



Power of Provider Collaboration Saves Mother and Baby

By Robert Kidwell

Keylin was 25 weeks into her second pregnancy in late March 2023 when she was diagnosed with a large mass in her pelvis at a clinic in Prince William County, Virginia. Keylin, 24, was in a lot of pain and had known about the mass for several weeks. The clinic, unsure of how to proceed with her care, referred her to Carolyn Matthews, MD, who, coincidentally, had recently joined UVA Community Health as its first gynecologic oncologist.



Keylin delivered a healthy baby thanks to the exceptional work of her care team across UVA Health.

“She was in pain, and was just 26 weeks, but already seemed like she was past term in terms of how large her abdominal girth was,” says Dr. Matthews. She immediately contacted Donald Dudley, MD, Maternal-Faternal Medicine, and Kari Ring, MD, Gynecologic Oncology, at UVA Health in Charlottesville, and was able to get Keylin an appointment the next day for an ultrasound and examination. And only five days after that, Linda Duska, MD, also in Gynecologic Oncology, operated on Keylin to remove the mass.

“Getting patients in from the community in a timely fashion has been something that we’ve really been able to do well, not just for this patient, but for multiple patients,” says Dr. Duska. “And a lot of it has to do with really good communication and trust between providers.”

The surgery allowed a very happy Keylin to continue her pregnancy and deliver a healthy baby boy in June.

“To have coordinated all those activities within five days of first touching a patient and really changing the entire course of her pregnancy is remarkable,” says Zan Zaidi, MD, Chief Medical Officer, UVA Community Health.



Scan code to watch a video of the whole story.

Welcome to ASPIRE

Welcome to our first issue of ASPIRE, a new publication that will bring you valuable insights into the ways in which UVA Health is living our mission of transforming health and inspiring hope for all Virginians and beyond.

In this newsletter, you will read accounts of healing, teamwork, discoveries, and other meaningful stories within the communities we serve. You will learn about our ASPIRE values – Accountability, Stewardship, Professionalism, Integrity, Respect, and Equity – and how they come to life through the transformative interactions we have with our patients, as well as in the moments where we go above and beyond in service to our communities.

As Chief Executive Officer of UVA Health, I am in a unique position to see and hear what our team members are doing every day to inspire hope within the individuals and families we welcome into our care. Now, I invite you to join me in celebrating the people who make UVA Health an incredible institution. Throughout, you’ll discover how individuals embody our values, and explore how we transform patient care, research, education, and engagement within the communities we serve.

No matter your connection to UVA Health – whether you are a team member working on the frontlines or a patient putting your trust in us to receive superior care – you are an important part of our mission. You choose UVA Health as a place to heal. You rely on us to stay healthy through excellent primary care. You contribute to a best place to work. You support delivery of the best healthcare in the Commonwealth. You inspire hope across our communities. This publication, and the bold vision it represents, is for you.

Thank you again for committing a few minutes of your day to learn more about UVA Health. Stay tuned for our next edition in the spring.

K. Craig Kent, MD
Chief Executive Officer, UVA Health

The Difference *Mattering* Makes

By Christine Kueter

As she arrived for her shift in the pediatric ICU, a colleague spotted her and exhaled an audible sigh of relief.

“Oh, wow,” the charge nurse breathed to Julie Haizlip. “I’m so glad it’s you that’s here tonight.”

Those eight words were like magic. They authentically affirmed Haizlip’s competence. They celebrated her value as part of the healthcare team. They connoted her worth and belonging. They — and the nurse who uttered them — made Haizlip feel she mattered.

“Even though we might appreciate free T-shirts or all-hospital luncheons, those aren’t the things that promote mattering,” Haizlip explained. “Mattering is often found in small, intimate gestures, the spaces in between tasks in your day.”

Mattering — defined as one’s ability to add value and feel valued, and a topic that’s increasingly being written about in both the academic and lay press — is often acknowledged by forward-thinking organizations as a key driver of success. In healthcare, as pandemic-driven attrition and exhaustion weaken and erode the workforce, mattering’s centrality is a clear part of fortifying clinician populations — though how to sow its seeds is still coming into focus.

That’s where Haizlip’s work comes in. In her first study, done in collaboration with Darden professor Morela Hernandez, DNP program director, and associate professor Beth Quatrara, and post-doc Courtney McCluney, she polled more than 300 nurses about job engagement, burnout, and the sense of meaning they got from work. Not surprisingly, nurses who perceived that they added value and were appreciated in their jobs were less likely to report burnout, and, the group extrapolated, more likely to stay at their jobs longer. Nurses who reported that “they couldn’t recall the last time [they] mattered” experienced more burnout, and, the team surmised, might be more at risk of quitting.

That 2020 study, published in the *Journal of Nursing Administration*, also identified the primacy of workplace relationships (more important than meaning derived from patient interactions) as powerful drivers of mattering. Collaboration, trust, and collegiality among interdisciplinary colleagues helped mattering rule the day.

Now, with two Kern Institute grants in hand, Haizlip’s focus has shifted upstream, to nursing and medical students’ experiences. She and research professor Natalie May are working to identify mattering’s indicators by looking at how student-identified faculty exemplars brew that same magical sense of mattering so that it might be intentionally cultivated in the preamble to one’s career — and expected in the professional settings beyond college and graduate study.

“When someone makes you feel like you truly matter, it strengthens you at your very core.”

Through painstaking interviews with both faculty and students, they’ve found, unsurprisingly, that mattering most often exists through gestures of care: a text message check-in from a professor or staff member. Attendance at a well-being event with food and therapy dogs. Access to a food pantry and grocery store gift cards. An enveloping hug in the hallway. A compliment or an affirmation on a hard day.

“All these things acknowledge that our students are complicated human beings with needs,” Haizlip explained. “Yes, they’re students, but they’re also people with families, spouses, children, illnesses, mortgages.”

Haizlip and May are developing a “mattering toolkit” so that all healthcare leaders — from the classroom to the C-suite to the hospital unit — can take meaningful action to ensure healthier environments that nurture and affirm so that student-clinicians and practicing



Julie Haizlip and Natalie May

clinicians are primed to deliver high quality patient care, enjoy professional longevity, and be part of an organization’s strength and excellence.

A focus on mattering also opens the door for creative ways to build into day-to-day workflow shows of appreciation and belonging.

“Everything is about creating human connection,” May said, “and that’s the number one ingredient in mattering. We can solve all our problems. We just need to ask the right questions.”

8 Tips to Bolster Mattering

1. Check in with others: a text, an email, a written note, a conversation, and really listen to their answer.
2. Ask a curious question of someone.
3. Attend meetings and events in person: it feeds and reinforces everyone present.
4. Write a note or a text to acknowledge others.
5. Take the time to learn something personal about someone.
6. Nominate someone for an award or recognize them publicly for something specific.
7. Know students’ and colleagues’ names; take the time to pronounce them correctly.
8. Take the time to read someone’s cover letter or CV carefully, and beforehand, if you’re interviewing them.

Teresa Baltuano-Post Is Dedicated to Health and Education

By Sudha Kamath and Debbie Fleischer

From the time she was a little girl in northwest Peru, Teresa Baltuano-Post, RN, BSN, knew she wanted to be a nurse. That dream has taken her from Peru to the United States, where she has devoted 25 years of service at UVA Health Prince William Medical Center (PWMC) — bringing a deep-rooted passion for nursing and extensive medical expertise to her patients each day.

Early Aspirations Lead to a Lifelong Passion for Nursing

After receiving her RN degree from nursing school in Peru, Teresa embarked on her career as a public health nurse, serving mothers and children in the impoverished and underserved areas around Lima.

When Teresa moved to the United States, she continued to pursue her dream of nursing, initially becoming a Women, Infants, and Children (WIC) peer counselor and a lactation consultant. After her youngest child started kindergarten, Teresa took the Nursing State Boards so she could practice in the United States, and later earned her BSN.

Empowering and Supporting Expectant Mothers

As a nurse at UVA Health PWMC, Teresa remains committed to the service of others and inspiring those around her. Prior to the pandemic, Teresa helped with pregnant patient care at the Greater Community Health Center in Manassas and now coordinates their tours. She also has served on the Prince William Healthy Families Community Service Board. In addition to her nursing duties at UVA Health PWMC, she's a preceptor for nursing residents in obstetrics, a lactation consultant, and cross-trained in the Neonatal Intensive Care Unit (NICU) for intermediate care.

Work With Mother of Mercy Clinic

Since 2017, Teresa has also volunteered for The Mother of Mercy Clinic in Manassas, teaching mothers about prenatal care, nutrition, and lactation.

Teresa works with Mother of Mercy Director Alex Luevano to plan and host educational baby showers for expectant moms. For the showers, Teresa prepares packets of information in Spanish and English about the birthing process in the hospital, what to bring, and what to expect after the baby's arrival.

She encourages the women to join her tour of UVA Health PWMC, where she goes through the birthing process step-by-step in English and Spanish. She believes receiving guidance in your native language from a familiar, friendly person makes a difference.

Every day, Teresa embodies the values of accountability, stewardship, professionalism, integrity, respect, and equity — enriching the lives of countless individuals.



Teresa's passion for nursing is evident in this picture of her recent trip to Colombia to celebrate with her fellow nursing students at their 40th anniversary reunion.

All 4 UVA Health Medical Centers Earn 'A' for Patient Safety From the Leapfrog Group

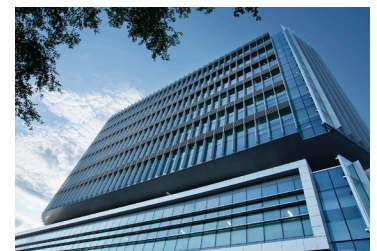
By Eric Swensen

All four UVA Health medical centers have earned "A" Hospital Safety Grades for fall 2023 from The Leapfrog Group, a national nonprofit that rates hospitals on how well they provide high-quality patient care.

The four UVA hospitals honored by The Leapfrog Group:

- UVA Health University Medical Center.
- UVA Health Culpeper Medical Center.
- UVA Health Haymarket Medical Center.
- UVA Health Prince William Medical Center.

"It is a tremendous honor for all four of our hospitals to earn an 'A' from Leapfrog, and this demonstrates our commitment to provide the highest-quality care to patients across Virginia and beyond, regardless of where those patients are seen," said K. Craig Kent, MD, chief executive officer of UVA Health and executive vice president for health affairs at the University of Virginia. "As we continue the implementation of our 10-year strategic plan, we are excited to expand access to the excellent care our team provides to even more patients."



The hospital safety grades are based on more than 30 national performance measures of patient safety as well as the systems hospitals have in place to protect patients.

Congratulations to all four of our medical centers for such an outstanding accomplishment!



UVA Breaks Ground on Paul and Diane Manning Institute of Biotechnology

By Eric Swensen

The University of Virginia recently broke ground on the Paul and Diane Manning Institute of Biotechnology, a historic milestone for UVA that will propel it to the forefront of cutting-edge medicine, fast track the development of new treatments and cures, and transform how healthcare is delivered across the state and beyond.

The new institute is made possible, in large part, by a generous \$100 million donation from philanthropists Paul and Diane Manning, after whom the institute is named. It also represents a major investment by UVA and state leaders who recognize the institute's potential to tackle some of the greatest challenges in medicine while driving economic growth for the entire Commonwealth. Officials estimate the institute will generate hundreds of jobs directly and potentially thousands indirectly by drawing biotech and pharmaceutical companies to a new "ecosystem of innovation" surrounding the state-of-the-art, 350,000-square-foot facility in Fontaine Research Park.

"This is an historic moment for UVA and for the Commonwealth as we break ground on a world-class translational research facility that will yield promising new treatments for patients," UVA President James E. Ryan said. "I'm grateful to Paul and Diane Manning for

their extraordinary generosity, to Gov. Glenn Youngkin and the Commonwealth for their investment, and to all those on Grounds and across the state who have worked tirelessly to make this possible."

Youngkin calls the establishment of the institute a major victory for the state, its economy and its residents. "The entire Commonwealth celebrates the groundbreaking of UVA's Paul and Diane Manning Institute of Biotechnology," he said. "This cutting-edge facility will help attract a full spectrum of bioscience companies to the Commonwealth and ensure more Virginians can receive care and treatment right here in the Commonwealth. Thanks to the generous contributions of Paul and Diane Manning and critical collaboration with UVA leaders, this institute will help transform the biotech and healthcare industries."

The Paul and Diane Manning Institute of Biotechnology will focus on cutting-edge areas of medical research such as cellular therapy, gene therapy, nanotechnology and drug delivery that are already strengths for UVA. These are fields with the potential to better treat or cure many diseases, including those for which there are no good treatment options today.

K. Craig Kent, MD, Chief Executive Officer of UVA Health and UVA's Executive Vice President for Health Affairs, noted that the new biotech institute will help ensure that no Virginian needs to leave the state even for the most complex care. The institute, he said, represents a physical manifestation of the ambitious vision laid out in the health system's 10-year strategic plan.

"When we break ground at Fontaine, it will mark the beginning of a major shift in Virginia healthcare," he said. "We're providing our exceptional faculty and researchers with the facilities, space and resources they need to accelerate the development of new treatments for the most challenging and devastating diseases. They'll do this in collaboration with research partners across the state, and what we produce together will benefit not just our patients but people all around the world."

Officials expect to have construction completed and the new facility initially occupied by late 2026.



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