dependence

Poor quality outcomes include:

- Increased pressure injuries and falls
- Increased hospital length of stay and post-discharge transfer to rehab

**SPECIFIC AIMS**


To conduct a NA/GA around patient mobilization at a 350-bed acute care hospital of a regional health system on the United States East Coast

**METHODS**


Witkin-Altschuld 3-phase Model

**Phase I – Pre-Assessment – Assessment of current data**

- Pressure injuries and falls
  - Employee injury
- Safe patient handling policies
  - Staff orientation
  - Patient turn audits



Has position changed since 1st round?



Employee Injury Data - Contusions/BruiSES/Strains/Sprains (Nursing)

**Top Needs**

1. Knowledge and skill
2. Equipment availability
3. Prevention program
4. Patient education
5. Interdisciplinary teamwork



**RESULTS**

**Phase II – Assessment – Formalized data collection**

- Johns Hopkins Patient Mobilization Attitudes and Belief Survey
- Equipment inventory
- Current vs future 'desired' state using ANA's Safe Patient Handling and Movement Interprofessional National Standards

**DATA ANALYSIS**

Johns Hopkins Patient Mobilization Attitudes and Belief Survey results (N=154)

**CORRELATION**

Higher knowledge scores correlated with a higher tendency to demonstrate behaviors related to patient mobilization (Pearson's R=0.435, p=0.001)

**Phase III – Post-Assessment**

Prioritization of needs and selection of action plans

**DISCUSSION**

This NA/GA identified opportunities to improve to enable caregivers to safely promote progressive patient movement and ambulation

NA / GA recommendations included:

1. Improved staff orientation related to safe patient handling and mobility
2. Purchase of needed safe patient handling equipment
3. Safe patient handling policy revisions
4. Patient / family education to promote understanding of importance of progressive movement and encourage family involvement
5. Scripted template for use in daily interdisciplinary team meetings

**IMPLICATIONS for NURSING PRACTICE**

The NA / GA provided a structured methodology for an interprofessional team to assess current state, identify gaps, and prioritize recommended solutions to promote early and progressive patient movement

RN's can promote patient movement with

- Adequate education (didactic and psychomotor)
- Sufficient and available equipment
- Evidence-based mobility protocols
- Teamwork

**IMPLICATIONS for FUTURE RESEARCH**

Further research can determine effectiveness of dedicated resources

**REFERENCES & CONTACTS**

Growdon, M., Short, R., & Inouye, S. (2017). The tension between promoting mobility and preventing falls in the hospital. *JAMA Internal Medicine, 177*(6), 759-760. DOI: 10.1001/jamainternmed.2017.0840

Witkin, B., & Altschuld, J. (1995). *Planning and conducting needs assessments: a practical guide*. Thousand Oaks, CA: SAGE Publications.

# 16th Annual Virginia Henderson Research Symposium

Melissa Carrico BSN, RN, RNC-MNN • Nicole Hackett RN



## Leading Transformation: Implementing a Lead Charge Nurse Role

Melissa Carrico BSN, RN, RNC-MNN  
Nicole Hackett RN



### Abstract

The charge role on the Mother Baby Unit was recognized as being inconsistent. Some of the charge duties such as staffing, assignments, orders, communication skills and critical thinking skills were done differently among multiple charge nurses on dayshift and nightshift which led to frustration and mistakes. It was noted that pertinent information did not always get communicated such as the SBAR in emergency situations when calling the doctor or during shift change report.

The objective was to explore the charge nurse role, have better consistency, and improve outcomes. After discussing with the unit manager and researching articles, it was decided to implement a trial of Lead Charge Nurse role. It was initiated with one on dayshift and one on nightshift that consistently was the charge nurse every shift they worked (both in this case were three days per week). Initially, the scheduler attempted to match their schedules in order to get as much consistency as possible, but there were scheduling challenges due to evening out skill sets, charge, newborn nursery resource, antepartur nurse and balancing numbers on a day to day basis. It was quickly realized that eventually, two Lead Charge Nurses would be needed on dayshift and two on nightshift.

The Lead Charge Nurse role was implemented March 2019 as a trial for one year. The two were picked based on their experience, skill set, communication skills, critical thinking skills, attention to details, organization skills, motivation/involvement, and consistency.

It was found that frontline clinical leadership has shown improvements in budget, communication, patient safety, staff satisfaction and improved link/communication from staff to upper management.

Healthcare is continually changing. There are transformative changes occurring in healthcare for which nurses, because of their role, their education, and the respect they have earned, are well positioned to lead. It is more important than ever to be financial stewards and to be consistent with patient care, communication, and staffing.

After one year of trial, this role has been implemented with ongoing support from the assistant unit manager, unit manager and director. There were measurable changes/improvements in outcomes and will continue to monitor and make improvements as needed.

### Introduction

Charge nurses play vital roles in healthcare. The purpose of this project was to develop, implement, and evaluate interventions to improve continuity, productivity, patient care, and staff satisfaction.

There were many different nurses in the charge nurse role everyday and every shift. Information was not passed on and some charge nurses were more involved than others. Some physicians even commented on the differences. These differences led to staff confusion and dissatisfaction regarding expectations for assistance and resourcing. There was a need to explore the charge role to have more consistency and improve outcomes. The Lead Charge role was implemented as a trial to improve unit workflow, continuity and nurse satisfaction.

The most experienced and most engaged charge nurse on days and nights were chosen to start this proposal. The two nurses met with their leaders to plan the process.

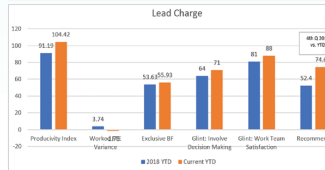
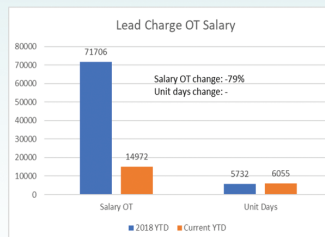
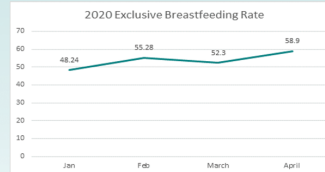
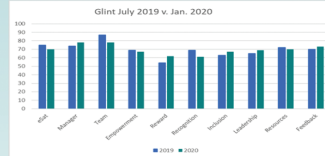
### Methodology

- Reviewed literature, national standards and guidelines
- Monitored productivity, patient/staff satisfaction, overtime, quality, feedback
- Initiated process with two nurses
- Received positive feedback, improved scores and productivity

### Results

The results after a year were astonishing.

- Overtime decreased 79%
- Productivity increased from 91.19% to 104.42%
- Exclusive Breastfeeding increased 53.64%-55.93%
- Glint Scores increased (Involved in Decision Making) 64%-71%
- Glint Scores increased (Work Team Satisfaction) 81%-88%
- Glint Scores increased (Recommend) 52.4%-74.6%
- Corrected Near Misses through chart checks
- Doctor notification for order corrections
- Mentor staff re JACHO requirements
- Improved MD/RN collaboration through charge report, IDT meetings and patient rounding.



### Conclusion

Having a strong, consistent charge nurse can improve teamwork directly in the unit as well as ancillary areas. The dedicated charge nurse can refine skills in communication, conflict resolution, and handling of unit/department-specific issues.

This role has proven results in the areas of productivity, increased exclusive breastfeeding, improved Glint scores in three areas, improved doctor/nurse/department collaboration and

This role has room to grow with commitment and support from management. This position has increased accountability for complex situations, efficient functioning of the unit, and the responsibility to nursing staff to ensure available resources in order to provide safe patient care.

### References

- Dianna Swinart, PhD, Dmin., MSN, APN, CS, RN-BC, FAAN, Swinart, D., & Gantt, K. J. (2019). Charge nurses: Developing frontline leaders. *Health Leaders*.
- Fealy, G. M., McNamara, M. S., Casey, M., O'Connor, T., Patton, D., Doyle, L., & Quinlan, C. (2013). Service impact of a national clinical leadership development programme: Findings from a qualitative study. *Journal of Nursing Management*, 23(3), 324-332. Retrieved June 12, 2020, from <https://doi.org/10.1111/onm.12133>
- Grindel, C. (2016). Clinical leadership: A call to action. *MedSurg Nurs*, 25, 9-16. Retrieved June 12, 2020, from <http://www.ncbi.nlm.nih.gov/pubmed/27044123>
- Hughes, C., & King, D. (2005). Consistent charge nurses improve teamwork. *Nursing Management*, 36(10), 16.
- Manda, S., & Voce, A. (2018). Developing and evaluating clinical leadership interventions for frontline healthcare providers: A review of the literature. *BMC Health Services Research*, 18(1), 747. Retrieved June 12, 2020, from <https://doi.org/10.1186/s12913-018-3561-4>

### Acknowledgements/Contacts

We would like to acknowledge the following for their contributions and support with this project and role change: Kim Price, Jackie Weaver, and Crystal Daniel. Thank you.

Melissa Carrico BSN, RNC-MNN  
Centra Health  
[Melissa.carrico@centrahealth.com](mailto:Melissa.carrico@centrahealth.com)  
434-200-4661  
Nicole Hackett RN  
[Nicole.hackett@centrahealth.com](mailto:Nicole.hackett@centrahealth.com)  
434-200-4661

# 16th Annual Virginia Henderson Research Symposium

Robin Vaughan, MSN, RN, CNOR

## Registered Nurse Mentorship Program: Impact on RN Engagement

Robin Vaughan, MSN, RN, CNOR  
CSCH



### Introduction

The Registered Nurse Mentorship Program encompasses a guided experience assigned over a 12 month period of time that empowers mentors and mentees to develop both professionally and personally within the elements of caring and collaboration in a respectful safe environment. The program is aligned with the evidence-based curriculum of the Academy of Medical-Surgical Nurses (AMSN) to assure that new RN's have a positive onboarding experience that contributes a feeling of belonging and purpose with the Centra organization.

### Purpose

- Provide support, encouragement, personal and professional growth guidance
- Aide in the enculturation of new RN's
- Improve engagement of nurses who have been within the organization 1-2 years
- Improve retention, job satisfaction, and the overall onboarding experience
- Positively impact patient outcomes and overall experience

### Background /Clinical Focus

- Literature has shown that nurse mentorship programs have improved engagement, retention, job satisfaction, and overall onboarding experiences for nurse
- Nurses who had been at CSCH for 2 years or less on April 26, 2019 scored lower than any group surveyed, based on tenure within the organization

Jan/Feb Nursing Engagement Survey 2019



The Benchmark for nursing engagement is 70 and CSCH nurses with tenure of 1-2 years ranked at 58

### Recommended Implementation Plan

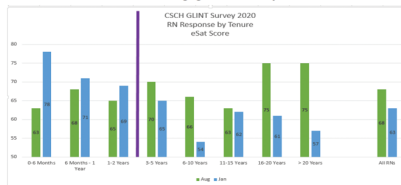
- 1) Develop a mentorship program modeled after the evidence based curriculum developed by the Academy of Medical Surgical Nurses (AMSN)
- 2) Orientation for mentors and mentees separately by site coordinator
- 3) Site coordinator to oversee the program and collaborates with CNO as needed
- 4) Site coordinator to collect data from job satisfaction scale survey and intent to stay in job survey for research project at months one and 12 of the program from mentee for program evaluation

### Methods & Materials

- Mentor requirements:
  - ✓ 3 or more years of nursing experience
  - ✓ Proficient or expert in field
  - ✓ Approval from manager
  - ✓ 1 year commitment to program
- Mentee Requirements:
  - ✓ New graduate RN
  - ✓ Completed unit orientation
- Program Requirements:
  - ✓ Monthly face to face meetings
- Guidance binders for both mentor and mentee
  - ✓ Guidance documents
  - ✓ Worksheets
  - ✓ Surveys- Pre & post used for research data

### Results

2020 Nurse Engagement Survey Results



In January 2020 nurse's with a tenure of 1-2 years ranked at 69 and in August of 2020 they ranked at 65. Although the numbers decreases from January to August of 2020 this is an increase from the 2019 results. Covid-19 pandemic should be considered when reviewing the results and decrease from January to August 2020

### Nursing Sensitive Outcomes

- Promotes team engagement through support and encouragement of novice nurse and allows for experienced nurses to progress in a professional coaching capacity

### Facilitators and Barriers

#### Facilitators

- Robin Vaughan, MSN, RN, CNOR
- Claudia Meinhard MHA, BSN, RN, CENP

#### Barriers

- New program
- Covid-19- social distancing requirements

### Discussion and Summary

The Registered Nurse Mentorship Program has been in effect since October 2019, when the first mentee/mentor meeting occurred. Since then, there have been 11 mentees paired with a mentor. We currently have 8 paired as 3 mentees have left the hospital. One left because the Pediatric unit closed but she remained within the Centra organization moving to the CMG office, one moved from the area and the other took a position in a correctional facility.

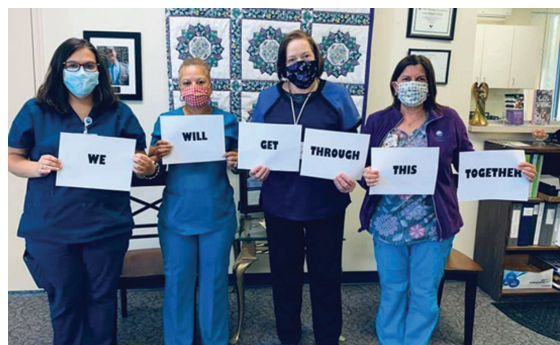
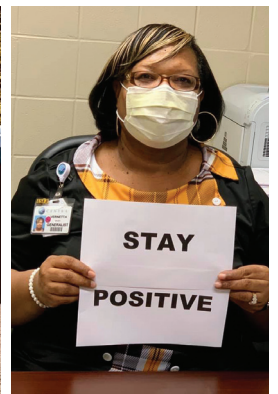
The program has not been in effect long enough to collect and analyze data from the pre and post job satisfaction scale and intent to stay in the job survey. However, we are able to compare the yearly nurse engagement surveys which show an increase from 2019 to 2020. This improvement in scores is uplifting given that this program is new to the hospital and the current pandemic which has created unforeseen challenges.

### References

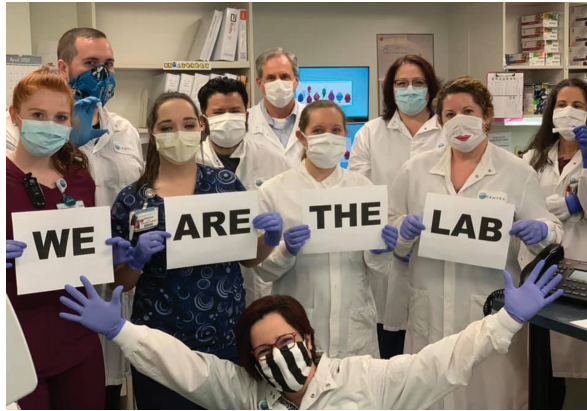
Academy of Medical-Surgical Nurses (AMSN)



# #inthistgether





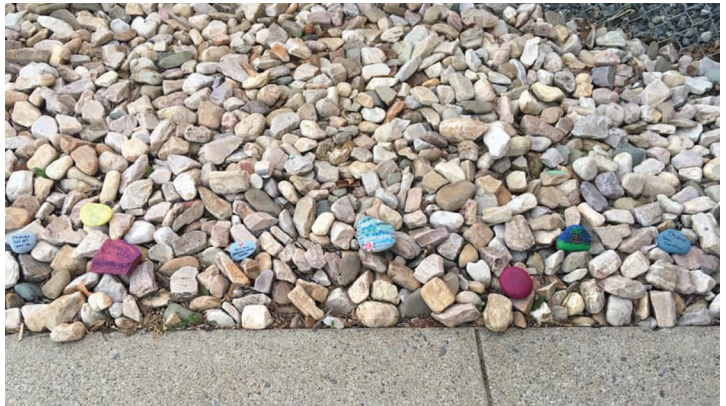




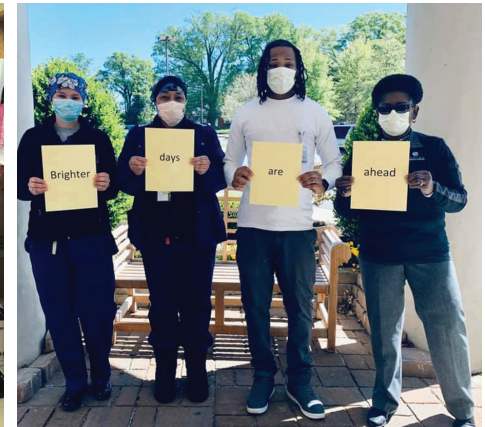
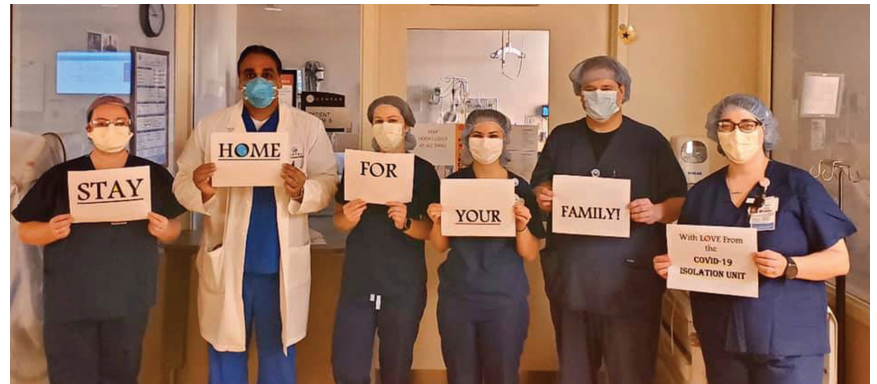
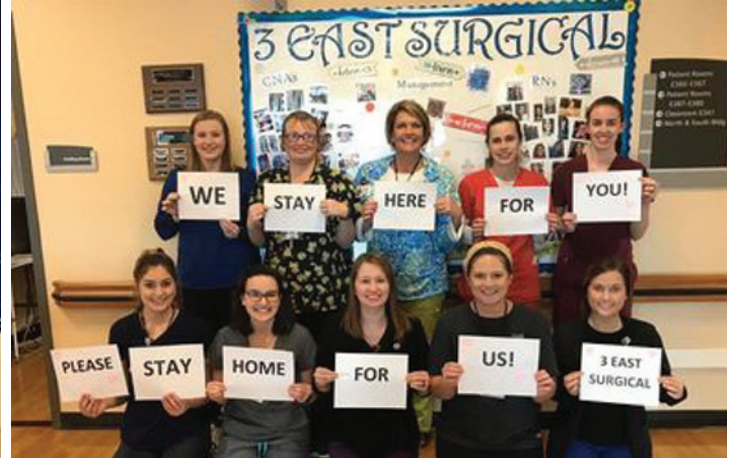
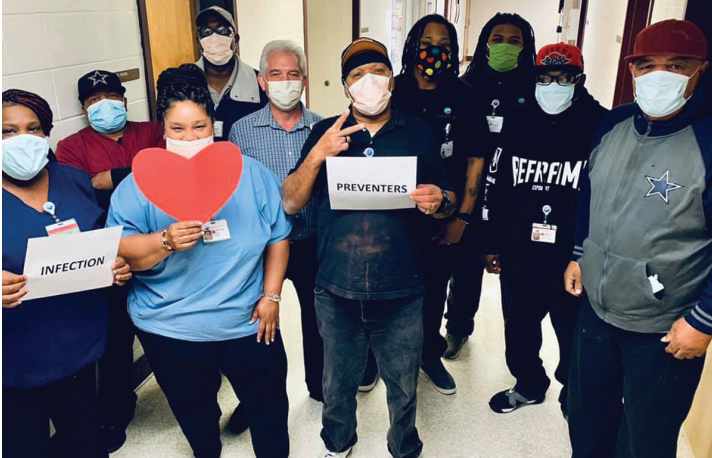


## A Nurse's Prayer

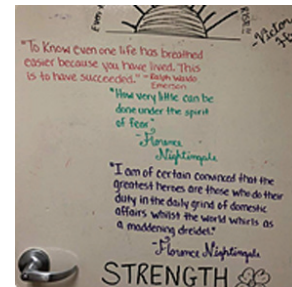
Give me strength and wisdom,  
when others need my touch;  
a soothing word to speak to them,  
their hearts yearn for so much.  
Give me joy and laughter,  
to lift a weary soul;  
pour in me compassion,  
to make the broken whole.  
Give me gentle healing hands,  
for those left in my care;  
a blessing to those who need me,  
this is a nurse's prayer.





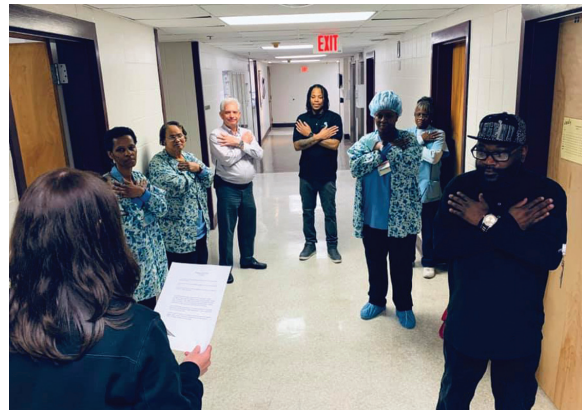
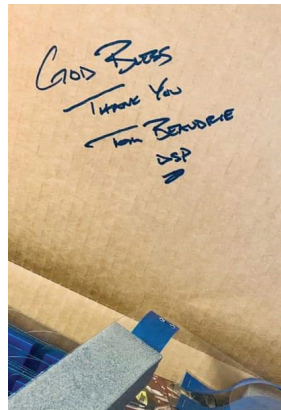
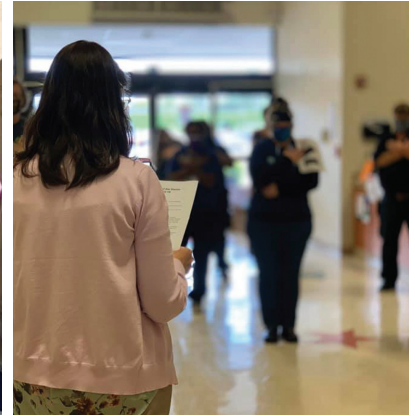






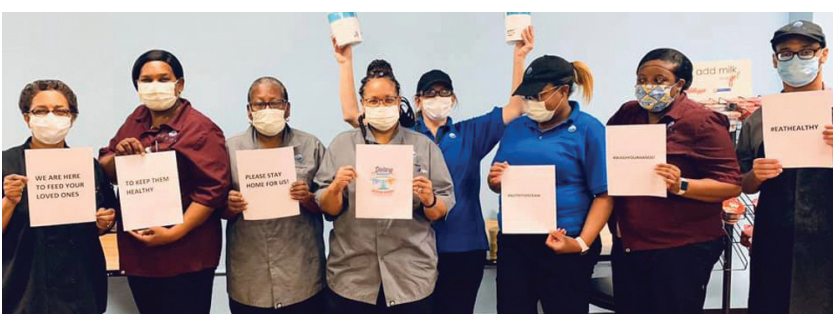
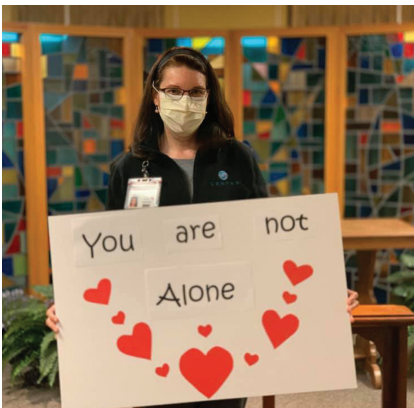


# #inthistgether





# #inthistgether







Thank you to all our heroes.



Centra complies with applicable Federal civil rights laws and does not discriminate, exclude or treat people differently on the basis of age, race, ethnicity, color, national origin, religion, cul-ture, language, physical or mental disability, socioeconomic status, sex, sexual orientation or gender identity or expression.

Centra provides free aids and services to people with disabilities to communicate effectively with us, such as:

- Qualified sign language interpreters
- Written information in other formats (large print, audio, accessible electronic formats, other formats)
- Free language services to people whose primary language is not English, such as:
  - Qualified interpreters
  - Information written in other languages



If you believe that Centra has failed to provide these services or discriminated in another way on the basis of age, race, ethnicity, color, national origin, religion, culture, language, physical or mental disability, socioeconomic status, sex, sexual orientation, or gender identity or expression you can file a grievance with our Grievance Coordinator by mail or phone at:

Grievance Coordinator, 1901 Tate Springs Road, Lynchburg, VA 24501  
Phone: 434.200.1557 / TYY number 711

You can also file a civil rights complaint with the U.S. Department of Health and Human Services, Office for Civil Rights electronically through the Office for Civil Rights Complaint Portal, available at <https://ocrportal.hhs.gov/ocr/portal/lobby.jsf>, or by mail or phone at:

U.S. Department of Health and Human Services  
200 Independence Avenue SW, Room 509F, HHH Building, Washington, DC 20201  
1.800.368.1019, 1.800.537.7697 (TDD)

Complaint forms are available at <http://www.hhs.gov/ocr/office/file/index.html>.

### Language Assistance Services

#### English

ATTENTION: If you speak English, language assistance services, free of charge, are available to you. Call 1.434.200.3000 (TTY: 7.1.1).

#### Español (Spanish)

ATENCIÓN: Si habla español, tiene servicios de asistencia para idiomas, sin cargo, a su disposición. Llame al 1.434.200.3000 (TTY: 7.1.1).

#### 한국어 (Korean)

주의: 한국어를 사용하시는 경우, 언어 지원 서비스를 무료로 이용하실 수 있습니다. 1.434.200.3000(TTY: 7.1.1)번으로 전화해 주십시오.

#### Tiếng Việt (Vietnamese)

CHÚ Ý: Nếu bạn nói Tiếng Việt, có các dịch vụ hỗ trợ ngôn ngữ miễn phí dành cho bạn. Gọi số 1.434.200.3000 (TTY: 7.1.1).

#### 繁體中文 (Chinese)

注意: 如果您使用繁體中文, 您可以免費獲得語言援助服務。請致電 1.434.200.3000 (TTY: 7.1.1)。

(Arabic) العربية

ملحوظة: إذا كنت تتحدث العربية، فإن خدمات المساعدة اللغوية تتوفر لك مجاناً. اتصل على الرقم 1.434.200.3000 (رقم هاتف الصم والبكم: 7.1.1).

#### Tagalog (Tagalog Filipino)

ATENSIYON: Kung nagsasalita ka ng Tagalog, ang mga serbisyong tulong sa wika ay makukuha mo nang walang bayad. Tumawag sa 1.434.200.3000 (TTY: 7.1.1).

(Farsi) فارسی

بگیرید. اگر به زبان فارسی صحبت می کنید، خدمات کمک در زمینه زبان به طور رایگان در اختیار شما قرار دارد. با شماره 1.434.200.3000 (TTY: 7.1.1) تماس بگیرید.

#### አማርኛ (Amharic)

ማሳሰቢያ: አማርኛ የሚናገሩ ከሆነ፣ የቋንቋ አገዛ አገልግሎቶችን በነጻ ማግኘት ይቻላል። በስልክ ቁጥር 1.434.200.3000 (TTY: 7.1.1) ይደውሉ።

(Urdu) اردو

توجہ دین: اگر آپ اردو بولتے ہیں تو، آپ کے لیے زبان کی مدد کی خدمات مفت دستیاب ہیں۔ کال کریں 1.434.200.3000 (TTY: 7.1.1)۔

#### Français (French)

ATTENTION : Si vous parlez français, des services d'aide linguistique vous sont proposés gratuitement. Appelez le 1.434.200.3000 (ATS : 7.1.1).

#### Русский (Russian)

ВНИМАНИЕ: Если вы говорите на русском языке, то вам доступны бесплатные услуги перевода. Звоните 1.434.200.3000 (телетайп: 7.1.1).

#### हिंदी (Hindi)

ध्यान दें: अगर आप अंग्रेजी बोलते हैं, आपके लिए भाषा सहायता सेवाएं, मुफ्त, उपलब्ध हैं। कॉल करें 1.434.200.3000 (TTY: 7.1.1)।

#### Deutsch (German)

ACHTUNG: Wenn Sie Deutsch sprechen, stehen Ihnen kostenlos sprachliche Hilfsdienstleistungen zur Verfügung. Rufen Sie 1.434.200.3000 an (TTY: 7.1.1).

#### বাংলা (Bengali)

মনোযোগ দিন: আপনি যদি ইংরেজিতে কথা বলেন, তাহলে ভাষা সহায়তা পরিষেবাগুলি, বিনামূল্যে আপনার জন্য লভ্য হবে। 1.434.200.3000 (TTY: 7.1.1) নম্বরে ফোন করুন।



C E N T R A

1920 Atherholt Road / Lynchburg, VA 24501  
CentraHealth.com