



MedStar Southern Maryland  
Hospital Center



## 2017 Nursing Annual Report

*Knowledge and Compassion*  
**Focused on You**



## Dear Friends,

In the inaugural edition of the MedStar Southern Maryland Hospital Nursing Annual Report in 2015—the first since our merger with MedStar Health—we set forth the foundation for much of the work being done on our journey to be a High Reliability Organization. In our 2016 report we highlighted the progress made in many areas. In keeping the momentum going I am pleased to recognize the phenomenal work that the team has accomplished in 2017.

**Highest Quality & Safety**—Instrumental to our highest quality and safety journey is continuing to build on our culture of transparency and reporting. The introduction of our Patient Safety Triage Team meetings weekly are key to this process. Together with our colleagues in the Quality Department, we partnered to educate all associates about the important metrics we monitor to measure the quality of the care that we provide. The True North Boards on every patient unit that display unit based data related to quality metrics are an example of this work.

**Best Place to Work**—We have continued to invest in our nurses' education through our ongoing partnership with the Notre Dame University of Maryland. We introduced the first RN professional progression plan at MSMHC, affording bedside nurses the avenue to demonstrate career progression while staying at the bedside. In addition we celebrated our certified nurses with an official ceremony and a MedStar Health badge buddy denoting this status. We continue to support our new to practice nurses with a very robust Nurse Residency Program.

**Best Patient Experience**—Much of our work around shaping our patient's experience has been centered on key drivers such as pain control. We partnered with MedStar Health Nursing to participate in a pain road show

to better educate nurses and nursing assistants about alternative methods of pain control for our patients. To drive better communication with patients by both physicians and nurses we introduced the Interdisciplinary Model of Care Delivery (IMOC).

**Market Leadership & Fiscal Strength**—MSMC was honored to be named an affiliate of the Cleveland Clinic Heart & Vascular Institute. This alliance will continue to drive the care of our cardiac patients to the highest standard. Through Nurses Improving Care for Healthsystem Elders (NICHE) level 4 designation-Exemplar status, we are guiding the delivery high quality care to our elders. Nursing partnered with the entire team in our surgical services department to make operating room operations more efficient, and MSMHC lead the system in first case on time starts.

Thank you for taking the time to review this report. It is an honor for me to showcase the many ways that MSMHC nursing professionals have provided excellent care for our patients, their families and our community over the past year.

Kindest regards,

*Pat Scalfari, MSN, RN*

Pat Scalfari, MSN, RN, ACNS-BC, NEA-BC

Chief Nursing Officer, MedStar Southern Maryland Hospital Center

## Table of Contents:

---

Page 1	Letter from CNO
--------	-----------------

---

Page 2	Highest Quality & Safety
--------	--------------------------

---

Page 4	Best Place to Work
--------	--------------------

---

Page 8	Best Patient Experience
--------	-------------------------

---

Page 12	Market Leadership
---------	-------------------

---

Page 17	Fiscal Strength
---------	-----------------

---

*Cover Photo, from left to right, back to front:  
Christianah Olaniyan, BSN, RN, Nicola Wescott, MSN, RN, Karen Handy, RN, Felix Atangcho, RN, Stacey Stines, BSN, RN, Jocelyn Lagman, RN, Keshandra McLean, CNA, Kellee El, Unit Clerk, Won-Whelh Harmon, BSN, RN*

# Highest Quality & Safety

## MedStar Southern Maryland Hospital Center Nursing Associate Demonstrates HRO Principle

Each month the Patient Safety Triage Team (PSTT) recognizes an associate who goes above and beyond to enhance patient safety at MSMHC. MedStar Southern Maryland Hospital Center division of nursing was honored to recognize Melissa Morgan, BSN, RN as one of these associates for her efforts to provide the highest quality safest care to our patients.

Melissa was astute in her assessment of a patient that was admitted to her care on unit 2 East. Although Melissa's patient was admitted with an entirely different problem, through her thorough head to toe assessment Melissa was able to pick up a potentially life threatening condition, not related to her admitting diagnosis. Through great communication with our hospitalist colleagues her patient underwent prompt diagnostic testing and Melissa's concerns were confirmed. Through systemness Melissa's patient was transferred quickly to a higher level of care.

This Good Catch shows how associates are using their HRO tools at MedStar Southern Maryland Hospital Center. Melissa used the HRO principle of "Reluctance to Simplify" and spoke up regarding her findings. She spoke up and voiced her concerns. Engaged nursing associates are a key component to MSMHC continuing on its journey to become a High Reliability Organization.



*Dr. Chiledum Ahaghotu, MD, VPMA and Mellissa Morgan, BSN, RN*

## True North Boards Represent a Quality Department and Nursing Initiative

True North boards are dashboards that represent collaboration between the quality department and nursing to display data relevant to providing the highest quality and safest care, being the best place to work, achieving the best patient experience, and maintaining financial strength.

These dashboards display metrics and action plans for improvement developed by our quality team with input from our leaders and associates. It offers our associates transparency about our data and encourages dialogue and commitment to participation in action planning and offers a method to track progress.

Examples of data presented include our most relevant quality clinical and safety targets and outcomes. The patient experience dimension displays our Healthcare Consumers Assessment of Healthcare Providers and Systems data (HCAHPS), as well as information on compliance with the Interdisciplinary Model of Care delivery (IMOC) principles. The financial strength dimension data displays unit based expense reporting. The best place to work data is reflected in the results of our associate engagement survey.

Data and action plans are updated monthly. Daily huddles around the True North boards provide our staff with data, action plans and transparency about how their own units are performing. This is an excellent venue for the team to collaborate to improve the services we provide to our patients and to promote better outcomes.



*Hetal Patel, BS, CLSS, Renee Sichei, MSN, RN and Graciela Perez, PhD,*

# Best Place to Work

## RN Certification is a Sign of Professional Commitment

Being certified in one's specialty in nursing is both an achievement that demonstrates personal professional growth as well as commitment to contributing to the profession of nursing. By becoming certified nurses demonstrate that they are committed to contributing to the body of knowledge which moves the profession forward, as well as to providing the highest quality care to our patients.

MSMHC held its first official celebration of certified nurses here in early spring. We were honored to recognize several nurse colleagues who have demonstrated their commitment to the profession of nursing and lifelong learning through becoming certified. To emphasize the importance of such an achievement MedStar health nursing has added a badge buddy denoting the designation of being a nationally certified RN.

MedStar Health Nursing also has partnered with several of the MedStar entity hospitals to offer various certification review courses. These courses are free of charge to all MedStar RN associates, and all nursing associates are encouraged to take part in these opportunities to enhance their knowledge



*From left to right: Judy Elliott, BSN, RN, Loretta Lehman, RN, Elizabeth Phelps, MSN, RN, Joy Harper, BSN, RN*

## Nationally Certified Nurses

Danielle Alston, RN, C-EFM  
Christy Baldwin, RNC-OB, C-EFM  
Teresa Barnes, RN, OCN-BCCN  
Keri-Jo Bobo, RN, CLC  
Stephanie Bonovitch, BSN, RNC-OB,  
C-EFM  
Ashley Burroughs, RNC-OB  
Rebecca Cook, RN, CIC  
Alicia Cumers, RNC-OB  
Karen Dent, RNC-OB  
Tina Donaldson, BSN, RNC-OB  
Pam Dorsey, RNC-MNN  
Karen Dunlap, CCRN  
Judy Elliott, RNC-LRN  
Amy Fields, RNC-OB  
Laura Garifo, BSN, RN, C-EFM  
Cathy Gibson, RNC-OB, C-EFM, CLC  
Asrar Green, RN, C-EFM  
Christin Hammond-Wilkes, RN, CNOR  
Joy Harper, BSN, RNC-OB, C-EFM  
Brenda Hill, CCRN  
Lisa Hulvey, RNC-OB, C-EFM  
Olive Jackson, RN, CEN  
Carol Jewell, RNC-LRN  
Mary Jobson-Oliver, SCRN

Trudy Lawrence, RN, CNOR  
Nicole Layman, CCRN  
Loretta Lehman, RNC-MNN  
Cody D. Legler, RN-BC, NEA-BC, CNL  
Dawn Lish, RNC-OB  
Sparkle Lopez, RN, IBCLC  
Amber Luck, RN, C-EFM  
Mabvuto Mayaya, RN, CMSRN  
Mahogany McCrae, RNC-NIC, CPN  
Tara Mclane, CMSRN  
Judy Patterson, RN, CNOR  
Laura Pawulak, RNC-OB  
Melissa Robinson, RN, CNOR  
Pat Scalfari, RN, ACNS-BC, NEA-BC  
Patricia Schiro, RN, CNOR  
Angela Sprouse, RN, CMSRN, PCCN  
Marian Stokel, RNC-OB, IBCLC  
Maureen Strauss, RNC-NIC  
Dominique Stuckey, MSN, RNC-OB,  
C-EFM  
Lauren Taylor, RN, CEN  
Melissa Wedding, RNC-OB  
Erica Wood, BSN, RNC-OB  
Jennifer Wood, RNC-OB, C-EFM



*From left to right: Laura Garifo, BSN, RN, Lisa Hulvey, MSN, RN, Tina Donaldson, BSN, RN, Karen Dent, RN, Jennifer Wood, BSN, RN, Amy Fields, BSN, RN, Dominique Stuckey, MSN, RN, Mahogany Micrae, BSN, RN, Stephanie Bonovitch, BSN, RN, Erica Wood, BSN, RN*

# Best Place to Work

## Residency Program Eases Transition for New-to-Practice Nurses: Cohort 3 started in August, 2017

By providing our new-to-practice nurses with both education and support, the American Association of Colleges of Nursing Nurse Residency Program (NRP) is moving MSMHC closer to a Best Place to Work. Our nursing team and nursing administration work with the NRP to help new-to-practice registered nurses with baccalaureate degrees make the transition from advanced beginners to competent professionals. In 2015, our inaugural cohort of nine nurses graduated from the 12-month NRP, and we welcomed a second cohort of seven nurses in 2016.

In August 2017 we started our third cohort of this program supporting six new to practice nurses. This year-long nurse residency program offers new to practice nurse the opportunity to combine clinical care with classroom didactic material, as well as the opportunity to present an evidenced based project at the end of the residency.

The NRP has covered an array of interactive topics, including ethics, leadership, and delegation skills. Our new to practice nurses have given excellent feedback about the value of this program. We are committed to offering our new nurses the best possible start to a long and satisfying career at MedStar Health.



*From left to right: Narae Wright, BSN, RN, Ramatou W. Souley Dounda, BSN, RN, Fidelis E. Atianjoh, PhD, RN, Andrea B. Wilson, BSN, RN, Megdelawit B. Tefera, BSN, RN*



## MedStar Southern Maryland Hospital Center Celebrates Nurses Day

MedStar Southern Maryland Hospital Center celebrated the contributions of our professional nursing associates on nurse's day during our annual hospital week celebration.

The American Nurses Association (ANA) has designated 2017 as the "Year of the Healthy Nurse". This year's theme is "Nursing: the Balance of Mind, Body, and Spirit". Celebrating nurses in their quest to lead the charge for health and wellness is the focal point of recognition this year.

Nurse's role has changed as health care has intensified its focus to one of promotion of health and wellness. Emphasis on healthier life styles and staying focused on the entire being encompassing the mind, body and spirit is the focal point of the care provided to our patients. Nurses who are able to embrace this holistic approach to health care are better equipped to meet patient's needs, as well as address their own balanced lifestyle.

Through the ability of nurses to support patients as they move along the healthcare continuum, and provide health promotion and disease prevention strategies to patients, nurses play an important role in the concept of keeping patients healthy. Embracing transitions of care strategies and connections to community based support groups are just a few of the tactics that our nurses have employed to contribute to keeping patients healthy. Also through greater emphasis on their own health nurses are in a better position to role model healthy ways of living.



*Marguerite See, RN and Ellen Lunasin, MSN, RN*

Over the past year the nurses at MSMHC had the opportunity to be an integral part of the health care team. This celebration was an opportunity to thank our nurses for their hard work and dedication to keeping our patients healthy. Their service to our patients, their families, and our community was and is truly recognized and appreciated!

# Best Patient Experience

## MedStar Southern Maryland Hospital Center Kicked off Interdisciplinary Model of Care Delivery Initiative

MedStar Southern Maryland Hospital Center kicked off its Interdisciplinary Model of Care (IMOC) initiative in 2017. IMOC is a system wide approach to how we consistently deliver care at all 10 of the hospitals in the MedStar system. Although MSMHC has been participating in nurse physician rounding for some time, this model of care initiative is much broader and more encompassing leading to better patient care, a better patient experience, a reduced length of stay and smoother patient care transitions.

The IMOC delivery of care focuses on patient centered care using the concept of primary care nursing assignments as well as patient and nurse and physician connection. The nurse and physician spend at least 5 minutes of quality time with each patient daily and seek to learn what drives better care and a better experience for the patient. Nursing in conjunction with Case Management, and other vital services such as Physical Therapy, Occupational Therapy, Pharmacy and Respiratory Therapy comes together so all care team members coordinate the care provided for the patient in a more organized manner. In addition the nursing leader and physician leader on each unit are identified as a “dyad” closely aligned and accountable to drive outcomes for each and every patient. Robust score cards have been developed to track and trend quality measures related to IMOC, as well as LOS opportunities including discharge planning and smooth transitions to follow up services, and patient experience scores.



*Dr. Alvin Reaves, III, MD, FACP, FAAHPM*

Over several months MSMHC has developed a team charter around this initiative as well as coordinated monthly steering committee meetings at MSMHC. Our committee is represented at the system steering committee by both the Vice President of Medical Affairs and the Vice President of Nursing. Outcome measures in the form of a system score card are shared as well as improvements in the delivery of patient care and opportunities for improvement are discussed.

# The **Power** of Interdisciplinary Model of Care



## TEAMWORK

- ▶ Patient and family involved and part of the team
- ▶ Entire team is engaged in all aspects of plan of care



## RELATIONSHIPS

- ▶ Spending time at the bedside, sitting eye-to-eye with each patient
- ▶ Care team supports and maximizes one another's contribution to patient experience



## BIDIRECTIONAL COMMUNICATION

- ▶ Sharing information that is important for you, the patient and care team
- ▶ Interdisciplinary rounds are checklist-based
- ▶ Daily structured time for discussing patient's plan of the day and plan of stay



# Best Patient Experience

## The Nursing Patient and Family Education Council Assists with the Production of a Learning Module

The council work both locally at MSMHC and at the system level continued to succeed in many rewarding projects in 2017. The nursing Patient and Family Education Council (PFEC) is one of seven collaborative nursing councils of Medstar Health. The Nursing PFEC assists with the development, review and periodic updating of system-level patient and family education materials in collaboration with the Nursing Practice Council, the Nursing Informatics Council, interdisciplinary colleagues, patients and family members. MSMHC nursing is represented on this council.

In an effort to better care for our patients, and in conjunction with a need to improve patient experience scores on questions related to patient teaching and understanding, the PFEC spearheaded a new learning module with the purpose of enhancing nurse's understanding of patient education strategies. The goal of implementing this module, "Optimizing Patient and Family Education" was first and foremost to provide information to nurses on tools to use when evaluating patient literacy, and to share strategies around educating patients about their health related problems. In addition a goal was to assist nurses to be better able to validate the patient's understanding of the information given which is crucial to the patient's successful discharge planning. A collateral benefit was to help improve patient experience scores related to this dimension of the care experience.



*From left to right: Kristen Gajda, MSN, RN, Stacey Stine, BSN, RN, Lolita Booken, BSN, RN, Senta Tranagbo, RN*

The module was rolled out to all MedStar Health nurses including Medstar Southern Maryland hospital nursing associates on MedStar Simulation Training and Education Lab (SiTEL) . This was a great example of our nursing councils in action locally and in collaboration at the system level.

## MSMHC Nurses Participate in a Pain Education Road Show

One of the driving forces that shape a patient's overall experience is how well we helped them with their pain. Pain is a subjective experience, and although as healthcare providers we often times cannot eliminate pain completely from the patient's recovery, we should focus on doing everything possible to help alleviate at least some of their pain. As patients are asked to tell us how we did with their experience one key question is "did we do everything to help your pain?"

Recognizing this important component of the overall patient experience as well as acknowledging the desire to offer our patients the best care possible, the division of nursing took part in a pain management "Road Show". This event was hosted by MSMHC's Nursing Practice Council, and featured the acronym: "Be a Pain ACE' A-ASK, C-Communicate, E-Evaluate. Karen Mack, MS, MBA, RN, Clinical Practice Program Specialist, MedStar Health, and the MedStar Nursing Practice Council (MNPC) helped coordinate the event. More than 80 nurses and CNAs participated from ER, 2E/2W, 1E/1W, 3E, PACU, 2N/2S, ICU/CCU and Women's and Newborn Services. The travelling road show lasted about 15-20 minutes on each unit.

The content of the presentation included implementation of the Assessment and Management of Acute Pain in Hospitalized Adults Clinical Practice Guideline (CPG) clinical tactics. The day was meant to address appropriate use of pain assessment tools and selection of non-pharmaceutical interventions.

In addition to this initiative MSMHC, as a NICHE (Nurses Improving Care for Healthsystem Elders) level 4 facility, also began the work



*From left to right: Meghan Andrianifahanana, BSN, RN, Kristin Gajda, MSN, RN, Karen Mack, MA, MBA, RN, Khadi Koroma, MSN, RN, Agnes Dunoh, MSN, RN and Angela Sprouse, BSN, RN*

on a Geriatric Pain Intervention Program for all of our inpatient units that serve our patients 65 and older. This program focuses on the unique needs of this population related to medication, and sensory deprivation, as well as the physical and psychological changes that effect pain in these patients.

Both of these initiatives helped nursing associates at MSMHC to be more well-informed on pain management strategies for their patients. Through better management of patient's pain, patient's experience and recovery is enhanced.

# Market Leadership



## MedStar Heart & Vascular Institute

---



## Cleveland Clinic Heart and Vascular Institute

### **The MedStar Southern Maryland Hospital Center and Cleveland Clinic Alliance Journey**

In 2013 MedStar Southern Maryland Hospital Center (MSMHC) joined the MedStar Heart & Vascular Institute (MHVI) and the Cleveland Clinic Heart & Vascular Institute alliance (CCHVI) designation was officially granted to MSMHC in the Fall of 2017. This partnership has facilitated the sharing of best practices related to patient care, outcomes measurement, quality reporting and clinical research. Nursing associates in our cardiac catheterization laboratory, along with their partnering physicians, nurse practitioners and technologists have played an integral role in achieving this affiliation and designation.

At the inception of this journey, a comprehensive site visit to the MSMHC catheterization laboratory was performed by consultants of the Cleveland Clinic to assess clinical and operational processes. Recommendations were made and an action plan was developed. Under the direction of the Director of Cardiology Services, Ora Reaves, BSN, MBA, RN the MSMHC catheterization laboratory team members have been working diligently on many new initiatives to meet and exceed the targets set forth by CCHVI to demonstrate exceptional patient care.

Much has been accomplished since this partnership, including streamlining the patient work flow, improving staff education, improved patient scheduling and realigning the billing process to capture charges more efficiently. The team continues to meet on a monthly basis with the Cleveland Clinic to continue to monitor progress in these and many other areas.

With the MSMHC alliance with MHVI and CCHVI, the patients in Southern Maryland will benefit from an exceptional level of heart and vascular care here in their community. This partnership, going forward, will continue to shape the framework to provide outstanding cardiac care.



*Ora Reaves, BSN, MBA, RN, Director of Cardiology Services*

# Market Leadership

## MSMHC Continues on the Baby-Friendly Hospital Initiative (BFHI)

BFHI was launched globally by the World Health Organization (WHO) and the United Nations Children's Fund (UNICEF) in 1991 to recognize hospitals that offer an optimal level of care for infant feeding and mother/infant bonding. This is a multidisciplinary journey towards providing evidence-based maternity care. The two main objectives with BFHI are to provide adequate education so that all mothers can make an informed decision about how to feed their infants; and to provide all mothers with the confidence and skills to successfully initiate and continue breastfeeding or to safely formula feed.

MedStar Southern Maryland has just completed the 2nd step of 4 steps (Development) and will move in to the 3rd step (Dissemination) before the final step (Designation). During the Dissemination Phase, providers and staff of the Women & Newborn Center will complete education and training to enable them to support and educate mothers, regardless of their feeding preference. This phase also encourages the health care team to provide immediate skin-to-skin care for mother and baby, practice rooming-in, and delayed bathing.

MedStar Southern Maryland provides inpatient lactation visits to breastfeeding mothers, a Breastfeeding Support Group open to the community, and also provides prenatal breastfeeding classes free of



*From left to right: Norlynn Damasco, BSN, RN, Veronica Phelps, BSN, RN and Joneka Chambers, CNA*

charge to the community. Our future desire is to expand services for breastfeeding mothers, such as a Community Breastfeeding Center to continue to support them in the community after discharge. Currently, there are 498 U.S. hospitals that hold a Baby-Friendly designation.



## MSMHC Celebrates NICHE Exemplar Status Designation

MedStar Southern Maryland Hospital Center was honored to host a fair to celebrate our achievement as a NICHE level 4 hospital. NICHE status is ranked by a New York University-based program through its Rory Meyers College of Nursing. Its NICHE program exceeds 700 member organizations in five countries with more than 56,000 individuals participating in efforts to improve care for older patients.

Level 4 status is the highest ranking possible. The hospital began its NICHE journey in 2013 and steadily rose in rankings before achieving Level 4 "Exemplar Status" this summer.

NICHE stands for Nurses Improving Care for Healthsystem Elders. Hospitals achieve NICHE rankings by completing requirements which include nurses and certified nursing assistants attaining educational competencies, and working together to improve geriatric care. To achieve high rankings, hospitals create interdisciplinary teams that provide support to nurses and other associates on how to best serve elderly patients.

The celebration was organized to highlight the fact that this esteemed recognition is achieved by the coordinated work of a highly integrated multidisciplinary team. The several participants ranged from rehabilitation and physical therapy, speech therapy, pharmacy, wound care, dietary, and facilities to name a few.

Some of the measures undertaken at MedStar Southern Maryland Hospital Center to earn this ranking include improvements in mobility for elderly patients, obtaining walkers and gait belts to assist in walking



*From left to right: Karen Mack, MA, MBA, RN, Pat Scalfari, MSN, RN, Karen Elliott, MHA, RN, and Anne Johnson, BSN, RN*

and to prevent falls, providing raised toilet seats to assist patients who would be unable to stand after using a lower seat and painting doors in contrasting colors to make it easier for patients with decreased eyesight to orient themselves.

We are very proud to be able to provide this level of service to our patients, their families and our community. Through this coordinated approach to care we are better able to meet our elders needs while they are hospitalized, as well as facilitate a smooth transition back out into the community.

# Fiscal Strength

## MSMC Leads the System in First Case on Time Starts

As a part of our journey in moving from a good to a great organization, MSMHC has worked together with our system partners to set the standard for process improvement in our operating rooms. The MedStar Health System steering committee - the Perioperative Governance Council (PGC) works in collaboration with our local PGC on many initiatives that drive OR quality of service, operational efficiency and best practices that lead to optimal outcomes for our patients and economies of scale for our hospital.

In conjunction with these efforts our entire OR team, under the leadership of Deborah Walker MHA, RN, Director of Perioperative Services and Clyde Pray, MD, Chief of Anesthesia, set their eyes on the mission to improve OR efficiency starting with First Case on Time Starts (FCOTS). The expectation that the bar would be raised around this initiative was set at the beginning of the fiscal year, and the full team had a clear understanding of the shared goal for improvement. The system goal is initially set at 75% FCOTS. This metric along with several others is reported monthly, both locally at MSMHC and at the system PGC meetings. MSMHC's data is displayed on a monthly score card that is shared regularly with the entire team.

The months following initiation visibly demonstrated a journey from good to great - great to excellent - and excellent to exceptional. At the start of this initiative, the FCOTS were at 68.2%. Progress continued through the following months leading to an all time high 94.9%. This score represents the highest ever in the Medstar system.

This effort has demonstrated phenomenal success in this important initiative to ensure operational efficiency of our OR, and to set the tone for the start of a smooth day. Under the leadership of our OR leaders and the focus of the entire team, this effort is truly a wonderful accomplishment.



*From left to right, first row: Ernestine Kaloko, CRNA, Natasha Hopkins, SRNA, Dawn Mills, CRNA, Usha Parker, CRNA, Cliff Campbell, CRNA, Kristy Wilkerson CRNA, Geraldine Curtis, Anes. Tech  
Second row: Mabinty Kamara, CRNA, Rena Hong, CRNA, Donald Anderson, CRNA, Nyles Burton, MD, Caroline Pembroke, CRNA, Brook Gebehegu, MD, Monica Taneja, MD, Clyde Pray, MD*



*From left to right: Judy Wesley, BSN, RN, Tracy Harnes, BSN, RN, and Josephine Gloria, ST*

MedStar Franklin Square Medical Center  
MedStar Georgetown University Hospital  
MedStar Good Samaritan Hospital  
MedStar Harbor Hospital  
MedStar Montgomery Medical Center  
MedStar National Rehabilitation Network  
**MedStar Southern Maryland Hospital Center**  
MedStar St. Mary's Hospital  
MedStar Union Memorial Hospital  
MedStar Washington Hospital Center  
MedStar Family Choice  
MedStar Ambulatory Services  
MedStar Visiting Nurse Association  
MedStar Institute for Innovation  
MedStar Health Research Institute

**MedStarSouthernMaryland.org**



MedStar Southern Maryland  
Hospital Center

7503 Surratts Road  
Clinton, MD 20735  
301-868-8000 **PHONE**