



# Annual Report

## FISCAL YEAR 2024

Celebrating Growth and Excellence



southern  
new hampshire  
health

A Member of  **SOLUTIONHEALTH**



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# Letter From the Chief Nursing Officer



## Dear Colleagues,

It is with great pleasure that I present Southern New Hampshire Health’s 2024 Nursing Annual Report. This report celebrates and honors the patient care services team and highlights the incredible accomplishments we have achieved together. As you read, I hope that you are as proud as I am. Our entire care team is truly outstanding, providing exemplary care and exceeding our patients’ expectations every day. It is your commitment and dedication to our patients that truly sets Southern NH Health apart.

Our nurses and clinical teams led the way during a year of significant change and growth. We exceeded our Fit for the Future targets and transformed our organization in many ways. Thanks to your hard work, dedication, and support, our vacancy rate has decreased by 20%, our turnover rate has reduced by 30%, and our use of travelers decreased by 20%. Our focus on supporting our workforce, in tandem with creating a positive work environment, has created waiting lines for our apprenticeship programs and our new grad residency program.

This foundation will be instrumental as we pave the way for our 5th Magnet redesignation. We are on track to submit our document to the American Nurses Credentialing Center in June of 2025. As a Magnet organization, we are committed to a shared decision-making model and welcome everyone’s voices to the table. This partnership is the secret sauce that empowers us to raise the bar and deliver the highest quality of care to our patients. This is truly a remarkable accomplishment and a testament to the staff caring for our patients!

In closing, I want to recognize the unwavering support from our President and CEO, Colin McHugh, members of the senior leadership team, and our Board of Trustees.

It is an honor to work with all of you,

**Susan Santana DNP, MBA, RN, NE-BC**

Senior Vice President of Patient Care Services / Chief Nursing Officer

# Who We Are

Southern NH Health is dedicated to improving the health and well-being of our community with innovative programs and preventive health resources.

**Our health system, includes:**

**Southern New Hampshire Medical Center**, a 188-bed acute care facility located in the heart of downtown Nashua, has a medical staff of over 500 primary and specialty care providers from Foundation Medical Partners, Dartmouth-Hitchcock Nashua, and local independent practices.

**Foundation Medical Partners**, a multi-specialty provider group, including more than 300 providers in primary, specialty, and immediate care, serving thousands of patients in more than 70 practices across southern New Hampshire and northern Massachusetts.

**Immediate Care**, offers walk-in care seven days a week at four locations.

## OUR YEAR OF CARE



440,245

Primary and Specialty Care Visits



1,064

Babies Born



914,647

Outpatient Lab Tests



36,259

Emergency Dept Treatments



161,114

Pediatric and Primary Care Provider Visits



59,396

Immediate Care Visits



5,804

Surgeries

2,480

Dialysis Visits



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2024

Data collected from FY24: 7/1/23 to 6/30/24

## PCS Mission and Vision

**Mission:** Our mission is to partner with patients, families, and the healthcare team to provide evidence-based care in an environment that promotes comfort and fosters relationships.

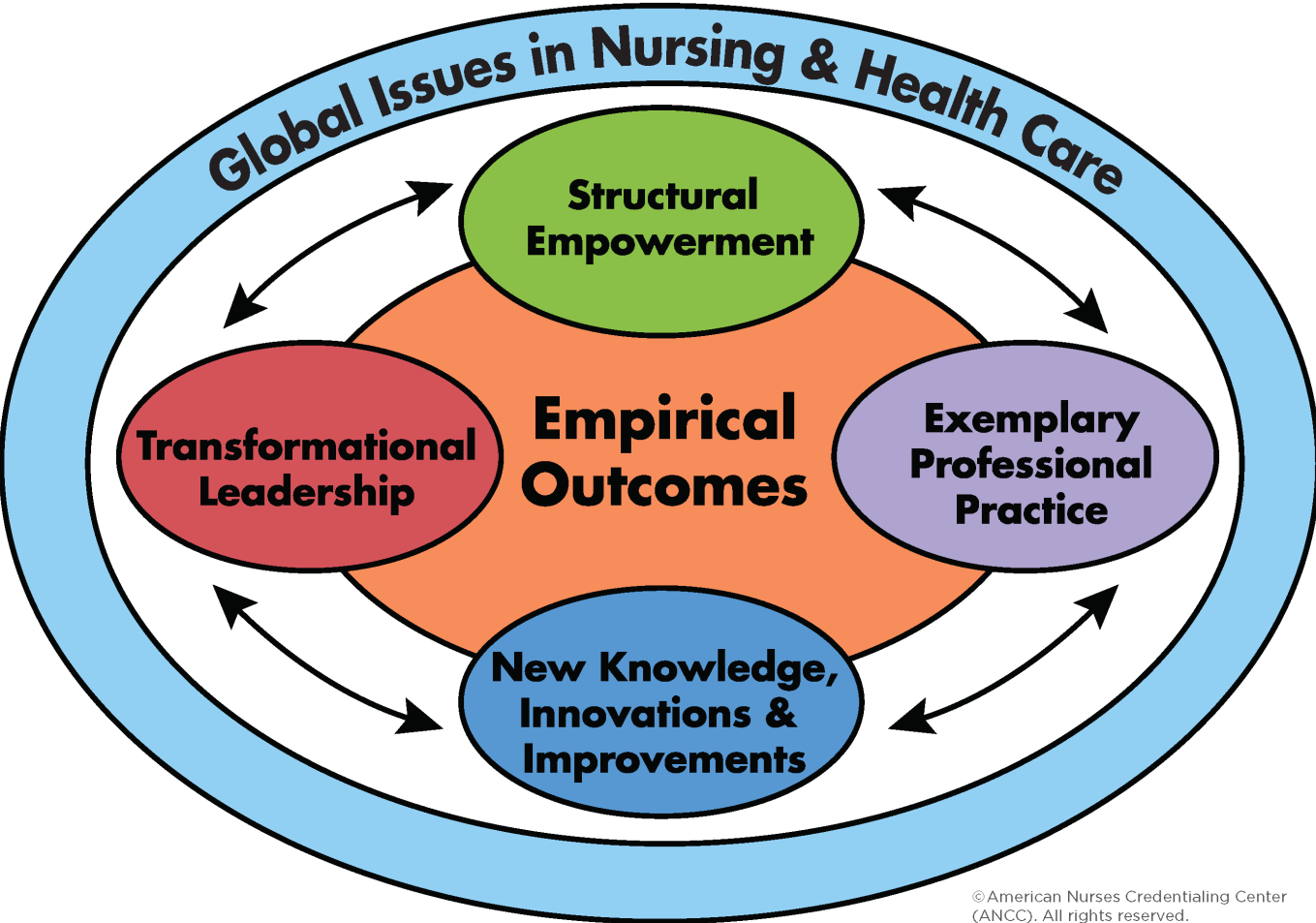
**Vision:** Our vision is to provide outstanding patient and family-centered nursing care.

# Magnet

As a four-time Magnet® designated hospital, we are proud to be among the top 1% of hospitals worldwide to receive this prestigious distinction. Magnet® designation is awarded to organizations that have demonstrated their nurses are the “best of the best,” working in an environment that fosters collaboration, interdisciplinary teamwork, and the advancement of professional development.

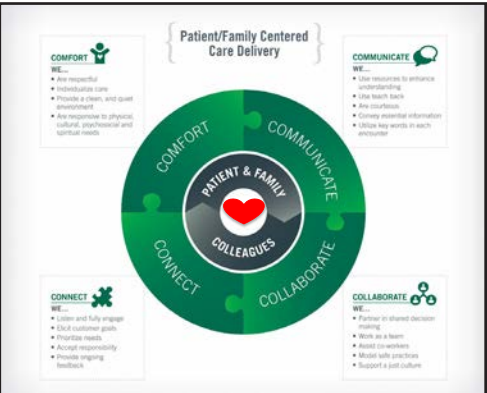
This culture emphasizes improving patient outcomes, offering professional growth and development opportunities, supporting clinical decision-making at the bedside, and focusing on professional autonomy. It is also an environment that recognizes and rewards achievements, enhances interdisciplinary collaboration, and contributes to high job satisfaction.

As a Magnet® organization, we are guided by four core principles—transformational leadership, structural empowerment, exemplary professional practice, and new knowledge, innovations, and improvements—which serve as a framework for addressing local and global healthcare challenges.



# Professional Practice Model

A professional practice model illustrates the alignment and integration of nursing practice with the mission, vision, values, and philosophy of nursing. At Southern New Hampshire Health, patients and their loved ones are central to everything we do. We support their journey to health and wellness by surrounding them with a high-reliability organization focused on delivering the highest quality of care provided by the best staff.



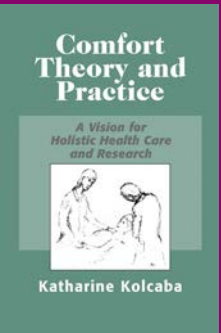
# Patient Care Delivery Model

The Patient and Family Centered Care Delivery Model illustrates the way in which we deliver exceptional care to our patients by focusing on the integration of comfort, communication, connections, and collaboration into the care provided.



# Nursing Care Delivery Model

At Southern New Hampshire Health, our staff focuses on the importance of creating meaningful relationships with patients, their families, and their colleagues to provide the highest quality care to our community. Relationship-based care results in a caring and healing environment that centers on what is most important to patients and families.



# Nursing Theory

Katharine Kolcaba’s Theory of Comfort guides staff to assess and manage patient discomfort by identifying the four contexts in which pain occurs: physical, psychospiritual, sociocultural, and environmental. The care plan is then adjusted to provide interventions that bring patients relief, ease, and/or transcendence from their discomfort.



# Transformational Leadership

Our approach to transformational leadership encourages leaders to motivate and inspire nurses to achieve exceptional results while empowering them to develop their own leadership capacity.

Focuses on areas including:

**Strategic planning**, in which nurses at all levels are included in identifying priorities and determining how priorities will be addressed at various levels of the organization.

**Advocacy and influence** by which nurses at all levels advocate for resources and influence changes in the care delivery system to improve staff and patient outcomes.

Transformational leadership is demonstrated in our everyday practices and larger initiatives. The patient throughput initiative, hiring of full-time clinical teachers, and IV pump problem-solving are all examples of this philosophy in action.

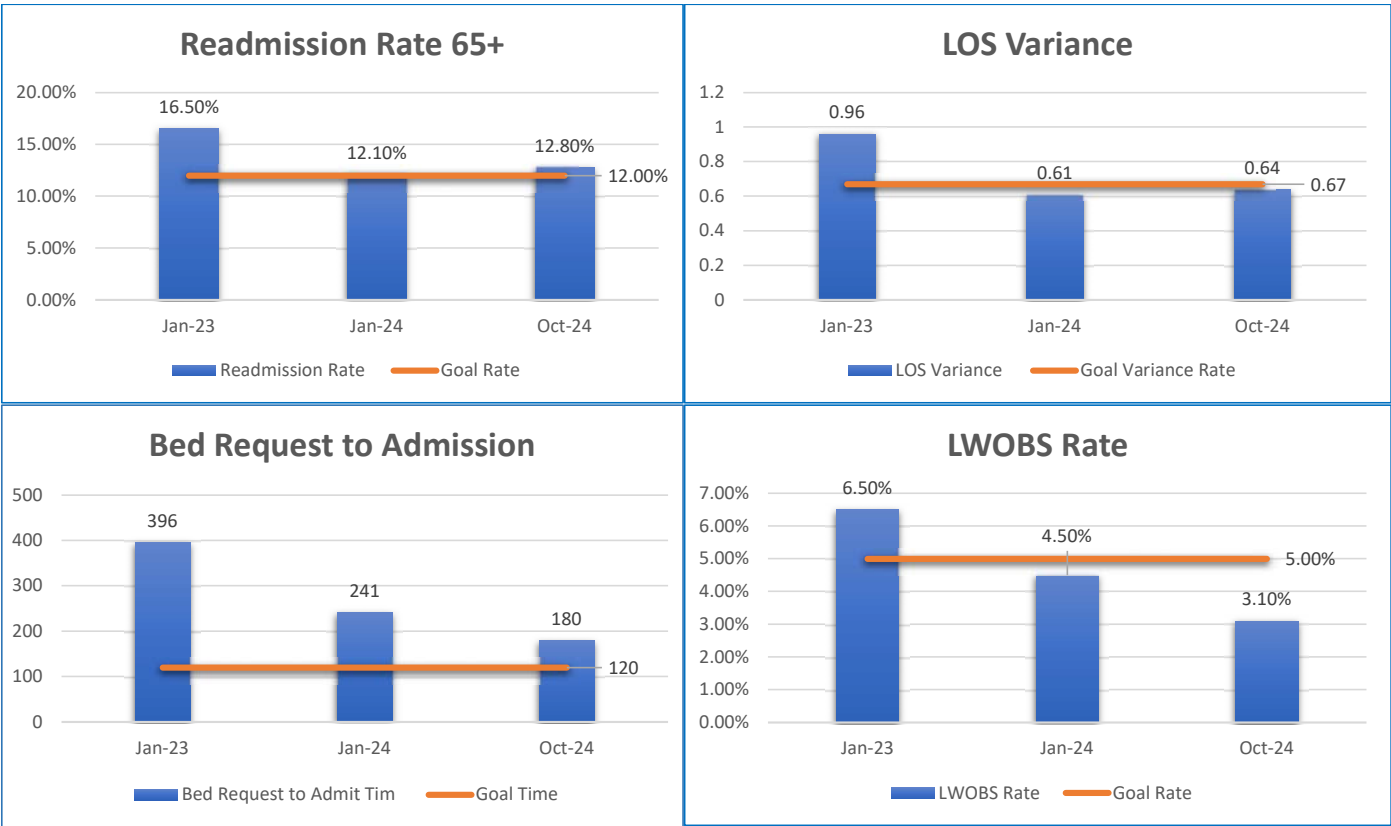


Frontline staff and leaders from across the organization participated in a strategic planning exercise for FY24.



## Patient Throughput Initiative 2024

Nurses of all roles participated in developing the initiatives and process enhancements derived from the Huron assessment and the Fit for the Future program, which positively influenced our patient flow metrics and the financial stability of our organization. The collaborative efforts of our nursing staff, interdisciplinary teams, and leadership have resulted in improved patient experience and substantial financial savings for Southern NH Health, surpassing initial projections.



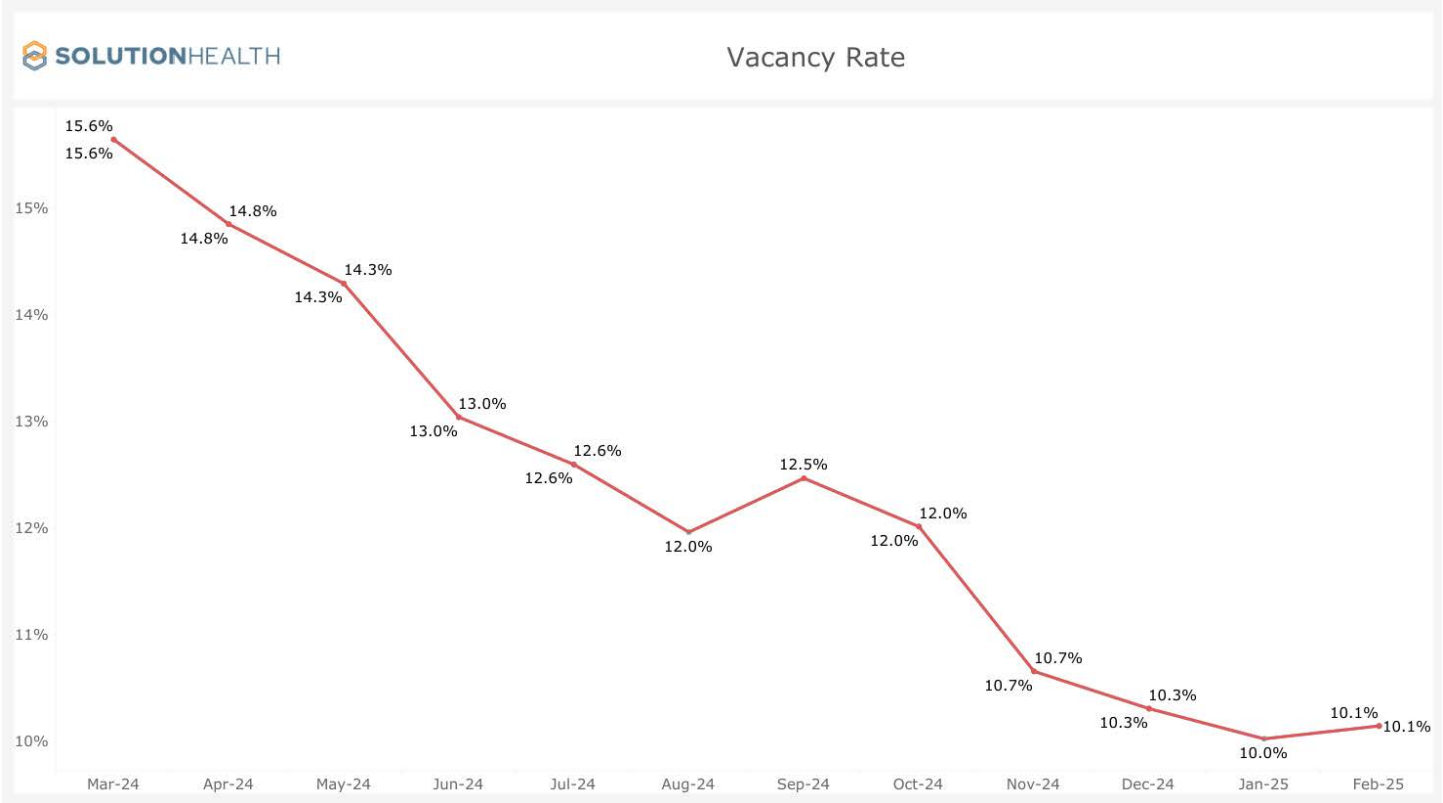
PILLAR	SNHHS GOALS	PCS GOALS
ENGAGE	<ul style="list-style-type: none"><li>Engagement and Experience</li><li>Health Equity / DE&amp;I</li><li>Screening for SDOH</li></ul>	<ul style="list-style-type: none"><li>Improve Patient Satisfaction</li><li>Improve BSN Rate</li><li>Improve RN Certification</li><li>Improve RN Satisfaction Rate</li><li>Improve Staff Retention/Decrease RN Vacancy Rate</li></ul>
DELIVER	<ul style="list-style-type: none"><li>Operational Efficiency</li><li>Quality Performance</li></ul>	<ul style="list-style-type: none"><li>Improve Manager Financial/Budgetary Knowledge/Confidence</li><li>Decrease LOS Through Huron Objectives</li></ul>
INNOVATE	<ul style="list-style-type: none"><li>Trauma Service Line- ACS Certificatoin</li><li>Find a Better Way - First Choice for Care Givers</li></ul>	<ul style="list-style-type: none"><li>Reduce CAUTI Rates</li><li>Reduce CLABSI Rates</li><li>Redice Falls with Injury Rates</li><li>Reduce HAPI Stage 2 or Above Rates</li></ul>
THRIVE	<ul style="list-style-type: none"><li>Operating Margin</li><li>Eclipse Project Execution</li><li>Huron Performance Improvement Plan</li></ul>	<ul style="list-style-type: none"><li>Decrease Contracted Labor Costs</li><li>Decrease Bonus Pay Labor Costs</li></ul>
GROWTH	<ul style="list-style-type: none"><li>Surgical and Procedural Growth</li><li>Primary and Speciality Growth</li><li>Accountable and Value-based Care</li></ul>	<ul style="list-style-type: none"><li>Expand Available Inpatient Beds</li><li>Expand FMP/MC RN Collaboration and Alignment</li></ul>



# Full-Time Clinical Educators/Teachers

Our organization excels in forward thinking and planning for continuous improvement to benefit our staff and patients. With continuous improvement comes many new workflows, initiatives, equipment, etc., that our unit-based clinical educators have helped to bring to fruition. They have served as teachers, at-the-elbow support, help on the floor, and much more.

The full-time clinical teachers have been instrumental in supporting the RN residency program, therefore decreasing RN vacancy and first-year turnover. The development of the robust Nurse Residency Program has brought a large volume of new nurses through our doors. We recognize the importance of equipping new nurses with the resources and support necessary for a confident start to their careers. To that end, we advocated for full-time, unit-based clinical educators dedicated solely to their teaching roles. We are already seeing the substantial benefits of this initiative in action.



# Staff Engagement Drives IV Pump Choice

Our bedside RNs raised concerns to leadership about the shortage of IV pumps, which created daily challenges in their work. In response, leadership advocated for purchasing new IV pumps to allow staff to focus on patient care instead of searching for equipment. Clinical RNs were then invited to participate in live demonstrations of the Baxter IV pumps in September 2022 and the Alaris IV pumps in December 2023. Feedback was gathered from bedside staff, who overwhelmingly preferred the Alaris pump. Training for the Alaris IV pump began in September 2024, with a go-live date of September 24, 2024, supported by at-the-elbow Alaris assistance and RN superusers.



# Visibility, Accessibility, and Communication

Transformational leadership works best when leaders participate in mentorship, succession planning, information sharing, and problem-solving activities. Our leaders prioritize this involvement and accessibility.

## Warm Brew with Sue

Chief Nursing Officer Sue Santana continues to set aside time to visit each department, providing the opportunity to get to know each other and discuss what matters most to each employee. As a nurse leader, our CNO strives to remove barriers to providing high-quality patient care and a highly satisfied nursing workforce.

## CNO Council

This council is comprised of a group of bedside nurses from throughout PCS and serves as a think tank to help advance patient care services while offering direct communication between bedside staff and the CNO, encouraging front-line staff to bring their voices to the table. The goal is to identify and address issues and provide an open line of communication from bedside nurses directly to the CNO.



# Structural Empowerment

Structural empowerment provides the social structures that allow individuals to achieve their work goals through access to opportunities, relevant information, support, and resources.

Our empowerment initiatives focus on areas such as:

### Professional Development

- 78.8% of nurses at SNHMC have their BSN or higher.
- 20.3% of all SNHMC RNs are certified in their specialty.
- Reminder: If you obtain a new degree and/or certification, share this information with your leadership team!

**The ANCC Success Pays Program** has removed many barriers to getting nurses certified. There is no out-of-pocket expense for nurses, and no payment is required for a failed exam attempt (with a maximum of two opportunities to pass). Certification preparation resources and free study aids are available. Nurses may choose a specialty, review the credentials awarded, check eligibility criteria, explore study aids, and develop a study plan. The following quotes are from nurses who have utilized this program:

*“The Success Pays program was key in my ability to pursue med-surg board certification. This program allowed me to shift my focus away from the financial commitment and focus on the opportunity at hand. Despite feeling fully ready to proceed, I would have dragged my feet on obtaining certification simply because of the upfront cost. I am so grateful for this program that has supported my efforts in improving my knowledge and giving me the opportunity to become certified in something I feel so passionate about!”*

Julianna Greenwood, 3 West Clinical Teacher

“Without this program, I would have had to pay for the exam up front and out of pocket while waiting to be reimbursed. For financial reasons, I likely would not have taken the exam without this program.”

ABIGAIL GORDON, 3 WEST RN



## Workforce Development

### DOL Nursing Expansion Grant

As a partner employer, Granite State P.A.R.T.N.E.R.S was awarded a grant from the Department of Labor to assist 300 individuals in achieving registered nurse status. Southern NH Health is facilitating access to this opportunity for members of our Nashua community. In December 2024, we enrolled 28 of our own employees from diverse roles across our organization to advance their careers by becoming registered nurses. The grant covers tuition, nursing program preparation, and access to various community services tailored to individual requirements.

## Teaching and Role Development

### Nurse Residency Program

“The shift from classroom learning to professional practice is exciting and challenging for new nurses. Our nurse residency program is crafted to equip new nurses with the tools, knowledge, and experience needed for success in an acute care environment. Recent program alumna Breana Vermette, RN, shared, The Nurse Residency Program at SNHMC allowed me to learn and grow as a new graduate nurse. I received all the education and training to perform my role effectively while being free to learn on the job. In this program, you are given the tools to become a great nurse and are encouraged to learn through experience. The preceptors are wonderful and know just how much to push you and what support you may need. I can truly say I am a more competent and confident nurse because of the program.”

The Nurse Residency Program at SNHMC includes eight essential elements: specialized education, specialty tracks, dedicated support, continuous development, individualized orientation, evidence-based practice, simulation-based learning, and expert clinical resources. With dedicated mentors, a rich array of resources, specialized training, and a strong commitment to patient-centered care, the program prepares nurses to become proficient healthcare professionals, ready to make a meaningful impact on the lives of patients and their families. Our dedication to nurturing new nurses ensures they are well-prepared to meet the high standards of excellence and compassion in patient care. As a result, 90% of our new nurses remain at Southern NH Health after completing the program.



Surgical Technologist Certificate Program

Southern NH Medical Center’s surgical technologist certificate program is a nine-month program that seamlessly blends online learning modules with hands-on experience. Participants gain practical skills under the guidance of experienced professionals within our hospital’s labs and operating rooms. The program also offers rotations through diverse surgical specialties, exposing participants to a wide range of procedures.

LNA Apprenticeship

Launched in January 2024 with Apprenticeship NH and Manchester Community College, four students joined this innovative program, spending six weeks in classroom learning at MCC, followed by hands-on clinical experience at Southern NH Health. Now, all four have seamlessly transitioned into LNA positions with us. This earn-while-you-learn model allows apprentices to earn a salary while studying, removing financial barriers and providing valuable skills for them and qualified, passionate team members for us.

House Support Float Pool

The house support float pool, which launched in January 2023 with four travel RNs, has expanded to 19 experienced RNs across specialties like med-surg, step-down, cardiac, ICU, and emergency medicine. Over 18 months, 11 RNs transitioned from travel to full-time roles. This skilled team supports diverse staffing needs, often serving as charge nurses and preceptors, and has integrated smoothly into Southern NH Medical Center, aiding with onboarding and participating in unit-based practice councils to meet float pool needs. Their work has reduced floating for med-surg and ICU staff, improving satisfaction, retention, and work-life balance. This works toward our goal of reducing turnover and reliance on travelers.

ESOL Classes For Employees

This initiative, in collaboration with the Nashua Adult Learning Center (NALC), began in April 2024. It aims to empower our employees within the health system to achieve their personal and professional goals. We have created a customized

curriculum that addresses the specific needs of our workforce. NALC provides a qualified instructor who delivers informative and engaging classes. We’ve seen a strong interest from employees who want to strengthen their English skills for various reasons, from achieving personal growth to building confidence in communicating with colleagues and supervisors. This program demonstrates our leadership’s dedication to fostering a culture where continuous learning is valued and encouraged.

Commitment to Community Involvement

Re-Established the Behavioral Health Services Collaborative

The SNHH Behavioral Health Services Collaborative (BHSC) was reestablished in June 2024. This collaboration between Foundation Counselling and Wellness, Foundation Collaborative Care, Doorways, Center for Recovery Management Nashua, and Southern NH Medical Center (ACCESS team, behavioral health unit, substance use disorder intensive outpatient, and partial hospitalization program BH services). The BHSC also includes quality, care coordination, the CNO, and internal and external ad hoc members.

We are still defining the BHSC, but the initial goals are to:

- Understand what each service provides
- Identify potential gaps in services
- Collaborate to meet the behavioral health needs of the community
- Collaborate with external resources to gain a better understanding of available resources/ services
- Review cases in real-time
- Provide education (i.e. new regulations, new resources, networking)

Community Service/Involvement

- **PB&J donation:** When we called for peanut butter and jelly donations to help feed hungry children, our Southern NH Health family stepped up in a big way. Together, we donated 171 jars of peanut butter, 96 jars of jelly, and one jar of Fluff – to Nashua Soup Kitchen and Shelter and other local pantries in our communities.
- **Health occupations collaboration:** We are dedicated to supporting the Nashua High School Careers and Technical Education- Health Occupations program, which offers students a chance to explore healthcare careers during their junior and senior years. The program, funded by Perkins grants, the school budget, and community support, has recently benefited from SNHH’s increased involvement, including financial aid for events, medical supplies, and the donation of eight hospital beds. The popular program provides hands-on learning through classroom studies and clinical experiences. Students often earn their LNA certification and find immediate employment opportunities. SNHH’s support invests in the future healthcare workforce, contributing to a healthier community.
- **NCLEX trivia night:** We sponsor a Jeopardy-style trivia night to help nursing students prepare for their exams. The winning team’s exam fees are covered by Southern NH Health.

Patient and Family Services

Hospital and community hosted a public event with author Cheryl Field in May 2024 around making advanced healthcare decisions.

Practical Strategies for Health Care Decision-Making in Aging

Tips to build resiliency and reduce stress as we age



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Whether you’re caring for a loved one or preparing for your own golden years, author Cheryl Field, MSN, RN, CRRN, is coming to Southern New Hampshire Medical Center to offer practical tips to support patients, caregivers, and extended family. She is the author of *Prepared! A Healthcare Guide for Aging Adults* and will speak with staff about building resiliency and reducing stress as we age.

Join us for a compelling day of presentations and activities to build confidence as you navigate the complexities of geriatric health care and learn to mitigate the associated stress.



**Grand Rounds: Empowering Caregivers to Build Resiliency and Reduce Stress\***

For SNHH Staff and Providers

Wednesday, May 8, 2024  
12:00-1:00 P.M. via Zoom

Registration Required: Email [Michelle.Diana@snhhs.org](mailto:Michelle.Diana@snhhs.org)

\*Southern New Hampshire Medical Center is accredited by the New Hampshire Medical Society to provide continuing medical education to physicians and designates this live activity for a maximum of one (1) AMA/PRA Category 1 Credit(s) per session. Physicians should claim only the credit commensurate with the extent of their participation in the activity. The Southern New Hampshire Continuing Medical Education Program takes responsibility for the content, quality, and scientific integrity of this continuing medical education activity. The continuing education hours here within, which are in accordance with the Accreditation Council for Continuing Medical Education (ACCME) policies, will meet the American Nurses Credentialing Center (ANCC) accredited Continuing Nursing Education (CNE) criteria.

**Planning Peace of Mind: Steps to Complete Advanced Directives**

Wednesday, May 8, 2024  
2:00-4:00 P.M.  
Medical Center Lobby, 8 Prospect St, Nashua

Join Patient & Family Services, Care Coordination, and author Cheryl Field to learn about the importance of making your needs known with advanced directives in the event of an unexpected health event. Fill out the *Advance Care Planning Guide* and bring completed forms to be witnessed and notarized. SNHH patients are invited to have their forms scanned into MyChart.

**Empowering Caregivers to Build Resiliency and Reduce Stress - Community presentation with dinner and discussion**

For SNHH Community Members - Staff are Welcome

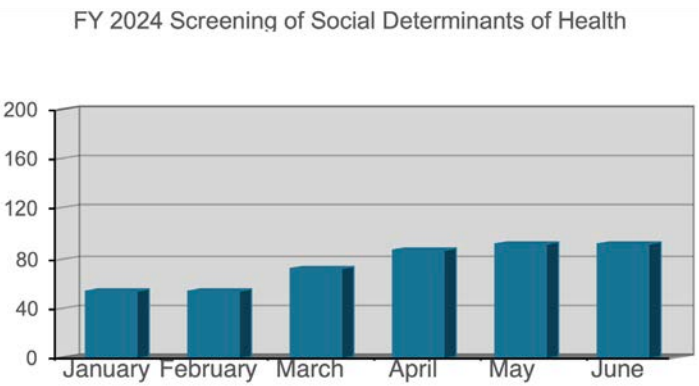
Wednesday, May 8, 2024  
4:30-6:30 P.M.  
ABCD Conference Room, 10 Prospect St, Nashua

Join author Cheryl Field for practical tips to help support patients, caregivers, and extended family when an unexpected health event occurs. Copies of her book, *Prepared! A Healthcare Guide for Aging Adults*, will be provided to those who register and attend. A light supper will be served.



Reservations required.  
Scan the QR code to reserve your spot.

**Social determinants of health screenings** began in July 2023 to identify patient needs and foster community partnerships for improved patient care. The aim is to screen 80% of inpatients over 18. Social determinants of health—conditions and environmental factors impacting quality of life—are assessed in alignment with Centers for Medicare and Medicaid Services guidelines. Patient responses help our case management and social services teams connect them to community resources to address these factors, ultimately enhancing health outcomes through community support.





# Recognition of Nursing

Nursing recognition is crucial for validating nurses' hard work and dedication, which boosts morale and job satisfaction. Acknowledgment of their contributions fosters a supportive work environment, encourages professional growth, and reduces burnout and turnover. It underscores the vital role that nurses play in patient care and healthcare systems, ultimately leading to improved patient outcomes and overall quality of care.

## DAISY/High Five Awards

The DAISY Award is an important monthly recognition program celebrating extraordinary nurses who go above and beyond to provide compassionate, skillful care. Founded to honor nurses for their unwavering dedication, the award highlights those who make a meaningful difference in patients' lives through their clinical expertise, empathy, and kindness. By recognizing the impact of nurses on patient care and recovery, the DAISY Award boosts morale and inspires a culture of appreciation and excellence within our organization. Celebrating these achievements underscores the

critical role of nurses in the healthcare system, encouraging them to continue delivering exceptional care and strengthening patient trust and satisfaction.

The High Five SHINE award was developed to recognize the non-nursing patient care staff that have truly gone above and beyond to support our nurses and our mission in terms of work ethic, attitude, and/or professionalism.



Don't forget: Every employee has the opportunity to nominate a colleague for the excellence award by visiting the Award Center on the Pulse and clicking "Nominate now."

## Employee of the Month/Year

Each month, Southern NH Medical Center chooses an employee of the month. Three times last year, those employees were nurses: Desiree Letellier, RN, intensive care unit; Erin Reilly, RN, cardiac rehab, and Roger LaFlamme, LNA, 3 west.

## Certified Nurses Day

We celebrated our certified nurses at the annual Certified Nurses Day Tea. Certified nurses were invited to share in snacks, raffles, and giveaways!

## Nurses Week

We celebrated Nurses Week with five days of fun and appreciation, including a carnival, games and trivia, the annual Appreciation Breakfast, Nursing Excellence Awards, and spirit day! Sue Santana said, "This event prompts us to pause and thank our nurses and the entire nursing team. It recognizes the tremendous effect their skills and dedication have on the communities we serve now and for generations into the future."



### SOUTHERN NURSES ARE DAISY WINNERS

<p>May 2023 ED/Annex Staff</p>	<p>June 2023 Nicole Stryker 3 West</p>	<p>July 2023 Gabriella Davidson Pediatrics</p>	<p>August 2023 Morgan Vilette &amp; Tabatha Gerber Birthplace</p>	<p>September 2023 Gabriella Davidson &amp; Crystal Cruz Pediatrics</p>	<p>October 2023 Jordan Laferriere Emergency Dept.</p>
<p>November 2023 Emily Baker Emergency Dept.</p>	<p>December 2023 Desiree Letellier Intensive Care</p>	<p>January 2024 TJ Lawlor 3 East</p>	<p>February 2024 Erin Reilly Cardiac Rehab</p>	<p>March 2024 Kelsey Mansfield Intensive Care</p>	<p>April 2024 Sharon Deary Breast Center</p>

Jennifer Moran  
Amherst OBGYN

Lisa Dellagatta  
Women's Care of Nashua

THE DAISY AWARD  
FOR EXTRAORDINARY NURSES  
IN MEMORY OF J. PATRICK BARNES

SOUTHERN NURSES MAKE A DIFFERENCE



# Exemplary Professional Practice

Exemplary professional practice integrates the art and science of patient care to produce extraordinary outcomes that benefit patients, staff, and the community. This includes collaboration, skilled communication, professional, evidence-based practice, and resource stewardship.

Our practice focuses on areas including our professional practice model, interprofessional care, patient experience, and quality outcomes.

## Professional Practice Model

### Shared Governance

**The nurse practice council (NPC)** is a shared governance structure at SNHMC, aimed at improving patient care and outcomes through evidence-based practices and setting nursing standards that align with our professional practice model. As our NPC continues to grow post-pandemic, it was time to welcome new leadership! After nominations and voting, we are excited to announce our new co-chairs, Irene Arevalo Jimenez (4 West clinical educator) and Jen O'Neill (ICU clinical educator), along with our new secretary, Christine Greve (3 west resource nurse).

**Unit-based practice committees** engage clinical staff on the unit level in shared governance with the goal of improved patient-centered care and the practice environment through the application of the Professional Practice Model. Following COVID's many challenges in the healthcare system, our unit-based practice committees have been nearly impossible to maintain. We have turned a large corner and have all unit-based practice committees back up and running with bedside staff leadership and incredible staff engagement!



**Pastoral care** focuses on supporting patients and families experiencing grief, physical pain, or spiritual distress, as well as providing staff support. They have assisted approximately 7,800 patients on their spiritual journeys and supported staff through two key initiatives: the Tea Cart for the Soul, which visited 17 departments with gestures of kindness and appreciation, and the Compassion Café, which provided lunch and support to approximately 532 staff members across 12 departments. The team also welcomed a new staff chaplain, Margaret.

**RN satisfaction data from Press Ganey** - We have outperformed the benchmark per Magnet standards.

- Adequacy of resources and staffing: Most staff feel they have the resources, sufficient time, and staff they need to provide the best care for our patients.
- Autonomy: Most staff feel they are involved in decisions that affect their work, can act independently within their scope of nursing practice without asking for approval, ensure the patient's best interest is in mind, and have the opportunity to influence nursing practice within the organization.
- Leadership access and responsiveness: Most staff feel the person they report to supports free exchanges of ideas and opinions, is responsive when they raise an issue and is accessible. They feel senior nursing leadership is responsive to feedback.
- Professional development: Most staff feel our organization provides career development opportunities, provides the training necessary to do a good job, provides opportunities to learn and grow within the organization, and that the person they report to uses the performance process to provide coaching on professional development.

## Interprofessional Care

### Reverse the Cycle

Reverse the Cycle is aimed at better responding to patients with high-risk substance use. Our peer recovery coaches (PRCs), are non-clinical professionals with lived experience in addiction who engage, educate, and support individuals on their recovery journey. In the emergency department, nurses conduct universal screening to identify substance use behaviors with at-risk patients referred to a PRC. The PRCs work closely with the care team to develop transitional care plans, visit inpatient units, and provide post-discharge support, including 90 days of dedicated community support for those who have experienced an overdose. This program represents a significant new resource in our goal of patient-centered care.



### Sound Anesthesia

We have partnered with Sound Anesthesia to manage our anesthesia programs. Sound is well-known for its collaborative culture, physician leadership, technology, clinical processes, and analytics. Their deep clinical support and infrastructure investments will empower us to continue improving patient outcomes. Access to Sound's robust clinical learning and development programs will support career growth and further training on leading-edge technology, best practices, national trends, and clinical leadership.

## Nursing Excellence (Above and Beyond)

### Trauma Designation

We are officially designated as a Level III-N Trauma Center by the American College of Surgeons Committee on Trauma. SNHMC is one of only two American College of Surgeons (ACS) Level III trauma centers in New Hampshire and the only ACS Level III verified hospital with neurosurgical capabilities. SNHMC earned this designation by meeting high standards in trauma care for patients with prompt assessment, resuscitation, surgery, intensive care, and stabilization.

As demonstrated by this verification, Southern NH Medical Center is committed to providing the highest standards of surgical care. This designation reflects our proven record of adhering to the most rigorous standards in surgical quality—to minimize complications, improve outcomes, and save lives. Our participation in ACS Quality Programs helps ensure we continue providing our patients with the best care possible.





**IBCLC**

We have received a prestigious award recognizing our lactation program. The Hospital-Based IBCLC Care Award is given by the International Board of Lactation Consultant Examiners® (IBLCE®) and the International Lactation Consultant Association® (ILCA®). This global recognition celebrates our commitment to providing exceptional lactation support at SNHMC. This award underscores our commitment to maternal-child health and our ongoing efforts to support breastfeeding families. We are proud of our team of IBCLCs who work tirelessly to ensure that every family receives the best possible care and support.

**Stroke**

The Southern NH Medical Center Clinical Development team successfully hosted a Regional Advanced Stroke Life Support® (ASLS) Training from June 10-12. This event brought together both prehospital and inpatient health care providers from across the region, including Southern New Hampshire Medical Center, Dartmouth Hitchcock Medical Center, Elliot Hospital, Concord Hospital, Noble Hospital (Baystate Health), Boston Medical Center, Beth Israel Deaconess Hospital, as well as EMS systems in New Hampshire, Massachusetts, and New York.

Our staff instructed participants in critical skills for responding to strokes and trained many to become ASLS providers and instructors. The blended learning program included online modules, hands-on simulation practice, and testing, ensuring comprehensive and practical learning experiences.



**Staffing, Scheduling, and Budgeting**

The staff here at SNHMC have a voice at the table when it comes to influencing decisions surrounding the staffing, scheduling, and budgeting process. Two examples stand out. Following the unit’s closure due to the COVID-19 pandemic and the many global issues that came along with it, we have successfully increased 4 West to the max capacity of 22 inpatient beds. In addition, we have implemented ICU staff rounding on inpatient units to aid with early recognition of patient decline and prevention of failure to rescue.

**A small glimpse of the FY24 capital purchases supported by SNHMC based on staff feedback:**

- IV pumps
- Vital Sign Monitors (28)
- AccuVein vein finders
- Med/Surg beds (30)
- Powered bariatric recliner (4)
- Bladder scanners
- Suction regulators (22)
- EKG machine
- Stryker Labor Beds (5)
- Nara Bassinets (16)
- Sleeper sofas for the Birth Place support person (18)
- Glass barrier in the ED
- Redesign of Patient and Family Services office space
- HUGS infant protection upgrade

**Patient Experience**

Patient experience includes all the interactions patients have within the healthcare system. As a key aspect of healthcare quality, it covers various parts of care delivery that patients find important when seeking and receiving care. Our organization embraces a patient-centered approach, so understanding our patients’ feedback is essential to us.

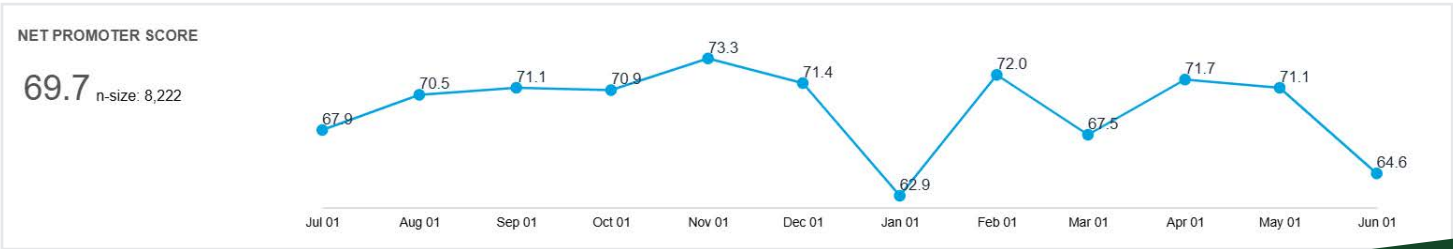
**Patient Google Review Quotes:**

“My daughter was in a very severe accident in June. She had 2 major surgeries right away and an 8 day stay in ICU. After a 2 month stay and a few more surgeries, it was on to inpatient physical therapy. I’m happy to say they saved my daughter’s life. I would never want to ever go through that experience again, but I’m glad we went there.”

“It was my first time going to the ER and first time having surgery, and they made the anxiety I had with it a lot easier. I highly recommend this hospital to anyone. The care I got was perfect to my needs, and I’m thankful that they made the process easy for me.”

“I have had two procedures there in the last 8 months. I received excellent care, the hospital was clean, my procedures were on time, the nurses and doctors were great!”

“Every interaction with each staff member, including both doctors and nurses, was nothing less than spectacular. The bedside manner combined with skill is like nothing I have ever experienced. I would not go anywhere else. Can’t say enough good things.”







### Quality Outcomes

We celebrated Healthcare Quality Week with our annual Quality Symposium. Teams from across Southern New Hampshire Health had the opportunity to share their quality improvement efforts with a board game twist.

Each team presented their project to a panel of judges and was scored on how well the project aligned with SNHH’s strategic goals of value, growth, engagement, and quality, along with a grand prize winner for the highest overall score.

The 2023 winners were:

- Value: Deliver efficient, cost-effective services to ensure the ability to invest in the future.

**Winner: Sticks and Splatters**

- Growth: Focus efforts on continued growth – organic and new markets – and strengthen strategic partnerships.

**Winner: A Ticket to Ride**

- Engagement: Optimize service delivery and access to improve patient, community, provider, and staff engagement.

**Winner: Connect 4 for Pain**

- Quality: Create a high-reliability organization to improve the health and safety of the people we serve.

**Winner: A Monopoly of Process Improvement**

- People’s Choice Award (voting by paper/electronic).

**Winner: Sticks & Splatters**

- Grand Prize: The highest score from judges.

**Winner: Clearing the Hurdles of Ambulatory Triage**

# New Knowledge, Innovation, and Improvements

New knowledge, innovation, and improvement drive the thoughtful use of evidence-based practices and research in clinical and operational processes, improving outcomes for patients and staff.

Our focus is on:

## Interprofessional Care

Nursing research and evidence-based practice (EBP) are crucial to the Magnet Recognition Program as they promote high-quality patient care, enhance nursing knowledge, and foster a culture of continuous improvement. By integrating the latest research findings into clinical practice, nurses can provide care that is scientifically grounded, leading to better patient outcomes and safety.

One of our goals for FY25 is to implement an evidence-based practice and nursing research forum, which will function as an extension of the Nurse Practice Council, helping to drive evidence-based improvements in patient care and the nurse practice environment.

## Innovation

### Maternal Child Health

Implementing Beyfortus, the monoclonal antibody to protect our most vulnerable babies and pediatric patients against RSV. This was a collaborative approach with our partners in pharmacy and quality.

### Airo TruCT

We are the first hospital in northern New England to offer patients Stryker Airo® TruCT® mobile imaging technology. Our neurosurgeons can now perform real-time, high-quality CT scans during spine and brain surgeries to boost visibility and accuracy, with the goal of improving patient outcomes.





**Total Update of All OR Suites**

Southern New Hampshire Medical Center has upgraded nine operating room suites with the latest technology and advanced medical equipment. These state-of-the-art enhancements highlight our commitment to delivering high-quality, evidence-based care while expanding access to a wide range of surgical specialties for patients in our community.

The upgraded operating rooms support a diverse array of surgical specialties, including neurosurgery, orthopedics, gynecology, urology, bariatrics, colorectal, vascular, ENT, general surgery, podiatry, breast surgery, and plastic surgery. These advancements ensure that SNHMC remains at the forefront of medical innovation, enabling patients to achieve the best possible outcomes without leaving the area.

Equipped with cutting-edge tools such as robotic-assisted surgery platforms, advanced imaging systems, and state-of-the-art monitoring equipment, the new operating rooms empower surgical teams to perform procedures with greater precision and efficiency. These technologies enhance both the safety and effectiveness of surgeries, reflecting our dedication to excellence in patient care.

The expansion of surgical services at SNHMC is part of a broader initiative to meet the growing healthcare needs of the region. By integrating advanced surgical techniques and technologies, the hospital is positioned to offer both routine and complex surgeries, ensuring patients have access to top-tier care close to home.

**Endo GI Genius**

We are the first in the southern New Hampshire region to offer enhanced colonoscopies with the GI Genius™ intelligent endoscopy module. The technology uses artificial intelligence to help physicians detect potentially precancerous polyps. Early detection is essential to preventing colorectal cancer, but polyps can be difficult to see, and physicians vary in their ability to detect and remove polyps. The GI Genius™ module uses advanced visualization and AI software to highlight polyps.

**Hercules Patient Positioner**

With the help of our philanthropic organization, Legacy Trust, we added 11 Hercules patient positioners in the ICU. This device assists in patient handling, such as boosting, transferring, and sliding, a common activity in health care, with the average caregiver boosting eleven times per shift. This results in a physical burden for staff due to the frequency of lifting/lowering or pushing/pulling movements that require high forces and awkward or static postures as well as increased patient risk. The Hercules Patient Repositioner can improve both issues. In addition to the reduced staff work burden and risk for injury, this device also has been proven to decrease hospital-acquired pressure ulcers by 25%.

**Patient Skin Check**

3 West implemented a dual RN skin check upon patient admission and/or transfer between units to standardize skin assessments and decrease hospital-acquired pressure injuries, utilizing an algorithm to incorporate a pressure injury prevention bundle. The Wound Care Committee has since expanded this initiative to all inpatient units, ensuring the care delivered to patients meets high-quality standards.

# In Closing

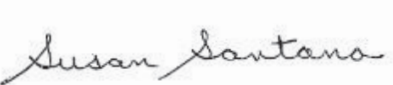
As we reflect on the extraordinary achievements throughout fiscal year 2024, it is clear that Southern New Hampshire Health’s patient care services team exemplifies dedication, resilience, collaboration, and innovation. The remarkable progress we have made—from reducing vacancy and turnover rates to advancing programs like our nurse residency and apprenticeship initiatives—is a testament to the collective efforts of our nursing and clinical teams. Together, we have not only met but surpassed our goals, fostering an environment where excellence in patient care thrives.

The foundation we have built in 2024 positions us to achieve even greater success in the years ahead. The advancements in technology, the emphasis on professional development, and the commitment to evidence-based practices underscore our dedication to delivering the highest standards of care. As we embark on the journey toward our fifth Magnet redesignation, we remain steadfast in our shared decision-making approach and unwavering in our pursuit of clinical excellence.

We are grateful for the steadfast support of our leadership, including President and CEO Colin McHugh, the senior leadership team, and the Board of Trustees. Their vision and advocacy have empowered us to continue growing and innovating, ensuring that we remain a center of healthcare excellence for our community.

To our nurses, clinical teams, and staff—thank you for your unwavering commitment to our mission. Your passion and dedication make a profound difference in the lives of our patients and their families. Together, we will continue to set new benchmarks for quality, compassion, and innovation in healthcare.

With gratitude,



**Susan Santana DNP, MBA, RN, NE-BC**

Senior Vice President of Patient Care Services / Chief Nursing Office



## Notes





