

2024 Augusta Health

NURSING YEARBOOK




Augusta
Health

Care that makes a *lifetime.*




IMPACT FROM NURSING

FALL 2024
SAFETY
GRADE A
FROM LEAPFROG

TOTAL
ADMISSIONS
16,704
OBSERVATIONS & INPATIENTS

1,314
BABIES
DELIVERED




HOME HEALTH VISITS
27.3K



OUTPATIENT VISITS
641.7K

URGENT CARE VISITS
64.3K

HOSPITAL BEDS
255

EMERGENCY
VISITS
64.5K

2024 NURSING ANNUAL REPORT

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CRYSTAL FARMER
MBA, MSN, RN, FACHE
Senior Vice President,
Chief Operating Officer,
& Chief Nursing Officer

An Incredible Journey

Dear Augusta Health Nursing Team,

As we close the chapter on 2024 and reflect on the incredible journey we have taken together, I am filled with immense pride and gratitude. This year has been a testament to the dedication, compassion, and excellence that define our nursing team at Augusta Health. From strategic advancements to personal triumphs, we have continuously raised the bar in patient care, innovation, and professional growth.

Over the past seven years as your Chief Nursing Officer, I have had the privilege of witnessing firsthand the resilience and unwavering commitment of this nursing team. From the launch of our ambitious Nursing Strategic Plan in 2020 to achieving significant milestones in patient safety, professional development, and interdisciplinary collaboration, every step of this journey has been shaped by your dedication to our mission and to each other. Together, we have drastically reduced nurse turnover and improved RN retention, ensuring a strong and engaged workforce. Through the unprecedented challenges of the pandemic, we not only survived but thrived, emerging stronger and more unified than ever before.

This year alone, we saw remarkable achievements:

- The restructuring of our medical units into the Dedicated Education Unit and Innovation Unit, fostering a culture of mentorship and technological advancement.
- The success of our Medication Safety Initiative, reinforcing our commitment to quality and safety through interdisciplinary collaboration.
- The growth of our specialty certification efforts, with nearly 20% of our nurses now certified, paving the way for continued excellence.
- The launch of our Virtual Nursing program, an innovative approach to patient care that enhances support for our bedside teams.
- The expansion of our Shared Governance model to AMG and other areas, ensuring that Augusta Health remains a leader in fostering a positive nursing environment.
- The extraordinary improvements in patient experience initiatives, including the “Call Bell Patrol” and focused efforts in our Emergency Department.

These accomplishments—and many more—reflect your hard work, leadership, and passion for nursing. You have not only met the challenges of the ever-evolving healthcare landscape but have done so with a spirit of collaboration and an unwavering commitment to providing the highest quality care to our patients and community.

As I pass the baton to your next Chief Nursing Officer, Vickie Taylor, I do so with full confidence in the continued success of Augusta Health nursing. Vickie brings a wealth of experience, a deep understanding of our nursing culture, and a vision that will propel Augusta Health to new heights. I have no doubt that under her leadership, this incredible team will continue to innovate, grow, and shine.

While my tenure as Chief Nursing Officer comes to an end, I remain dedicated to Augusta Health in my role as Chief Operating Officer. I will continue to work alongside and support the nursing division, ensuring that our nurses have the resources, leadership, and advocacy they need to succeed. Nursing will always be at the heart of Augusta Health, and I look forward to seeing all that you will accomplish in the years ahead.

It has been an honor to serve alongside you, and I will always cherish the memories, the shared triumphs, and the profound impact we have made together. Thank you for your dedication, your compassion, and for making Augusta Health a place where excellence in nursing thrives.

With deep appreciation and admiration,

Crystal Farmer

Commitment to Nursing Excellence

Strategic Plan: Pathway Efforts

Augusta Health embarked on an ambitious journey in early 2020 to create a comprehensive five-year Nursing Strategic Plan. After extensive collaboration and dedication, the final plan was published in November 2021. Guided by our unwavering commitment to elevating the nursing profession and care we provide, Augusta Health has continued to consistently advance initiatives and achieve results.

Over the past year, we focused on all four components of the Nursing Strategic Plan, ensuring alignment with our 2024 Nursing Key Performance Indicators to drive meaningful improvements. Regular updates on these efforts were shared with nursing teams throughout the year, culminating in the Nursing Town Hall meetings held in October 2024. These gatherings provided an opportunity to reflect on our progress, celebrate successes, and reaffirm our collective commitment to excellence in nursing.

The following stories highlight milestone moments from this past year that support our Nursing Strategic Plan.



2024 Milestone Moments

WORK ENVIRONMENT

Medical Unit Changes

On January 9, 2024, we restructured our 54-bed medical unit into two distinct and purpose-driven units, each with its own identity and focus. The Dedicated Education Unit (2 East) emphasizes building a legacy by sharing expertise and mentoring the next generation of healthcare professionals. Meanwhile, the Innovation Unit (2 West) is pioneering the adoption of advanced workflows and cutting-edge technology, positioning us for the future. This restructuring has successfully reduced the span of control for charge nurses and clinical nurse managers. Over the year, these changes have led to improvements in nursing retention, patient satisfaction, and quality metrics.

LEADERSHIP

Medication Safety Initiative

In early 2024, Augusta Health prioritized medication safety, recognizing it as a critical and moral obligation in a rapidly evolving healthcare landscape. Leading this effort were Dr. Clint Merritt, SVP, CMO, Chief Physician Executive, and Crystal Farmer, SVP, CNO, COO, whose dyad partnership united clinical and operational expertise. Augusta Health adopted the Institute for Healthcare Improvement (IHI) framework, an evidence-based approach to identifying risks, implementing best practices, and fostering continuous improvement. Partnering with Vizient, a healthcare consulting firm, they identified gaps in pharmacy and nursing practices and recommended process and space improvements.

By the third quarter, workgroups and committees began implementing plans using the IHI framework and Vizient's insights, focusing on high-risk areas like medication handling and administration. Committing to a 2025 organizational goal for medication safety, Augusta Health demonstrated its dedication to patient care and interdisciplinary collaboration.

ADVANCE THE PROFESSION

Specialty Certifications

In 2024, Augusta Health launched a mission to enhance nurses' confidence, expertise, and professional pride with an ambitious goal: increase nursing excellence through specialty certifications with 50% of nurses certified and 100% certification for nurse leaders. By the end of the year, 18.5% of nurses achieved certification, with the Operating Room leading the way and inspiring hospital-wide momentum.

To support this effort, Augusta Health expanded the Success Pays program, covering certification costs and offering 30 pre-purchased certification vouchers for critical care nurses in the Progressive Care Unit (PCU) and Intensive Care Unit (ICU). As 2025 began, Augusta Health's nurses embraced the challenge, driven by a shared commitment to growth, confidence, and patient care. The journey to 50% certification symbolized not just a goal but a collective step toward a brighter, more skilled future for the team and the patients they serve.

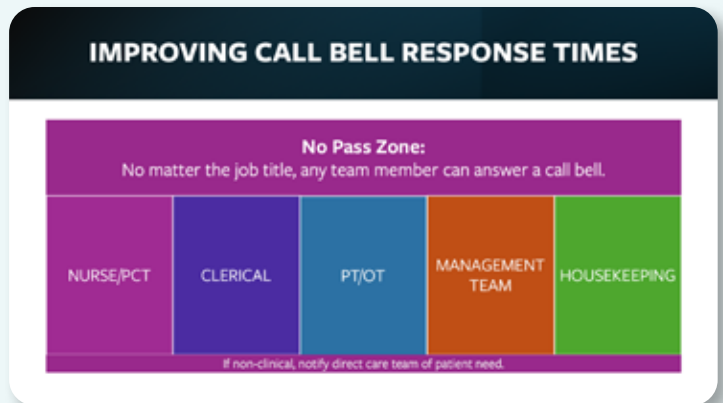


PATIENT CARE

Call Bell Patrol

2 East, a busy yet dedicated unit, faced a major issue: slow call bell response times. With an HCAHPS score of 35.71, well below the goal of 50, the unit council launched a unifying initiative—the “Call Bell Patrol.”

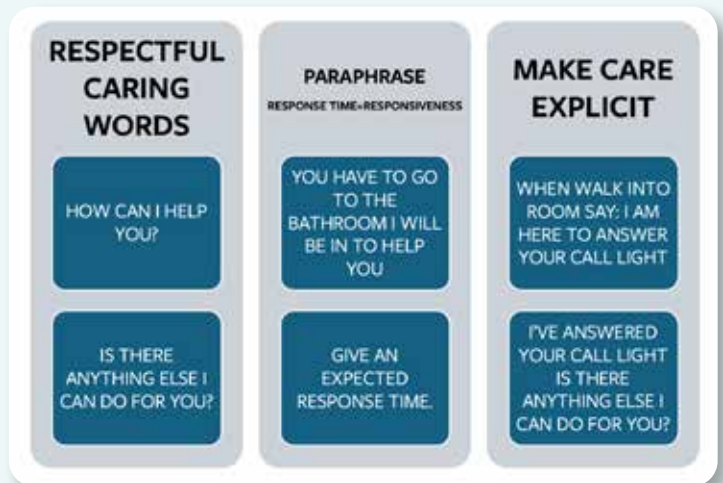
Staff across all roles joined forces to respond promptly to call bells, wearing colorful “Call Bell Patrol” buttons as a symbol of their shared mission. The council set clear expectations by sharing a communication plan emphasizing teamwork and accountability. The initiative sparked unity, with staff stepping in to help each other and managers leading by example. By December, the call bell responsiveness score skyrocketed to 78.57, far exceeding their goal. The Call Bell Patrol not only improved scores but also transformed the culture of 2 East, showcasing the power of teamwork and shared purpose.



PATIENT CARE

DNV Spine Center of Excellence

After embarking on a journey to receive national recognition as a Center of Excellence in 2023, Augusta Health earned the Det Norske Veritas (DNV) Orthopedic Center of Excellence designation for hip, knee, and shoulder surgeries. In 2024, this recognition was proudly expanded to include our spine service line, further demonstrating our commitment to exceptional patient care.





Living Pathway 2024: A Year of Excellence and Impact



At Augusta Health, we are proud to be recognized as a designated Pathway to Excellence® organization—a reflection of our commitment to fostering a positive and empowering workplace for our team and delivering exceptional care to our community. This prestigious designation is more than a title; it represents a shared vision and culture that drives us to create an environment where excellence thrives.

In 2024, we continued “Living Pathway,” a philosophy that embodies our dedication to continuous improvement, collaboration, and compassion. This culture is woven into the fabric of our organization, influencing everything from patient care to staff development and community engagement.

This report highlights the stories and successes from the past year that exemplify Living Pathway. Through these stories, we celebrate the innovation, resilience, and impact of our team members as they bring our mission to life every day. Together, we are building a brighter future for healthcare—one action, one story, one pathway at a time.

Celebrating Excellence

- RN Vacancy Rate (direct care): 12.33% 90th percentile (NSI)
- RN Voluntary Turnover Rate: 13.59%
- LPN Turnover Rate: 11.21%
- RN Contract Labor: reduced 72.6% in 2024
- Nurse Leader Turnover: 10.65%
- 2023 RN Employee Engagement: 75th percentile

SHARED DECISION MAKING & QUALITY: INSPIRING STORIES FROM 2024

Innovation in Patient Care: Transforming Nursing Through Virtual Nursing

In 2023, Augusta Health envisioned a transformative approach to nursing care: Virtual Nursing. This initiative, led by Vickie Taylor, was born out of a commitment to enhance patient outcomes, improve staff well-being, and foster innovation in care delivery. Through extensive trials, collaborative shared decision making, and the dedication of our teams, this vision became a reality in 2024.

In April 2024, 2 West launched a trial of Virtual Nursing, which ran through June 2024. The program quickly demonstrated its potential, resulting in:

- **Improved work environment:** Bedside team members reported higher satisfaction and reduced stress.
- **Enhanced patient experience:** Patients noted increased engagement and responsiveness from care teams.
- **Operational improvements:** Significant reductions in call bell usage and patient falls were observed.
- **Provider satisfaction:** Physicians and other providers shared positive feedback about the program’s impact on care coordination.

- Encouraged by the trial’s success, Augusta Health launched its Virtual Nursing program on 2 West in August 2024, blending technology and compassion to redefine care. This innovation highlights the power of vision, teamwork, and perseverance.



PROFESSIONAL DEVELOPMENT & LEADERSHIP: EMPLOYEE EMPOWERMENT & ENGAGEMENT

Kira Griffin’s Story of Professional Growth at Augusta Health (Director, Emergency Services)

Growing up in the small town of Mt. Solon, Virginia, inspired

by her mother’s career as a nurse, Kira Griffin found her home at Augusta Health. In 2008, as a nursing student seeking financial and practical support, Augusta Health’s tuition assistance launched her journey, starting as a Patient Care Technician in the Skilled Nursing Facility/Rehab and Obstetrics (OB) departments.

A capstone experience in the Emergency Department (ED) under the mentorship of Cecilia Carpenter and Amanda Wilson, NP, ignited her passion for emergency medicine, leading her to join the ED as a graduate RN. Kira eventually advanced to the positions of Stroke Program Coordinator, Clinical Coordinator, and, in December 2023, Director of Emergency Services.

Reflecting on her journey, she feels immense gratitude for the opportunities, mentorship, and relationships she has built at Augusta Health. Every day, she remains inspired to make a difference—one patient, one team member, and one moment at a time.



**QUALITY & WELL-BEING:
COMMUNITY IMPACT**

**A Nurse's Impact: The Story of Roxanne Harris
(Nurse Navigator, Community Outreach)**

In her rural community, Roxanne Harris stands out as a compassionate and resourceful nurse dedicated to improving the lives of underserved populations. Her work demonstrates the passion she has for mental health and empowering women, especially those experiencing homelessness and incarceration.

Roxanne designed and distributed reusable feminine hygiene products for homeless women and launched Moms Under Pressure, a free program that partners with Huddle Up Moms to provide blood pressure kits and resources to improve maternal health and combat disparities for Black expectant mothers and other underserved groups.

Roxanne also partners with local jails to support pregnant inmates, raising prenatal care rates from 60% to 100%, significantly improving maternal health outcomes.

On a broader scale, Roxanne contributes to state-level maternal health initiatives through the Virginia Neonatal Perinatal Collaborative. Her leadership helps advance maternal health initiatives statewide, supported by a federal HRSA Maternal Health Innovation grant.

Roxanne's tireless efforts, from community outreach to statewide advocacy, are transforming lives and advancing health equity.



**SHARED DECISION MAKING, SAFETY, & WELL-BEING:
COLLABORATION & TEAMWORK**

**Turning Adversity Into Innovation:
A Story of Workplace Safety in Healthcare**

In 2023, two bedside nurses working in the Intensive Care Unit (ICU) faced the harsh reality of workplace violence. Verbal threats and physical altercations were occasional challenges in their daily work environment. These troubling experiences ignited a determination to safeguard healthcare workers while maintaining the highest standard of patient care.

Their research led them to the Dynamic Appraisal of Situational Aggression (DASA) tool, a validated screening instrument for assessing the risk of violence, which they adapted into the m-DASA for seamless integration into their ICU workflows.

The ICU team, led by Cyndi Solana and Stephanie Gedeon, used the m-DASA to identify high-risk patients and implemented targeted interventions like de-escalation protocols, staff training, and security coordination. After the tool's pilot in 2024, workplace violence incidents in the ICU dropped from eleven in five months to just one verbal assault incident in three months. Staff reported feeling safer and better equipped.

This success prompted the organization to expand the m-DASA to all inpatient areas (acute and sub-acute units) as part of a broader workplace violence prevention initiative. Led by the ICU leaders and a multidisciplinary team, the m-DASA became a symbol of collaboration, innovation, and commitment to staff safety while maintaining excellent patient care.





Recruitment & Retention

In 2024, Augusta Health achieved a significant reduction in RN turnover, dropping from 33.5% in 2021 to 15.56% overall. Notably, voluntary nursing turnover decreased to 13.59%. This marks a return toward the pre-pandemic voluntary turnover rate of 15%, demonstrating the success of retention efforts in helping teams recover from the challenges of the pandemic. Additionally, the overall RN vacancy rate improved to 13.29%, a level not seen since before the pandemic. RN headcount also increased, growing from 450 in 2023 to 491 in 2024.

RECRUITMENT

- Increased direct care RN salaries in most areas
- Continued investment in international nursing programs
 - Onboarded 13 new international nurses to the ICU, Inpatient Surgical, OR, Outpatient Pavilion, ED, 2 East, and 2 West
 - Converted five international nurses in the OR, ED, 2 East, and ICU. Since the beginning of the program, we have onboarded 33 nurses from nine countries and have an 83% conversion rate. We love our international nurses!
- Started a pilot program with Avant, our international nursing agency, to onboard international students, train them in the US, and have them join Augusta Health shortly after passing their NCLEX as new graduate nurses. We have currently onboarded three new graduate Avant nurses
- Attended several career fairs within nursing schools (RN & LPN) through representatives from recruitment partners, nursing leaders, and direct care nurses
- Hosted one Certified Nursing Assistant cohort in partnership with Valley Career & Technical Center
- Launched a Patient Care Technician (PCT) training course to attract non-experienced team members and introduce them to healthcare
- Continued the Augusta Health Scholars Program with seven new scholars entering the program and four members graduating in 2024



RETENTION

Well-Being Initiatives

- Continued leadership rounding with the compassion cart, fun treats, and great conversation. Increased visibility of senior leadership through treat delivery and creative rounding during non-business hours
- Implemented m-DASA tool to reduce workplace violence incidents in all acute areas, OB, Crossroads (DASA), Shenandoah house, and SNF/Rehab
- Aligned Wellable points to well-being initiatives
- Increased direct care RN salaries
- Continued incentive pay programs to provide team members means to increase compensation within Augusta Health (charge pay, preceptor pay, clinical ladder program, critical staffing incentive, weekend program, on-call pay outside of procedural areas)

Informatics Strategies – In 2024, shared decision making was evident through the informatic improvements made. Many of these were directly related to feedback during Shared Governance Council meetings with the Director of Informatics, Cyndi Solana, MSN, RN monthly.

- **Improved communication during handoff**
 - Created unit-to-unit electronic SBAR Transfer Report – February
 - Revamped SBAR Nurse Shift Report based on nurse feedback – March
- **Reduced documentation in specific areas through updated SOC**
 - Removed 71 queries from the Pain Clinic SOC – March
 - Removed 89 queries between GI (w/PAT) and GI (w/o PAT) SOC – March
 - Removed 68 queries between PreOp (w/PAT) and PreOp (w/o PAT) SOC – April
 - Removed 68 queries between PreOp (w/PAT) and PreOp (w/o PAT) SOC – April
 - New Hospice SOC Inpatient vs Shenandoah House – June
 - Revamped Case Managements PCS Status Board in MT – January
 - Updated Bed Board Desktop to see Observation Hours (Cardiology Accreditation and Throughput initiative) – March
 - Implemented wound photography via iPad in ED – June
 - Removed COVID-19 screening questions from ED Arrival (EMS and Triage) – June



- Added “Clean”/“Not Clean” buttons to call lights in Pre/Recovery at Pavilion – October
- Set up Chaplain/Pastoral Care in Vocera – November
- Added “Safety Care Plan” Special Precaution in MT CCI – December

New Technology and Equipment – Throughout the year, more examples of shared decision making occurred with frontline nursing input

- **Virtual Nursing** – Implemented Virtual Nursing on 2 West
- **Bladder scanners** – Several departments had new bladder scanners (2 West, 2 East, PCU, Surgical, SNF/Rehab)
- **Bedside tables** – Bedside tables were replaced house-wide
- **V5000 Vocera Smartbadge** – Upgraded Vocera badges in Acute Care, ED, OB, PSY, SNF/Rehab and expanded the use of Vocera to Case Management and Outpatient Pharmacy Technicians
 - Dedicated panic button
 - Ability to answer call bell/call back to a patient room
 - Alerts like text messages or patient notifications are easier to see
 - Each unit color coded
- **CADD Solis epidural pumps**
- **EKG machines** – New upgraded EKG machines for the ED
- **Ultrasound machines** – New upgraded ultrasound machines in ED and ICU
- **Pupillometer** – ICU
- **Platform beds** – New psychiatric safe beds were implemented in the purple hallway of the ED

Professional Growth

- Hosted an Inspiring Growth in Nursing: Innovate, Transform, and Engage (IGNITE) cohort
- Partnered with Mary Baldwin University to reduce costs of continuing education programs for Augusta Health team members
- Continued Living Pathway through continuation of programs to support our ANCC Pathway to Excellence Designation. Began working on our third designation in August 2024 (to occur in 2027)
- Divided our 52-bed medical unit into two distinct medical surgical units

Recruitment & Retention

RN TURNOVER*

13.6%

LPN TURNOVER*

11.2%

TECH TURNOVER*

35.2%

NURSES HIRED

140

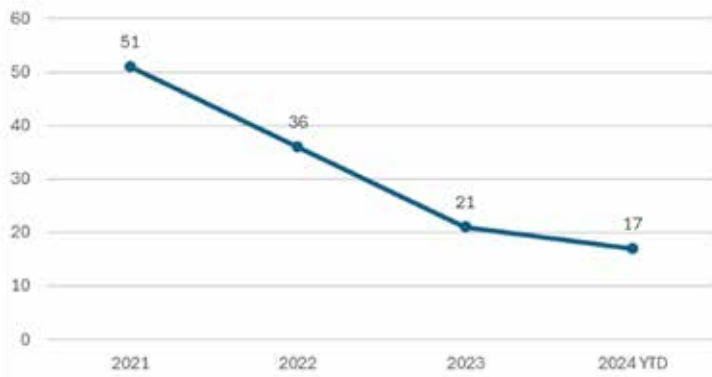
NURSE TECHS / CMAS HIRED

91

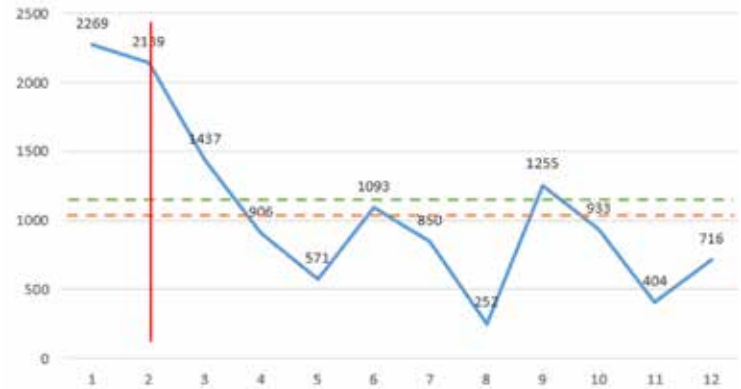
*12 MONTH ROLLING



Stays Greater than 30 Days



Boarding Hours 2024



Safe Patient Flow

Safe patient flow is fundamental to ensuring that patients receive the right care in the right place at the right time. Delays or interruptions in patient flow can have a detrimental impact on patient outcomes, making it essential that we maintain an efficient and seamless process. Throughout this year, our primary focus has remained on ensuring that patients are in the appropriate level of care. By strengthening partnerships, enhancing collaboration, and improving processes, we have streamlined patient flow, reducing bottlenecks, and improving patient outcomes.

We have successfully launched Interdisciplinary Rounds (IDRs) on all acute care units, marking a significant milestone in our ongoing efforts to improve patient flow and care coordination. These rounds have enhanced the team's understanding of each patient's discharge plan early in their stay, which has allowed for more timely and efficient discharge processes.

As a result of these improvements, we have seen a significant decrease in the number of long-term stays. This reduction is a major accomplishment and highlights our commitment to optimizing patient care, enhancing operational efficiency, and improving the overall flow of patients through the system. By addressing discharge planning earlier and more collaboratively, we've been able to better meet patient needs and prevent unnecessary delays, ultimately contributing to better outcomes for our patients.

Over the past year, we also placed a strong emphasis on the inclusion of ancillary teams—Environmental Services (EVS), Pharmacy, and Transport—in our efforts to facilitate safe and efficient patient flow. By improving coordination across these teams, we have been able to enhance patient flow and further reduce delays and boarding, ensuring timely discharges and optimal care for all patients.

Building on the momentum from last year, the hard work and dedication of our team in 2024 has led to further reduction in boarding hours, with the monthly average now at 1,027.

This continued decrease in boarding hours is a direct result of the collective efforts across all units and departments. It reflects our ongoing commitment to improving patient care, reducing delays, and ensuring that patients move through the system in a timely and efficient manner. With the continued focus and collaboration from everyone involved, we are confident that we can achieve even lower averages, further enhancing the quality of care we provide to our patients and the community. This progress underscores the importance of our collective work and the positive impact it has on both patient outcomes and community well-being.

Patient Experience

PATIENT EXPERIENCE UPDATE

In the ever-evolving world of healthcare, communication and connection are at the heart of a patient's healing journey. In 2024, our nursing teams continued to embrace innovative strategies to foster trust, ensure clarity, and create more therapeutic environments. Together, we are transforming the patient experience—one interaction at a time.

ORGANIZATIONAL GOAL: EMERGENCY DEPARTMENT PATIENT EXPERIENCE

Prioritizing areas that make the largest impact for our patients continues to be a priority. As a primary area of access for patients, we set a focus on increasing Emergency Department patient satisfaction.

■ Increased privacy:

- Added self-registration kiosks
- Streamlined registration/triage process to maximize privacy
- Added white noise machines in patient care areas

■ Increased provider communication:

- Streamlined discharge paperwork
- Collaborated with partners in new methodologies of leveraging communication

■ Prioritized additional interventions, such as:

- Adding phone charging and sanitizing stations in the waiting areas
- Increasing support in waiting areas
- Increasing leader rounding in patient care areas

Hourly Purposeful Rounding has redefined the way we engage with our patients. These proactive, intentional touchpoints allow us to anticipate needs, alleviate concerns, and address issues before they arise. For patients, it's not just about the care they receive; it's about feeling heard, valued, and safe.

Similarly, **Bedside Shift Reporting** has become a cornerstone of continuity and transparency. By including patients and their families in this process, we break down barriers and strengthen partnerships. This practice fosters a shared understanding, empowering patients to be active participants in their care plans.

Nurse Leader Rounding further amplifies this impact by bringing leaders to the bedside and AMG Clinics. These conversations go beyond checklists—they're opportunities to connect, celebrate successes, and address challenges in real time. When patients see leadership engaged, it sends a clear message: Their voices matter at every level.

Healing, however, doesn't end at discharge. **Post-Discharge Phone Calls** extend our compassion beyond the hospital walls. These follow-ups ensure patients have the resources and understanding needed for recovery, reducing anxiety and improving outcomes.

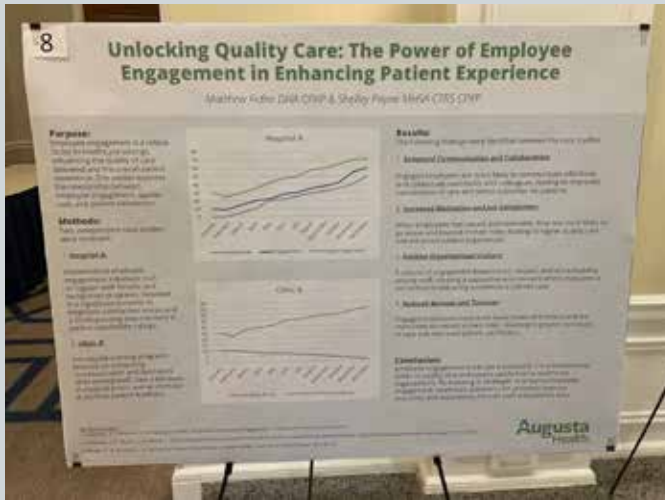
Lastly, **Unit-Based Quiet Times** remind us of the importance of rest and restoration. In the hustle of hospital life, these periods create a sanctuary of calm for patients, allowing their bodies and minds space to heal. To enhance this





Patient Experience 2024





practice, **Therapeutic Sound Machines** have been introduced, providing soothing background sounds to mask interruptions and promote tranquil environments. Together, these efforts create opportunities for peace and help patients experience the rejuvenation they need.

Together, these practices are more than initiatives—they're the embodiment of our commitment to exceptional care. By enhancing communication and cultivating therapeutic environments, we honor the trust our patients place in us and continue to elevate the standard of nursing excellence.

PATIENT EXPERIENCE WEEK 2024

Patient Experience Week was a resounding success, thanks to the incredible efforts of our Patient and Family Advisory Council (PFAC) team. They came together to create an unforgettable experience for our patients and their families, organizing pop-up shops that truly brightened everyone's day. From the cheerful popcorn and ice cream stands to the beautiful flower shop and the cozy coffee corner, every detail was thoughtfully planned. The gift pop-up shop was especially heartwarming, offering a meaningful way for families to express their appreciation. This collective effort truly made the week special for all involved.

NATIONAL DATABASE OF NURSING QUALITY INDICATORS (NDNQI)

In 2024, we continued to report many quality metrics into NDNQI to help us benchmark against hundreds of like-sized hospitals across the nation. With a year's worth of data, we will be able to adjust our benchmarks to reflect national practice. These are the highlighted areas we are now able to appropriately benchmark:

- **Staffing metrics**
- **Quality**
 - Patient safety, such as patient falls
 - Hospital-acquired infections, such as CAUTI
- **Team member safety**
- **Professional development**

NURSING SENSITIVE INDICATOR (NSI) REPORT

Every month, the following measures, along with other quality metrics, are reported to all nurses. Overall, we saw improvement in many metrics. These metrics will continue to be an area of focus in 2025.

NSI	2023	2024
Catheter-Associated Urinary Tract Infection (CAUTI)	3 (2 reportable)	2 (2 reportable)
Central Line-Associated Bloodstream Infection (CLABSI)	2	2
Clostridioides difficile Infection (CDI)	8	4
Hospital-Acquired Pressure Injury (HAPI)	2.45%	1.90%
Patient Fall (inpatient)	3.9 (137 total inpatient falls)	3.3 (122 total inpatient falls)



LEAPFROG "A" RATING

Due to the tremendous quality of care provided by our team members to our community, Augusta Health retained our Leapfrog rating of "A" for the fall of 2024.

Nursing Professional Practice

PROFESSIONAL PRACTICE PROGRAMS

High School Mentorship Program

Augusta Health proudly welcomed three cohorts of high school mentorship students from Augusta County, Staunton, and Waynesboro. Of these 25 students, 14 of them expressed an interest in a nursing career and shadowed our wonderful nurses in the ED, Cancer Center, IR, Cath Lab, and throughout the inpatient tower.



Tech Development Programs

In 2024, patient care technician professional development was a big focus for Augusta Health. A few new programs emerged this year.

Patient Care Technician (PCT) Boot Camp

The boot camps included training on basic care that included review of vital signs, catheter care/CAUTI, basic oxygen administration, fall prevention, admission and discharge procedures, understanding of dementia/delirium, and communication escalation to the nurse. Additional classes were added to include EKG basics, Safe Patient Handling and Mobility, and Meditech Documentation. Sixteen PCT's have signed up for phlebotomy training for August and November.



Certified Nursing Assistant (CNA) Cohort

Augusta Health continued the CNA trainee program in 2024 with one cohort. This program partners with Valley Career and Technical Center to sponsor and support the adult CNA program. The participants train on-site and become a part of the Augusta Health family at initiation of the program, providing an opportunity to grow in the healthcare field.

WINTER 2024

Erika Camden

Cathryn Hall

Jasmine Layne

Julia Mayo

Cameron Nelson

Savannah Tanner

PRE-LICENSURE DEVELOPMENT PROGRAMS

Licensed Practical Nurse (LPN) Scholars

Augusta Health sponsored five LPN students in 2024. This program supports the growth of emerging LPNs into the healthcare field.

Courtney Billings

Jaszmyrn Gray

Monica Hudgins

Autumn Taylor

Dejedeka Toney



Augusta Health Scholars

Congratulations to our 2024 Augusta Health Scholars graduates! These four received their Associate Degrees from Blue Ridge Community College (BRCC) in May, transitioned to the RN role in June and July, and began their nurse residency in August.

Kellista Campbell – ICU

Ciara Hampton – OR

Jordan Nealis – ED

Valerie Sorondo – ED

We are also excited to welcome 2024-2026 Augusta Health Scholars! These scholars started the BRCC ADN program in August 2024 and are currently working in the organization as patient observers and care techs.

Abigail Garrett

Carlie Good

Taliyah Hostetter

Hailey Powers

Lila Steiner

Haley Wilson

Kristina Wood

Augusta Health Scholars are wrapping up their final semesters at BRCC while continuing to work in the organization as EMTs, PCTs, and CMAs.

Alyssa Armentrout

Seth Chavez

Ciana Crawford

Kylie Meyers

Hannah Mullen

Nuri Real-Mendez

Jacquelyn Richey

Crystal Rigdon-Velasco

Gabrial Tovar

POST-LICENSURE DEVELOPMENT PROGRAMS

2024 Nurse Residency

JANUARY GRADUATES:

Walker Allen – 2W

Taylor Brown – OR

Megan Cash – ED

Katelyn Curry – OB;

transitioned to PACU

Allyson Graham – OR

Alley Hall – ED

Kelsey Hawes – 2W

Sarah Legg – ED

Ella Romanchuk – OR

Brooklyn Sykes – OB

JULY GRADUATES

Trinity Agnor – ED

Jessica Atkins – PCU

Ashley Burhyte – PACU

Bekah Freitas – OB

Alicia Guyer – Float Pool

Amanda Justice – PCU

Leighann Landrum – ED

Nicki Marshall – OB;

transitioned to

SANE nurse

Carly Morrisey – PACU

Sara Potter – PCU

Nate Rudin – ED

Carly Wine – ED

SEPTEMBER GRADUATES

Sydney Armstrong – ICU

Cheyenne Brown – UC;

transitioned to PACU

Frances Lu – ED

Sara Meadows – PACU

Sarah Porter – ED

Amire Rogers – ED

Taylor Thompson – PCU

Nicole Wetherell – OB



2024 Projects

JANUARY 2024

- Decreasing Specimen Errors in the OR – Allyson Graham, Ella Romanchuk, and Taylor Brown
- Virtual Monitors With Visual Capabilities – Walker Allen and Kelsey Hawes
- Utilizing Virtual Nursing for ED Boarders – Alley Hall, Megan Cash, and Sarah Legg
- Skin to Skin After Cesarean Delivery – Katelyn Curry and Brooklyn Sykes

JULY 2024

- Follow-Up Discharge Calls – Carly Morrisey and Ashley Burhyte
- Individualized Soiled Linen Carts to All Inpatient Rooms – Sara Potter, Jessica Atkins, Alicia Guyer, and Amanda Justice
- Benefits of Skin Initiation in the NICU – Bekah Freitas and Nicki Marshall
- Temperature Measurement in the ED – Carly Wine, Leighann Landrum, Trinity Agnor, and Nate Rudin

SEPTEMBER 2024

- Oral vs Temporal Temperature Accuracy – Cheyenne Brown, Sara Meadows, and Nicole Wetherell
- Rock and Roll in the Hospital – Sydney Armstrong and Taylor Thompson
- Managing and Preventative Measures in Pediatric Fevers – Amire Rogers, Frances Lu, and Sarah Porter

Q: How did the residency program most positively impact your role as a professional nurse?

A: “It helped me grow and become myself more, develop new resources to grow my knowledge so I can reach out when I need help, and meet some of the best people.”

— Nurse Resident , Augusta Health

Critical Care Internship (CCI)

Augusta Health’s Critical Care Internship (CCI) program is a blended learning program that uses the Essentials of Critical Care Orientation (ECCO), AACN’s computer-based comprehensive and interactive critical care course, along with the integration of a live classroom component and precepted bedside preparation. AACN’s ECCO has a PCU track, and PCU’s new nurses have joined the CCI.

The classroom content aligns with the online course, offering presentations, hands-on training, skill demonstrations, and simulations to support new ICU and PCU nurses. Three cohorts run annually to accommodate start times. Feedback has been overwhelmingly positive, highlighting the program’s collaborative environment and valuable insights from physicians, nurses, respiratory therapists, and dietitians. CCI has had a busy 2024, with 20 new nurses joining the ICU and PCU teams. We graduated our seventh cohort on January 9, 2025.

Spring cohort – 3

Summer cohort – 8

Winter cohort – 9

CONTACT HOURS

Augusta Health is an approved provider of contact hours by American Nurses Credentialing Center (ANCC) through Virginia Nurses Association (VNA). In 2024, our Provider Unit awarded contact hours to 10 courses, amounting to 299 contact hours in total. There were 129 RNs who received contact hours, with a total of 180 participants overall. The following courses were offered in 2024:

- **Basic ECG Interpretation Course**
- **Interacting With Dementia Part 1**
- **Workplace Violence Prevention Strategies**
- **Leadership Burnout and Retention: Understanding the Impact and Strategies for Mitigation**
- **Interacting With Dementia Part 2**



Nursing Development Programs

Empowering Frontline Leaders: Augusta Health's Commitment to Nursing Development

At Augusta Health, we recognize that our frontline team members are the heart of our healthcare system. Their dedication, expertise, and leadership ensure the highest standard of care for our patients and community. To support their continued growth and success, we are proud to invest in a range of Nursing Development Programs tailored to nurture informal leaders and empower them to thrive in their roles.

COMPLETED IN 2024:

- **Charge Nurse Course: 25 nurses**
 - 187 total
- **Preceptor Course: 65 nurses**
 - 281 total
- **IGNITE: 8 nurses, Fall 2024**
 - Karen Baer – OPS/PACU
 - Kylie Carte – PCU
 - Chris Daugherty – Emergency Department
 - Sarah Folk – Emergency Department
 - Camille Higgins – Urgent Care
 - Allyson Langston – Interventional Radiology
 - Anne Liskey – PCU
 - Taylor Thompson – PCU

New Leaders or Promotions in 2024



Debbie Sprouse, MSN, RN – hired to Clinical Nurse Manager, 2 East (January 2024)



Cameron Mawyer, BSN, RN – promoted to Clinical Nurse Manager, ED (February 2024)



Jill Delawder, DNP, RN, APRN, ACCNS-AG, CCRN-CSC – hired to Director of Acute Care Services (May 2024)



Jakki Marshall, BSN, RN – promoted to Clinical Nurse Manager, ICU (June 2024)



Jenny Roudabush, BS, QMHP-A – hired to Training Program Coordinator (December 2024)



Kylie Carte, BSN, RN – promoted to Clinical Nurse Manager, Surgical & Joint Center (December 2024)

GUEST SPEAKERS FOR EXTERNAL PROFESSIONAL DEVELOPMENT OPPORTUNITIES

Crystal Farmer, MBA, MSN, RN, FACHE, and Stephanie Gedeon, MSN, RN, NP-BC, NEA-BC—

Transforming the Nurse Leader Work Environment to Retain Nurse Leaders: Leading With Passion and Purpose. Magnet and Pathway to Excellence Conference on October 31, 2024, in New Orleans, LA

Matt Fidler, DHA, CPXP, and Stephanie Gedeon, MSN, RN, NP-BC, NEA-BC — Supporting Staff Mental Health and Employee Wellness. Opal PXO/CNO Summit on September 29, 2024, in Round Rock, TX





CLINICAL LADDER

- Over 74 team members successfully completed the clinical ladder in 2024 compared to 62 in 2023
- The clinical ladder was expanded to include a track within the Nurse Residency Program, and a trial of a maintenance year was conducted

Clinician II

Trinity Agnor – ED
 Natasha Atkins – ED
 Crystal Bryant – Home Health
 Ashley Burhyte – OPS/PACU
 Kylie Carte – PCU
 Alley Hall – ED
 Savannah Halseth – ED
 Wendy Ibarra – SNF
 Melissa Jantzi – 2 East
 Amanda Justice – PCU
 Tim Lamm – ED
 Leighann Landrum – ED
 Frances LU – ED
 Jessica Miller – Inpatient Surgical
 Caroline Morrissey – OPS/PACU
 Sarah Porter – ED
 Rosie Rojas – ED
 Nat Rudin – ED
 Joe Sikorra – Cath Lab

Lisa Sirico – Cancer Center
 Paula Tanner – Home Health
 Taylor Thompson – PCU
 Haley Warren – Inpatient Surgical
 Carly Wine – ED

Clinician III

Melanie Bailey – Home Health
 Madison Carr – ED
 Abby Carter – OPS/PACU
 Kayla Chestnut – ED
 Kelsey Clarke – ED
 Haley Cruze – ED
 Courtney Daugherty – ED
 Chris Daugherty – ED
 Katie Fitzgerald – Outpatient Pavilion Surgery
 Will Harding – Cath Lab
 Allison Henderson – Cath Lab
 Kristin Johnson – ED
 Ariel Lineberry – ED

Anne Liskey – PCU
 Nicole May – IR
 Carolyn McClung – Outpatient Pavilion Surgery
 Maddy Mikolay – ICU
 Olivia Moore – Joint Center
 Nicole Murphy – ED
 Ivan Napotnik – AMG
 Tulsa O’Shea – ED
 Laurel Reagan – OR
 Sarah Small – ED
 Savannah Southard – OR
 Kat Staggs – ED
 Sara Via – Cath Lab
 Jennifer Williams – ED
 Victoria Woodson – ED
 Allyson Worth – ED

Clinician IV

Emily Back – AMG
 Gleniece Bennett-Lewis – ED
 Elizabeth Brown – Float Pool

Susanna Carter – PCU
 Sweet Danglacruz – OR
 Becky Elphee – Home Health
 Sarah Folk – ED
 Tatyana Hoover – OR
 Anna Lightner – ED
 Sam Lipscomb – ED
 Charlotte Maiden – OPS/PACU
 Eric Marquez – ED
 Dylan May – ED
 Anna Mikolay – ED
 Carolynn Nesselrodt – Cancer Center
 Jerica Peric – OR
 Kate Ramsey – Cath Lab
 Mikahla Riley – ED
 Matthew Russell – Cath Lab
 Seth Suttles – ED
 Emily Wyant – OR

Nurses Week 2024

Nurses Make the Difference

Nurses Week 2024 celebrated the dedication, compassion, and leadership of nurses with a mix of fun, appreciation, and growth opportunities. The week began with a community Glow Walk at Gypsy Hill Park, uniting nurses and families in a vibrant tribute to Florence Nightingale by “shining bright like Flo.” For those on duty, unit-based glow parties brought the festive spirit to the workplace.

The week featured wellness events, skill-building sessions, and meaningful moments like the Blessing of the Hands ceremony. Nurses also gave back by volunteering at local organizations such as the Augusta Health Food Pantry, the Valley Mission, and the Jones Garden in Staunton. These selfless acts of service highlighted the broader role nurses play in making a difference not just in healthcare but in the community as a whole. Daily giveaways, contests, and pet therapy sessions added joy, while the Nursing Excellence and Unit-Based Recognition Awards honored outstanding nursing and interdisciplinary team members who exemplify the highest standards of care and professionalism.

As we reflect on Nurses Week 2024, we celebrate the essence of nursing—service, compassion, and excellence. Just as Florence Nightingale illuminated the path for nursing, today’s nurses continue to shine brightly, making a lasting impact on the lives of those they care for every single day. Nurses truly make the difference, and this week was a reminder of just how much their work means to all of us.







Recognizing Our Nurses

About the DAISY Foundation

The DAISY Foundation was established in 1999 by the family of J. Patrick Barnes, who died of complications of the autoimmune disease idiopathic thrombocytopenia purpura (ITP) at the age of 33. (DAISY is an acronym for Diseases Attacking the Autoimmune System). During Pat's eight-week hospitalization, his family was awestruck by the care and compassion his nurses provided not only to Pat but also to everyone in his family. One of the goals they set in creating a foundation in Pat's memory was to recognize extraordinary registered nurses everywhere who make an enormous difference in the lives of so many people through the super-human work they do every day.

The DAISY Award

The DAISY Award is an international recognition program that rewards and celebrates the extraordinary clinical skill and compassionate care given by registered nurses every day. Augusta Health is proud to be a DAISY Award Partner, recognizing one of our nurses (RNs, LPNs, and NPs) each month and one of our Augusta Medical Group nurses quarterly.

Team DAISY

During Nurses Week in May 2023, Augusta Health launched Team DAISY, an international program aimed at recognizing interdisciplinary teams who come together to provide exceptional care. In 2024, our Team DAISY award winners were Hospice of the Shenandoah. Through their collaboration and dedication, this team provided exceptional care to a young patient by honoring their wish to pass peacefully in their home. Congratulations!



Nurse Leader DAISY Program

The Nurse Leader Work Environment recognition workgroup has continued to sponsor the Nurse Leader DAISY program. The Nurse Leader DAISY Award recognizes extraordinary nurses in leadership roles, including Clinical Nurse Manager, Nursing Supervisor, Nurse Educator, Director, and all other administration-level nurses. Despite working under tremendous pressure, nurse leaders provide a haven of safety for staff, both physically and emotionally. In this environment, nurses are inspired to do their very best by nurse leaders who model caring behaviors. These leaders provide a setting where compassion is valued, and staff, in turn, treat patients and their families with deep humanity. Leading by example, encouraging and developing others, and engaging staff while maintaining a positive outlook are valued qualities among our nursing leaders.

THE 2024 NURSE LEADER DAISY AWARD WINNERS

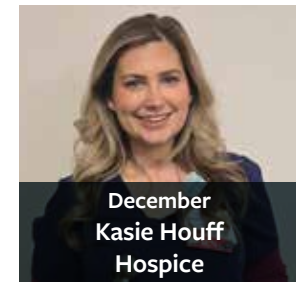
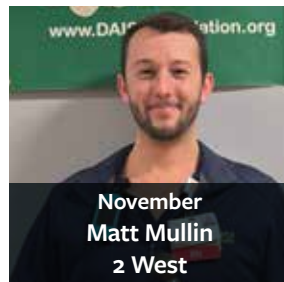
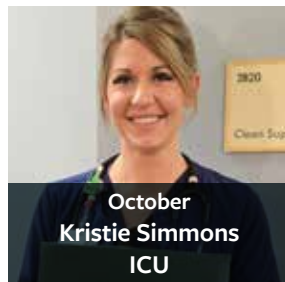
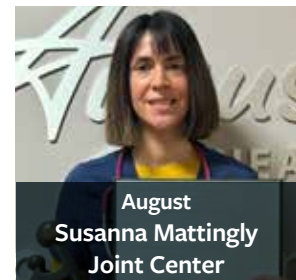
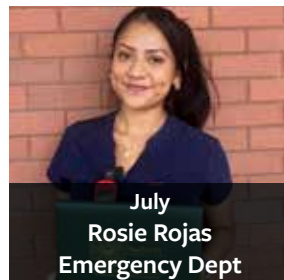
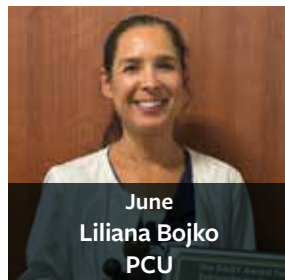
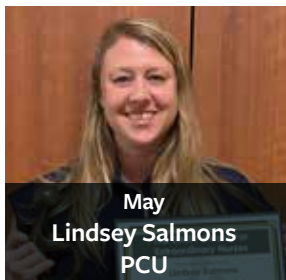
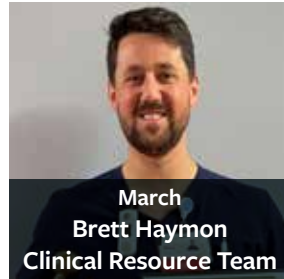
May – **Holly Guthrie**, OR Nurse Manager

December – **Vickie Taylor**, Assistant Vice President of Nursing & ACNO

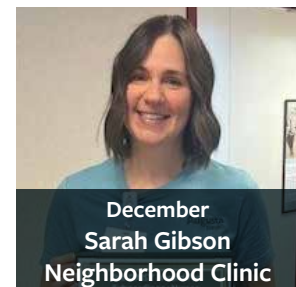
2024 DAISY Award Winners



Augusta Health DAISY Award Winners



Augusta Health Medical Group (AMG) DAISY Award Winners



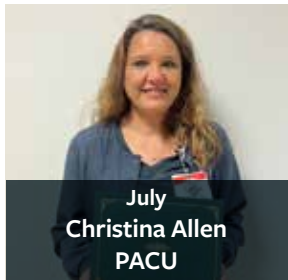
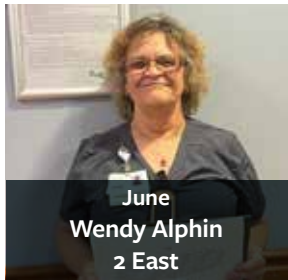
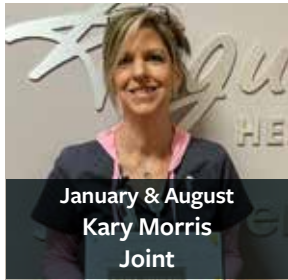
2024 PETAL Award Winners



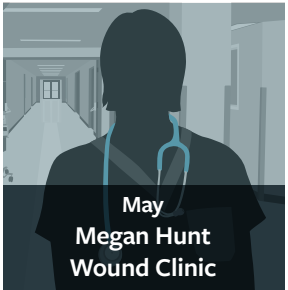
The PETAL Award

The PETAL Award was established to align with the DAISY award and recognize the tremendous compassion provided to our patients and community by non-nurse team members. It is a recognition program that identifies employees who serve as models to the community for professional achievement, performance, dedication, and diligence in carrying out their duties and advancing the goals and mission of the nursing division.

Augusta Health PETAL Award Winners



Augusta Health Medical Group (AMG) PETAL Award Winners



Nursing Awards Dinner

The Augusta Health Excellence in Nursing Awards were sponsored by the Shared Governance Council and made possible by the Augusta Health Foundation. These awards were set up to recognize outstanding nurses and friends of nurses whose contributions to nursing fulfill the goals, mission, and vision of the Shared Governance Council and Nursing Division of Augusta Health.

The Shared Governance council selected a winner for each category, and the winners were recognized during Nurses Week in May of 2024. To further recognize their achievements, the winners and their families were invited to a catered event in August 2024 to honor their contributions. The Nursing Award winners all received a \$500 award through the Augusta Health Foundation's W.C. Smith Fund to be used for education or professional development!

2024 Nursing Excellence Award Winners

FRIENDS OF NURSING AWARDS

- 2024 Friend of Nursing Award: **Calvin Miller** (Pharmacist, Inpatient Pharmacist)
- 2024 Friend of Nursing Interdisciplinary Award: **Hannah Mora** (Inpatient Therapy Manager)
- 2024 Friend of Nursing Provider Collaboration Award: **Jonathan Farrar** (Physician Assistant, Interventional Radiology)

NURSING EXCELLENCE AWARDS

- 2024 Nurse of the Year: **Sunny Cline** (Registered Nurse, 2 West)
- 2024 Nurse Leader of the Year: **Nina Carter** (Director of Professional Practice and Education)
- 2024 Support Staff Member of the Year: **Tabitha Wade** (Certified Nursing Assistant, Skilled Nursing Unit)

2024 AH Foundation Support — Nursing	
Support	Amount
8 Hercules Repositioner Beds ICU	\$60,352.40
Nursing Excellence Awards	\$2,843.64
CPI Training	\$39,000
Total: \$102,196.04	



New Certified Nurses

Lori Davis, CCMC (Certified Case Manager)

Rebekah Elphee, GERO-BC (Gerontological Nursing Certification)

Linda Freed, CCRN (Acute Critical Care Nursing) – recertification

Rebecca Howdysell, CNL (Clinical Nurse Leader)

Vonda Johnston, ACNP-BC (Acute Care Nurse Practitioner)

Anna Lightner, AMB-BC (Ambulatory Care Nursing)

Sarah Schirra, CSRN (Certified Sedation Registered Nurse)



Nurse Leader Recognition 2024

During the Nurse Leader Breakfast in May 2024, the following awards were presented for performance in 2023.

PATIENT EXPERIENCE

The 2024 Annual Patient Experience Awards celebrated the outstanding commitment of our departments to elevating patient care. Our Inpatient, Outpatient, AMG, and Urgent/Emergency teams demonstrated remarkable dedication to enhancing the patient experience. Whether through compassionate care, timely service, or personalized attention, each department went above and beyond to create a supportive and healing environment. Their efforts have set a new standard for patient care, making 2023 a year to remember for the exceptional experiences delivered to our community.

Recipients:

- Inpatient Highest Percentile Rank: **Joint Center**
- Inpatient Most Improved Percentile Rank – **Medical: 2 East and 2 West**
- Outpatient Highest Percentile Rank: **Endoscopy**
- Outpatient Most Improved Percentile Rank: **Lab**
- Urgent/Emergency Care Highest Percentile Rank: **Crozet Urgent Care**
- Urgent/Emergency Most Improved Percentile Rank: **Emergency Department**
- AMG Highest Percentile Rank: **Sports Medicine**
- AMG Most Improved Percentile Rank: **Outpatient Behavioral Health**

NURSING QUALITY – NURSING DIVISION

The Star Nursing Quality Award is designed to recognize an outstanding unit based on their performance related to hospital-acquired infection rates as well as fall rate data. Recipient: Intensive Care Unit

The Quality Pillar Certificates recognize key leaders who drove quality goals in 2023 within their department(s):

Leader in CAUTI Reduction Award: Inpatient Surgical Unit

CAUTI reduction continued to be a key focus in 2023 to reduce our infections from 14 (2020) to 2 (2023). The winner of this award reduced their CAUTI from 1 in 2022 to 0 in 2023.

Leader in C. diff Reduction Award: Progressive Care Unit

We continued to reduce C. diff infections in 2023. This department demonstrated exceptional quality care by reducing their C. diff rate from 2 in 2022 to 0 in 2023.

Leader in Contract Labor Reduction Award: Emergency Department

Reducing our dependence on contract labor is a key focus of the organization. The winner of this award showed the greatest reduction of contract labor through the 2023 calendar year.

Leader in Fall Reduction: Crossroads

We continue to focus on reducing patient falls. This department showed the most dramatic reduction in patient falls.

Leader in Timely Discharge Award: Inpatient Rehabilitation

Safe patient flow is a huge focus for us, especially in 2023. We followed discharges by 11 a.m. very closely to increase the ability to place the right patient in the right location at the right time. This department embraced this metric by dramatically improving their percentage of patients discharged by 11 a.m.

Virginia Nurses Association (VNA) Gala

2024 LEADERSHIP AWARDS

In 2024, Augusta Health had four nurse leaders represented at the VNA Gala as finalists for their annual Leadership Awards. Three of our nurse leaders were winners in different categories. We are extremely proud of this statewide recognition and these nominations. Congratulations to all!

Crystal Farmer, Chief Nursing Officer of a Hospital – Finalist

Roxanne Harris, Public Health Nurse – Award Winner

Cyndi Solana, Nursing Informatics – Award Winner

Debbie Sprouse, Direct Patient Care Leader – Patient Experience – Award Winner





Structural Empowerment

In the field of nursing, shared governance plays a crucial role as a platform where nurses' voices are respected and drive meaningful change. Throughout 2024, our nursing community has achieved significant milestones in this area.

Shared Governance Key Highlights

WELL-BEING

- Helped to increase participation and engagement in nursing events, providing opportunities for fun, socialization, and well-being outside of work time
 - Nurses Night Out (NNO) Bowling Night
 - NNO at the Foundry *fundraising event*
 - Nurses Week Tumbler Night
 - Nurses Week Glow Walk
 - Take Me Out to the Ballgame: collaboration with Wellable for softball team support
 - Donuts With Santa at Zeus Theater
- Continued to work with the DAISY program to increase our annual DAISY nominations
 - Collaborated with Bali to create posters on all units/offices for improved signage and QR capability for nominations. We also worked together to update flyers for DAISY & PETAL recognition
 - 2024's goal was 300 nominations. As of September 2024, we had 217 total
 - 175 for hospital nurses, 42 for outpatient nurses

QUALITY

- Shared Governance Council (SGC) collaborated with dining to improve hospitality trays
 - This improved options, decreased wasted items, and improved satisfaction among staff and families
 - SGC improved collaboration with Chaplain Services and continued to educate staff on their role and availability

SAFETY

- Collaborated with Matt Fidler and Virginia Community Service Board to provide Mental Health First Aid training
- Conducted multiple meetings with Kelli Carter regarding event reporting

- Created educational material for huddle and bulletin board flyers to encourage event reporting and give clear directions on how to document events
 - Discussed process on the floor with peers and within unit councils to increase awareness of its importance and nonpunitive intentions
- Collaborated with multiple stakeholders to review locations of eyewash stations, identifying areas needed and helping improve access
- Held collaboration sessions with the Mobility Committee to hear monthly statistics related to falls and offer feedback for their new mobility scale rollout
- Discussed plans to tackle increasing numbers of medication errors in 2024
 - We will begin collaborating with Pharmacy and Risk Management to identify causes and develop education and prevention plans for fewer incidences in 2025

PROFESSIONAL DEVELOPMENT

- SGC provided valuable feedback for the 2024 Clinical Ladder Program
 - Helped update roadmap and appendix
 - Developed the Maintenance program
 - Developed the Clinical Ladder Coach program; multiple reps volunteered to be Clinical Ladder Coaches to help new participants navigate their way through the ladder process
- Multiple reps participated in the Sigma Trial #2 to offer feedback on an alternate portfolio platform
- SGC worked with PP&E to create the IGNITE Intern Program
 - Developed to offer bedside nurses the opportunity to shadow multiple leaders within the organization, offering them a glimpse of a day within the leader's role and responsibilities

COMMUNITY SERVICE

- Collaborated with our Blood Bank and the Red Cross to create additional blood drives for staff participation. Seasonal dates for 2025 coming soon!
- Canned Food Drive for our Food Pantry in December 2024

Technician Advisory Committee

The Patient Care Technician (PCT) Advisory Committee is a dedicated group of healthcare professionals who have worked diligently to enhance patient care and foster a more connected and engaged hospital community.

KEY HIGHLIGHTS:

- Collaborated with PP&E to develop PCT bootcamp (safety/retention)
- Provided meaningful vision for the creation of a PCT clinical ladder (retention/development)
- Assisted with the lift of the PCT phlebotomy program (development)
- Rounded quarterly with the compassion cart (engagement/recognition)
- Recognized PETALs winners monthly (recognition)
- Participated in the Shared Governance booth at hospital week (engagement)



SHARED GOVERNANCE COMMITTEE MEMBERS

2024 Chair: **Carolyn Nesselrodt** (Cancer Center)

2025 Incoming Chair: **Madelyn Mikolay** (ICU)

Communication Officer: **Liz Brown** (Float Pool)

Leadership Sponsor: **Jill Delawder**

Emily Back (AMG)

Susanna Carter (PCU)

Kim Derby (2 West)

Mo Ghalib (Crossroads)

Melissa Golladay (Outpatient Surgery Pavilion)

Makaylin Higgins (OB)

Kasie Houff (Hospice)

Wendy Ibarra (SNF/Rehab)

Timothy Lamm (ED)

Anne Liskey (PCU)

Kaitlyn Martin (PACU)

Nicole May (Special Procedures)

BJ McCloskey (Inpatient Surgical)

Amber Reid (2 East)

Joe Sikkora (Cardiac Cath Lab)

Paula Tanner (Home Health)

Nicole Thurston (PPE)

Tabitha Wade (SNF)

Haley Warren (Inpatient Surgical)

Allyson Worth (ED)

Justin Wright (OR)

PCT ADVISORY COMMITTEE MEMBERS

Chair: **Tabitha Wade** (SNF)

Michael Bradley (ED)

BJ McCloskey (Inpatient Surgical)

Ashley Ross (IR)

Carrie Sprouse (Sitter)

Carrie Sinnett (Crossroads)

Cynthia Waggy (PCU)

Augusta Medical Group (AMG) Shared Governance (SG)

The following are milestone projects and initiatives the AMG Shared Governance team supported in 2024.



- **PN Clinical Ladder** – Reviewed the existing RN Clinical Ladder Roadmap to form the LPN Clinical Ladder Roadmap that can be used in the main hospital and in all AMG clinics. Team members will be able to submit a letter of intent at the end of 2024 for the 2025 clinical ladder.
- **Care Kits** – Partnered with the mobile clinics to collect items to create Care Kits for the homeless as a service project. This will now be an annual service project.
- **Social Determinates of Health (SODH) and SOGI data PI project** – Included pre-/post-evaluation standardized screening process across AMG clinics.
 - Questions will be asked via paper with every new patient encounter and with Annual Wellness Visits. Questions will be reviewed face-to-face at six-month intervals. Date of review is now noted in Athena for reference. SOGI questions will be asked to any patient over the age of 12.

- The goal is 75% compliance, and we are currently at 65% and improving every month!
- **Offered preceptor class for AMG RN/LPN** with the associated pay incentives.
- **Updated AMG SG bylaws** in 2024.
- **Developed AMG T-shirts** that are available for purchase several times a year in the Augusta Health store.
- **New AMG Awards** – Created by Shared Governance for Nurses Week:
 - Positivity Influencer Award – Camille Higgins, Urgent Care.
 - Positivity influencer Award – Ashlee Calhoun, Verona Family Practice.
 - Exceptional Nurse-Provider Teamwork – Michelle Allen and Dr. Christopher Bunn.
 - Exceptional Nurse-Provider Teamwork – Sandy Shields and Rachel Stepp NP.
 - Office Collaboration Award – Workplace Wellness Clinic.
- **During 2024 Nurses Week Glow Walk (May 2024)** – AMG team participated as the “Glow Trotters.”
- **AMG food Drive (November 2024)** – Collected 800 pounds of food and donated to the AH food closet.

AMG SHARED GOVERNANCE MEMBERS

Kaley Armstrong – LPN (Diabetes and Endocrinology)

Emily Back – Nurse Navigator (Cardiology)

Jenny Bane – CMA (Primary Care Lexington)

Cecilia Carpenter – Administrative Director of Surgical Services (AMG Quality)

Debbie Grebos – CMA (Primary Care Waynesboro)

Nicole Hughes – CMA (Spine Clinic)

Diane Kline – RN (PAT)

Penelope McAllister – Clinical Informaticist (IT)

Bethany Mohler – Practice Administrator (Lexington Primary Care)

Atasha Richie – LPN (Fishersville Family Practice)

Alyssa Ritchie – Office Coordinator (Harrisonburg OB/GYN)

Ashley Simpson – LPN (Diabetes and Endocrinology)

Jackie Sims – Administrative Director of Clinical Operations (AMG Administration)

Jody Wiseman – RN (Gastroenterology)



AMG Shared Governance council is always striving for excellence within the organization and the community.

– Nicole Hughes, AMG Shared Governance member



Our Mission

To strengthen the health and well-being of all people in our communities.

Our Vision

Augusta Health will be a national model for a community-based health system.





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Fishersville, VA 22939

augustahealth.com

