

PATIENT AND FAMILY ADVISORY COUNCIL



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PATIENT AND FAMILY ADVISORY COUNCIL *(Membership during all or part of 2023)*

PATIENT AND FAMILY ADVISORS

Jo Batky
Linda Bergofsky
Stephen Bokat
Nia Cresham
Joyce Dubow
Anita Farb
Michal Freedman**

Henry Gendt**
June Graff
Mahdieh Hajjar-Nejad
MJ Hajjar-Nejad
Joel Hirschhorn
Jean Hochron*
Karen Jaffe

Barbara Kahl
Deborah Kovach
Barrie Kydd
Carol McLeod
Vijaya Melnick
Lori Nam
Mythili Raman

Merlyn Rodrigues
Judith Sackheim
Wendy Schonman
Vicki Stearn
Sabiha Zubairi

SUBURBAN STAFF ADVISORS

Maura Canavan, Program Coordinator, Community Health and Wellness
Diane Colgan, M.D., Assistant Vice President, Medical Affairs
Eunice D'Augostine, D.N.P., R.N., Nursing Director, Acute Medical Units
Charlene Faku, M.S.N., R.N., Clinical Nursing, Manager
Margie Hackett, R.N., B.S.N., B.C., Gerontology, Transition Guide Nurse
Manager
Kris Hakanson, Director, Office of Patient and Family Experience*
Amir Nader, M.D., Intermediate Care Unit Medical Director
Karin Nevius, M.S.N., R.N., C.C.R.N.-K., Director, Professional Practice and
Nursing Quality
Chloe Bauermaster O'Baker, M.B.A., M.S.N., R.N., Patient and Family
Experience Coach
Jennifer Raynor, R.Ph., Director, Pharmacy

Atul Rohatgi, M.D., Assistant Medical Director, Hospitalist Group
Monique Sanfuentes, M.B.A., M.A., Administrative Director, Community
Affairs and Population Health
LeighAnn Sidone, D.N.P., R.N., C.E.N.P., President and Chief Operating
Officer, Suburban Hospital*

**PFAC Co-chairs*

***Joined in 2023*

A LETTER FROM THE PFAC CO-CHAIRS

We are honored to serve as co-chairs of the Suburban Hospital Patient and Family Advisory Council. The collaboration of community and Suburban staff members as embodied in the PFAC is an outstanding example of the importance of the partnership essential to delivering patient- and family-centered care.

The PFAC is a strong and effective voice for patients, families and the local community in all aspects of the hospital's operations. In the past year, the council brought patient perspective to initiatives at Suburban and across Johns Hopkins Medicine (JHM). Some examples include the PFAC's support for Suburban's successful Magnet redesignation — a recognition of its superb nurses and its commitment to organizational excellence, an expansion of patient family advisors' involvement in hospital committees and unit councils, efforts to increase safety and security in the hospital, and participation in Prescription Drug Take Back Day in April and October 2023 alongside Suburban and JHM staff. You can read on the following pages about these activities and more, including the recipients of the 2023 PFAC Leadership Award and a remembrance of two PFAC members we lost in 2023.

We hope you enjoy reading this report as much as we enjoyed putting it together. We look forward to further increasing dialogue and growing the impact of the PFAC throughout Suburban Hospital.

Kris Hakanson

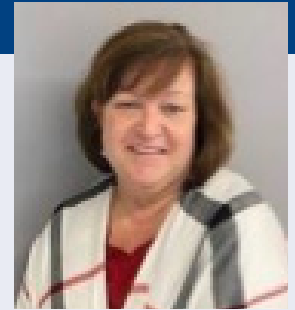
Director of Patient and Family Experience

Jean Hochron

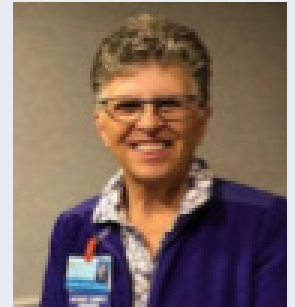
Patient and Family Advisor

LeighAnn Sidone, D.N.P., R.N., C.E.N.P.

President and Chief Operating Officer
Suburban Hospital



Kris Hakanson



Jean Hochron



**LeighAnn Sidone,
D.N.P., R.N., C.E.N.P.**

INTRODUCTION:

SUBURBAN'S PATIENT AND FAMILY ADVISORY COUNCIL AND OUR PATIENT AND FAMILY ADVISORS

This report covers the activities of Suburban Hospital's Patient and Family Advisory Council (PFAC) during the 2023 calendar year. The PFAC is comprised of volunteer members — referred to as patient and family advisors (PFAs) – hospital clinical and administrative staff members and executive leaders. The PFAC's structure models the partnership of patients, families, clinicians and hospital leaders that is the essence of patient- and family-centered care.

All PFAs have prior experience with the hospital as a patient, care partner or volunteer. The PFAs participate in more than 40 Suburban Hospital councils, committees and workgroups to provide the patient and family voice for hospital activities. This widespread participation by PFAs provides the patient, family and community perspective on nearly everything the hospital does. The work of PFAs ranges, for example, from reviewing the redesign of Suburban's emergency department to ensuring that patient handbooks and other publications are understandable and that they contain relevant and necessary information.

The PFAC works closely with the hospital's community health and wellness team. The team's mission is to be a bridge between the community and the hospital. A member attends every PFAC meeting.

The PFAC continued its post-pandemic march forward in 2023. Monthly meetings are now routinely held using a hybrid model of in-person and virtual participation to facilitate broad engagement among all stakeholders. (See *photo below*.) Also, PFAs were asked to participate in regular meetings of committees and councils throughout the hospital, and the PFAs are now working with groups with which they did not previously work.



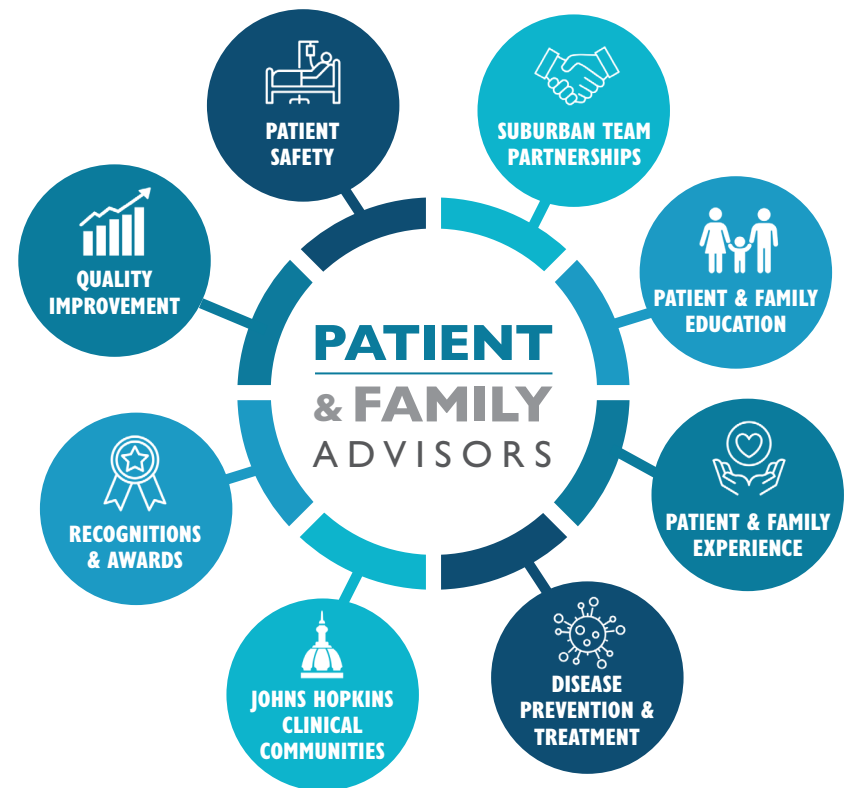
A PFAC monthly hybrid meeting — some members are participating in person and others virtually.

Suburban Hospital includes PFAs in interviews for key management hires which in 2023 included interviews for the vice president of medical affairs and chief medical officer (George Cheely, M.D., M.B.A., was hired), vice president of operations (Alvin “Joe” D’Angelo, M.S., M.H.A., F.A.C.H.E., was the successful candidate) and, volunteer services manager (Alivia Peay, M.H.A., was hired). PFA participation in interviews ensures that the patient and family voice is present during the selection process, increasing the likelihood that executives understand the importance of patient- and family-centered care.

TENETS OF CARE

The PFAC's main objective — to advance the practice of patient- and family-centered care — is unchanged, as are the key tenets of that care as defined by the [Institute for Patient- and Family-Centered Care](#):

- Patients and their families are treated with dignity and respect.
- Health care practitioners share complete and unbiased information with patients and their families in ways that are supportive and useful.
- Health care practitioners encourage patients and their families to participate in care and decision-making at the level they choose.
- Patients, families and health care practitioners work together to improve every aspect of the health care system and the delivery of care.



PATIENT AND FAMILY ADVISORS PARTICIPATION ON COMMITTEES AND COUNCILS

The PFAC's patient and family advisors (PFAs) participate in more than 40 councils, committees and workgroups at Suburban Hospital and throughout Johns Hopkins Medicine. Their involvement and insight bring the patient and family voice to every discussion and demonstrate Suburban Hospital's ongoing and unwavering commitment to patient- and family-centered care.

The following list provides examples of PFA involvement at Suburban Hospital and at Johns Hopkins Medicine:

Patient Safety and Quality

- Workplace Safety and Violence Prevention Committee
- Johns Hopkins Medicine Violence Assessment Task Force
- Comprehensive Unit-based Safety Program (CUSP) Teams
- Suburban Hospital Quality Committee
- Falls Team
- Infection Control Committee
- Suburban Hospital Board Quality Committee

Suburban Hospital Team Partnerships

- PFA Unit Liaisons
- Nursing Unit Councils
- Virtual Nursing
- Team/Department Collaboratives
- Interdisciplinary Clinical Policy Review Committee
- Diversity and Inclusion Council

Patient and Family Education

- Patient Education Committee
- Telemedicine
- Care at Home
- Home Health Collaborative
- Discharge Planning Workgroup

Disease Prevention

- Suburban Hospital Glucose Steering Committee
- Johns Hopkins Diabetes Clinical Committee

Johns Hopkins Medicine

- JHM Patient Family Advisory Council Collaborative
- JHM Diabetes Clinical Communities
- Johns Hopkins Hospital Sepsis Task Force

SUBURBAN RECEIVES SECOND MAGNET DESIGNATION

The PFAC's 2019 annual report highlighted Suburban Hospital's initial designation as a Magnet hospital by the American Nurses Credentialing Council (ANCC).

The ANCC Magnet recognition is the nation's highest standard for professional nursing practice, and fewer than 10% of U.S. hospitals receive this designation. In 2023, Suburban was the first hospital in Montgomery County, Maryland, to receive Magnet designation.

To achieve the designation, organizations must pass an intensive evaluation process that demands widespread participation from leadership and staff. This rigorous process includes an electronic application, written patient care documentation and an on-site visit with review by the ANCC Commission on Magnet Recognition. The ANCC site appraisers met with the PFAC during the onsite visit at Suburban Hospital.

In conferring Magnet recognition in 2019, the ANCC cited the close working relationship among Suburban's nursing staff, the PFAC and PFAs as one of three "exemplars." Magnet recognition is in effect for four years, and an organization must reapply and demonstrate that it continues to meet the required performance standards. Suburban applied for redesignation in 2023.

PFAs met again with the 2023 Magnet appraisers several times, demonstrating the close cooperation between Suburban's PFAC and the nursing staff. The ANCC announced in January 2024 that Suburban achieved its second Magnet designation, citing nine exemplars — an unusually high number. The ANCC's approval mentioned the continuing close relationship between the PFAC and the nursing staff. In particular, the ANCC highlighted the extraordinary performance of LeighAnn Sidone, PFAC co-chair and Suburban Hospital president and chief operating officer.



PFAC Members, Karin Nevius, R.N., (left) who prepared the Magnet application, and Jessica Melton, serving as Suburban's president and chief operating officer at the time of the photo (right) celebrate the renewal of Suburban's Magnet designation with President and Chief Operating Officer, LeighAnn Sidone (center).

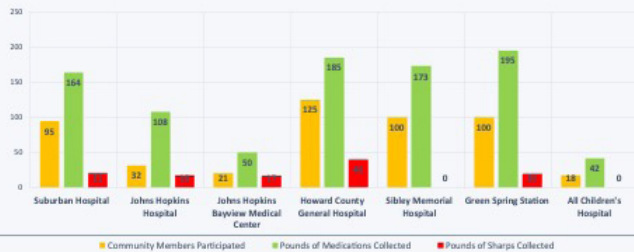


Suburban staff members and PFAs celebrate the Magnet designation renewal.

PFAC PARTICIPATION IN NATIONAL PRESCRIPTION DRUG TAKE BACK DAYS

April 2023

In total, **491** community members participated and **1,833** pounds of medications were collected (**917** pounds of tablets/capsules/liquids and **116** pounds of medications with sharps) across **7** locations.



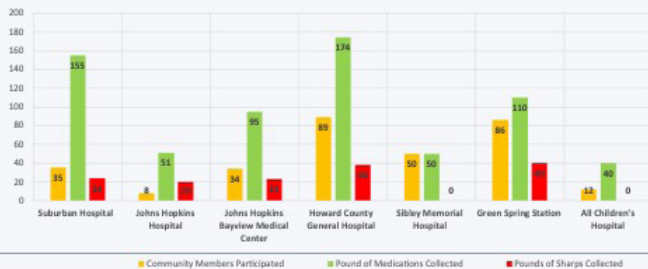
Suburban Hospital once again joined other hospitals in the Johns Hopkins Health System to participate in National Prescription Drug Take Back Day in April and October. This event provides community members with a way to safely dispose of unwanted medications, e-cigarettes, vape pens and sharps (injection needles). PFAs joined Suburban staff members in volunteering during these contactless

events — people could drive to the front of the emergency department and drop off medications without leaving their car.

Large numbers of community members participated in each drug take back day, and the remarkable quantity of material received demonstrated the need for the service.

October 2023

In total, **314** community members participated and **820** pounds of medications were collected (**675** pounds of tablets/capsules/liquids and **145** pounds of medications with sharps) across **7** locations.



PFAs Stephen Bokot and Anita Farb get ready to greet community members taking advantage of National Prescription Drug Take Back Day in October.



2023 PATIENT- AND FAMILY-CENTERED CARE LEADERSHIP AWARD

In 2014, the Suburban Hospital Patient and Family Advisory Council (PFAC) established the PFAC Leadership Award to recognize volunteer and staff champions working to build a culture of patient- and family-centered care. PFAC members nominate candidates for the award, and the council votes to determine the recipient(s).

The criteria for nominating a unit or team include the following:

- Demonstrate a strong commitment to promoting the four core principles of Patient- and Family-Centered Care (PFCC) at Suburban Hospital: dignity and respect, information sharing, participation and collaboration.
- Play a leading role in implementing one or more PFCC initiatives at Suburban Hospital.
- Demonstrate effective leadership by educating and motivating colleagues to implement PFCC principles.
- Serve as a model for other staff regarding the delivery of PFCC.

The PFAC presented the PFAC Leadership Awards for 2023 to the Patient and Family Virtual Resource Center planning team; Diane Colgan, assistant vice president of medical affairs; and Jennifer Raynor, the director of pharmacy, and her pharmacy team.

The Patient and Family Resource Center shut down in 2020, shortly after it opened, because of the COVID-19 pandemic. As a result, the PFAC formed the **Patient and Family Virtual Resource Center planning team** to determine how best to pivot from providing medical and hospital information in person at the resource center to providing it virtually. Ultimately, after many meetings, the team determined that a robust, easy-to-navigate website was



PFAs involved with Virtual Resource Center planning and Diane Colgan, right, recipient of the Leadership Award.

the best approach to offer information to the Suburban Hospital community. The Leadership Award was presented to Stuart Graff, husband of June Graff, team chair, who passed away in early 2023 (see page 15). She also contributed greatly to the work of opening the resource center before the pandemic. Her husband expressed deep appreciation to the PFAC for the award. Additional team members named in the award are PFAC members Stephen Bokar, Kris Hakanson, Jean Hochron, Karen Jaffe, Barrie Kydd, Chloe O'Baker, Merlyn Rodrigues and Jane Small.

The PFAC presented a Leadership Award to Diane Colgan, assistant vice president of medical affairs, for her long-standing commitment to patient- and family-centered care and her support for establishing the PFAC. A PFAC member since its founding in 2010, Colgan continually seeks venues for the PFAC to spread its message and frequently includes PFAs in physician/clinician meetings, educational events and professional retreats.

A Leadership Award was also presented to Jennifer Raynor, director of pharmacy, and the Suburban Hospital pharmacy team, for support of the Suburban/Johns Hopkins Prescription Drug Take Back Days (see PFAC Participation in National Prescription Drug Take Back Days on page 9), which are held in the spring and fall each year. PFAC team members and PFAs collect hundreds of pounds of unwanted medication and sharps that might otherwise end up in landfills or flushed down toilets, causing water pollution. In addition, the Leadership Award recognized participation by Raynor and her team in clinical rounds and their conscientious efforts to address the many COVID-19 pandemic challenges.



PFAs with PFAC member Jennifer Raynor (with plaque), recipient of the PFAC Leadership Award.



Jean Hochron, PFAC co-chair, with Stuart Graff, who accepted the Leadership Award on behalf of his wife, June.

PFAC MEMBERS PARTICIPATE IN DEVELOPMENT OF VIRTUAL NURSING INITIATIVE



Example of a patient communicating with a virtual nurse.



A virtual nurse at work.



PFAs Stephen Bokat, Linda Bergofsky and Judith Sackheim represented Suburban Hospital at a virtual nursing development initiative.

In the fall, six Suburban PFAC members (three PFAs and three staff members) joined staff members and PFAs from across Johns Hopkins Medicine (JHM) to discuss implementation of virtual nursing in the Johns Hopkins Health System. Virtual nursing is designed to improve responsiveness to patient and family needs by using advanced technology — primarily immediate access to remote nurses through use of inpatient room audio-video technology. By involving PFAs early in the development of how to use this innovative technology, JHM enhances the likelihood that concerns raised by patients and families will be resolved.

The COVID-19 pandemic and its aftermath exacerbated a severe shortage of nurses that impacted not only Johns Hopkins Medicine but health systems throughout the country. To deal with this problem, health systems have begun to explore and implement virtual nursing. Studies of virtual nursing show an improvement in hospital quality metrics and the quality of admissions and discharges, including fewer readmissions, improved nurse satisfaction and retention, and a decrease in documentation for bedside nurses and use of nursing agencies.

The virtual nursing system consists of two-way audio-visual communication between the patient and the virtual nurse (see photos left). For patients connected to monitoring equipment, the virtual nurse can check vital signs. The virtual nurse can also check the status of other equipment such as infusion (IV) pumps. Of course, the virtual nurse also can communicate with the bedside nurse and other practitioners assigned to the patient.

JHM continues to explore the best way to implement virtual nursing, and it plans to establish pilot programs in several of its hospitals.

JOHNS HOPKINS MEDICINE PATIENT AND FAMILY ADVISORY COUNCIL COLLABORATIVE

The Johns Hopkins Medicine (JHM) Patient and Family Advisory Council (PFAC) Collaborative, originally known as the Patient- and Family-Centered Care Clinical Community (PFCC-CC), is comprised of representatives from PFACs throughout JHM as well as JHM patient experience leaders. The collaborative members meet monthly to share information on how to best represent the patient and family voice at their Johns Hopkins member organizations.

According to PFA Vicki Stearn from Suburban Hospital, immediate past co-chair of the collaborative, and PFA Lisa Rasmussen from The Johns Hopkins Hospital, current collaborative co-chair, the member organization PFACs and the PFAC Collaborative have a threefold mission (see the [November/December 2023 issue of Dome](#)):

- (1) to bring up issues that advisors experience as patients and family members so the system can effectively address and improve policies, procedures and methods of providing care
- (2) to work with the health system to make it more patient-centered and family-centered

- (3) to serve as a forum for JHM leaders and others to bring ideas, projects and patient-facing materials to advisors for their input

The collaborative is led by both a staff member and a volunteer PFA co-chair. Participants usually include two or three representatives from each JHM organization, plus Steve Meth, new vice president and chief patient experience officer for JHM, and JHM staff.

Recent topics discussed by the collaborative include visitation policies, the introduction of virtual nursing and patient access/appointment scheduling. Members share innovative practices and discuss common challenges.

Suburban Hospital has four PFAC representatives who are active and vocal participants in the collaborative: Vicki Stearn, Kris Hakanson (director of patient and family experience and a Suburban PFAC staff co-chair), Jean Hochron (Suburban PFAC PFA co-chair) and Barbara Kahl (PFA).

The JHM PFAC Collaborative celebrated Stearn's accomplishments as she became immediate past co-chair after serving since 2017. The

collaborative acknowledged and celebrated her passion, advocacy and commitment. The Suburban Hospital PFAC is grateful for Stearn's dedication and thoughtful, strategic and tireless leadership.



Representatives of the JHM PFAC Collaborative, including Vicki Stearn, second from right, celebrate accomplishments of the Suburban Hospital PFA.

More information about PFACs at Johns Hopkins Medicine can be found at: hopkinsmedicine.org/patient-care/patients-visitors/patient-family-advisory-councils.

UNIT LIAISON PROGRAM



*Charlene Faku, M.S.N., R.N.,
clinical manager adult medical 3700 with
Wendy Schonman, PFA.*

In 2023, with support from Kris Hakanson, PFAC co-chair and Suburban Hospital's director of patient and family experience, the PFAC launched its unit liaison program. Unit liaisons are PFAs who volunteer to work directly with one of the hospital's clinical units. The program's goals are to help each participating PFA to better understand the unit's dynamics and challenges, to bring the patient and family voice to the operation of the unit, and to relay observations to the PFAC as it deliberates patient- and family-centered care issues. PFA unit liaisons meet with their unit's nursing leadership, connect with staff, attend staff meetings — especially monthly comprehensive unit-based safety program (CUSP) meetings — and, when appropriate, visit with patients. Some liaisons choose to extend their involvement by becoming regular volunteers on the unit.

By the end of 2023, eight PFA unit liaisons had begun collaborating with their assigned unit. Further expansion of the program is expected in 2024.

FAREWELLS

Suburban Hospital's Patient and Family Advisory Council was saddened by the deaths in 2023 of June Graff and Joel Hirschhorn, two long-standing PFAs.



June Graff, who became a PFA member of Suburban Hospital's PFAC in 2013, died Feb. 7. A former teacher, Graff played a key role in patient education for Johns Hopkins Medicine. She also served faithfully for many years on Suburban's Pharmacy and Therapeutics Committee. Perhaps most notably, Graff was among the founders of the hospital's Patient and Family Resource Center, and she stepped forward early in 2022 to head up the committee that successfully opened the Virtual Resource Center late in 2022. June will be missed.



Joel Hirschhorn, a PFA who had been on the PFAC since 2013, died Sept. 6. A participant in many PFAC initiatives, he was a PFA in the clinical decision unit, sometimes called the observation unit. This unit cares for patients in the emergency department who need observation for up to 24 hours to determine if they should be admitted to the hospital.

Hirschhorn, who had a Ph.D. in materials engineering, was a professor at the University of Wisconsin for 13 years. He also directed many influential studies on environmental and resource conservation issues and policies for the U.S. congressional Office of Technology Assessment, and he served at the National Governors Association. Hirschhorn published many books and articles on technology and policy issues. Joel will be missed.

A LOOK AHEAD

Many of the activities and initiatives described in this report will continue in the coming years. We look forward to further implementation and expansion of the PFA unit liaison program, and solidifying relationships among PFAs and staff of their assigned units. We also expect to increase our role in the implementation of the virtual nursing program. As this report was being finalized, PFA co-chair Jean Hochron participated in the interview process where LeighAnn Sidone was named the president and chief operating officer of Suburban Hospital. We look forward to collaborating with LeighAnn on the hospital's patient- and family-centered care priorities.



2023 Annual Report

PATIENT AND FAMILY ADVISORY COUNCIL

