



Nursing Excellence: Providence St. Jude Medical Center

2022 Annual Nursing Report



A Message from CNO, Julie Kim, MSN, RN, CMSRN, NE-BC

Despite an impressive and diverse list of challenges, celebrating your achievements in 2022 became a monthly, weekly, and often daily honor.

You continued to surpass national benchmarks in quality and patient satisfaction, while collecting the country's top clinical awards—from being named one of *America's 100 Best Hospitals* for the third year, to being recognized as California's top hospital for stroke care. Your growing list of national distinctions is reflected in our dramatic increase in out-of-state patients, as those in need of complex care seek a level of excellence not available elsewhere.

You've impacted and shaped decision-making through shared governance, brought innovation through research and patient advocacy, and become national leaders in education and training—even among Magnet hospitals, your BSN, MSN rates are among the highest in the country. From our new graduate and preceptor programs to an onsite MSN program, we've responded to the increasing complexity of care with learning and leadership development. Dozens of nurse-led patient safety and quality initiatives, often by those pursuing their Clinical III or Clinical IV designation, continue to elevate our nursing practice and transform care.

Along the way, you've also created a culture and work environment that is, literally, second to none. In addition to *Modern Healthcare's* recognition of Providence St. Jude as the state's best hospital work environment, a recent Press Ganey survey found we are national leaders in physician engagement—including the highest levels of pride and commitment within the entire 52-hospital Providence system. A different physician survey, this one by *Doximity*, earned Providence St. Jude the title of *Top Hospital for Doctors in California*. *Doximity* found two factors most heavily impacted how physicians rated their institutions: the quality of nurses and caregivers, and culture.



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This accomplishment—the collaboration, respect, laughter, and friendships that mark our day-to-day interactions—is as extraordinary as the national honors that cover our walls. The uniqueness of what you do and how you do it is evident in the remarkable grace and perseverance you bring to the hard/tough days, and the gratitude and joy you bring to the good ones.

To the nurses who became part of this ministry in the last year, welcome to an award-winning work environment; we're very glad you're here. To those who measure their tenure in years or decades, thank you for building and sustaining a culture that makes every other success possible—and makes it an honor to work beside you.

Julie Kim, MSN, CMSRN, RN, NE-BC
Chief Nursing Officer
Vice President, Patient Care Services

The sketches in this report are Providence St. Jude caregivers. A local artist, Charlie Spencer donated his time and created these works of art in gratitude of our caregivers unwavering commitment to serving the community.

Day by Day We Made it Through

“Organizational experts often say crisis cannot create culture; it can only reveal what is already there. During the pandemic, our culture was laid bare—and we found that beneath the descriptions of our values, is the courage and steadfastness to live them through the most difficult days of our professional lives.

Our first COVID-19 patient was admitted on March 9, 2020, and the suffering we saw was beyond anything we had experienced before, it was also beyond anything we could have imagined. Faced with the limitations of medicine, physicians and caregivers fought to create sacredness and dignity—and brought remarkable acts of compassion and sacrifice to the darkest moments.

Many of our physicians and caregivers describe working through the pandemic with a stronger sense of family, pride and certainty over the uniqueness of Providence St. Jude. Our values and culture didn't simply survive a pandemic, they became clearer.”

Providence St. Jude Leadership Team

2020-2021



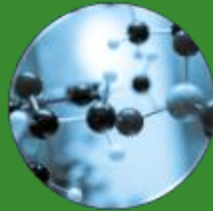
Our Nursing Strategic Priorities

The Nursing Strategic Plan enables the hospital to look into the future in an orderly and systematic way to ensure the hospital remains relevant and responsive to our patient and community needs and provides a clear and consistent organization wide focus.

In 2022, CNO Julie Kim, MSN, RN, CMSRN, NE-BC, led the following Nursing Strategic Priorities.



Caregiver and Physician Engagement - Create an inspiring work experience for caregivers and physicians through a unified PSJH SoCal culture



Quality and Patient Experience - Enhance the patient experience by delivering highly reliable outcomes and consistently excellent care throughout the SoCal delivery system



Stewardship - Improve our financial performance resulting in affordable care for those we serve and continued ministry growth



Access - Improve access in our communities, especially in ambulatory care, complex care, and care for the poor and vulnerable



Optimal Health - Deliver an optimal health experience, as defined by the needs of each individual, including addressing social determinants of health.



Growth and Diversification - Diversify our revenue sources by offering new services and access to our Clinically Integrated Network



Our Nursing Vision

Patients will be welcomed into a healing community where a professional team of nurses will provide personalized, patient-centered care founded on sacred encounters.

Nursing is empowered by shared governance and guided by the principles of collaboration, caring, and clinical practice.

Nursing will flourish through educational and professional development; evidence-based practice, and leaders in the clinical excellence.

Nursing leadership will support the vision through strategic development and communication of a framework which consistently inspires and engages the spirit of nursing throughout the ministry.





Our Foundation

Mission

As expressions of God's healing love, witnessed through the ministry of Jesus, we are steadfast in serving all, especially those who are poor and vulnerable.

Values

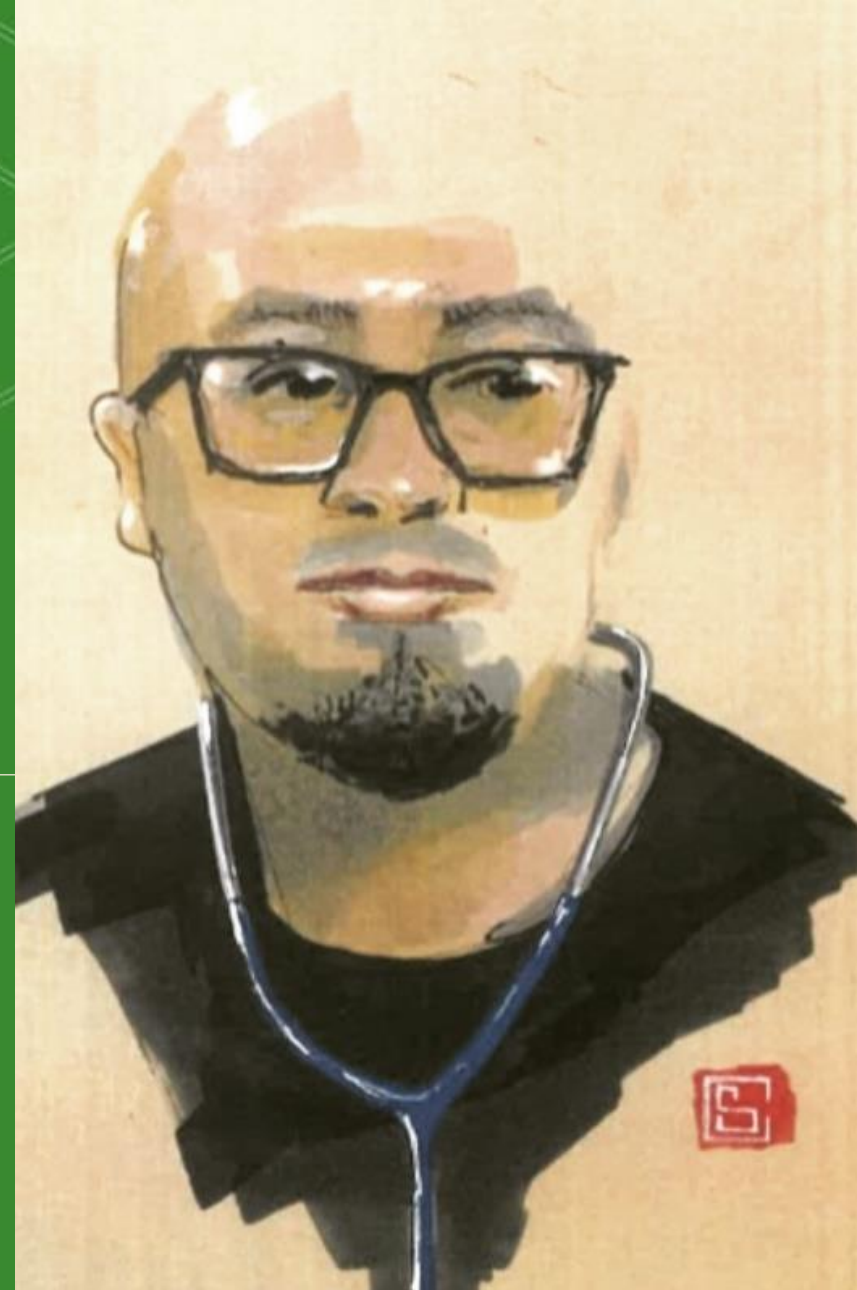
Compassion
Dignity
Justice
Excellence
Integrity

Vision

Health for a
better world.

Promise

"Know me,
care for me,
ease my way."



Our Cultural Compass, created by and for caregivers, brings our mission, vision, values and promise to life



Our Motto

Our Family Caring for Your Family

I Pledge

1. I serve each individual based on their unique needs and care for the whole person—body, mind and spirit.
2. I am present in every encounter and build genuine personal connections.
3. I build trust by listening and I recognize that every voice matters.
4. I advocate for the vulnerable and those in need.
5. I own my positive attitude.
6. I am accountable to our team and collaborate across the organization.
7. I identify and solve problems, looking for innovative ways to improve.
8. I continually seek personal and professional growth.
9. I provide the highest quality care in a safe, clean and quiet environment.
10. I present myself as a professional in language, behavior and appearance.
11. I protect the privacy of those I serve.
12. I am a good steward of the resources entrusted to me.

Own It

Greet: I own how I greet and welcome you.

Respect: I own how I show you respect.

Engage: I own how I engage you and discover your needs.

Assist: I own how I assist you and personalize my actions for you.

Transition: I own how I assist you in transitioning your continuum of care and service.

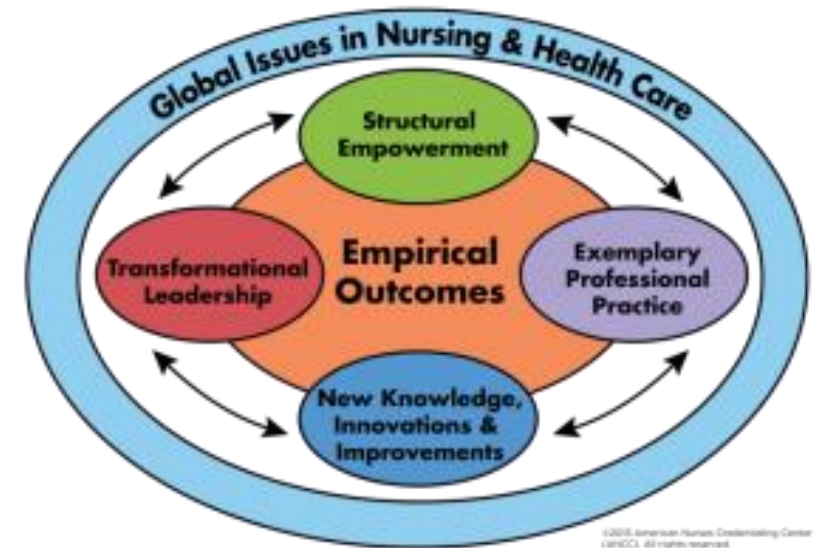
Our Commitment

We've made a commitment to create an inspiring experience where caregivers can fulfill their calling and offer their best care every day.

ANCC Magnet Model

Magnet is an ongoing process that promotes a culture of nursing excellence and involves the dedication and commitment of the entire organization.

The Magnet Model and its standards is our blueprint for providing patients with the highest quality of care, supporting nurses' professional growth, and fostering evidence-based advances in the delivery of health care.



Providence St. Jude achieved the very prestigious initial Magnet recognition in 2015, in which only 9% of hospitals currently hold. Hospitals must pass a rigorous and lengthy process that demands widespread participation from leadership and caregivers.

We achieved our second Magnet designation in 2020 and are heading into our third! Our Magnet document submission is due in Oct. 2024.

Magnet designated hospitals:

Demonstrate in writing that they meet or exceed rigorous sources of evidence (SOEs).

Pass a 3-day site visit that validates, verifies, and amplifies these SOEs that are embedded across the organization.

Demonstrate excellence in patient care quality outcomes, patient experience scores, and staff engagement.

Demonstrate front-line staff involvement in shared decision-making.



Transformational Leadership

- The Journey to Magnet redesignation begins with Transformational Leadership. A transformational culture is formed and evolves through trust, transparency, and strong relationships. Transformational leaders help foster an environment of professional growth so nurses can lead change from any position. Nursing leaders must transform their organization's values, beliefs and behaviors.
- A key component of Transformational Leadership is strategic planning. This requires vision, influence, clinical knowledge and strong expertise relating to professional nursing practice. As a Magnet Designated organization, SJMC embodies transformational leadership, shared decision making, and exemplary professional practices as nurses strive to improve patient outcomes and enhance the patient experience.

NICU Best Practice

Mary Eckels, RNC, MSN focused on education related to the importance of completing debriefing on critical incidences. SMART goal was:

Currently 20% of critical incidences are debriefed in NICU. By May 2022, 60% of all critical incidences in NICU will be debriefed per guidelines and the debriefing will lead to one practice and process change improvements.

Titled the project "Let's Talk About it".
In 2021 she did these interventions:

- Revised debrief tool
- Staff in-service 92% completed

- Implemented four practice changes (small baby box equipment check and micro preemie masks, intraosseous equipment and training, resuscitation documentation worksheet)
- Reminders to staff to debrief

Mary exceeded her goal of 60% and reached 75% of critical incidences were debriefed.



Structural Empowerment

The Journey to Magnet redesignation.....

Nurse's commitment to lifelong learning promotes role development, academic achievement, and career advancement. Providence St Jude nurses enrich their communities by providing education, service, and support in many areas. Our values the contribution each nurse makes for the benefit of patients and families, physicians, staff and the organization. To support nurses advanced education endeavors, multiple scholarship opportunities exist for nurses.

- Shared Governance
- Caregiver Committees

Shared Governance Councils Driving Excellence

Our Shared Governance (SG) model provides the structures and processes in which clinical staff have autonomy in their practice. Caregivers are invited to help make decisions that drive patient care through the work of the SG councils. The important collaborative, interprofessional council work drives excellence by improving policies, standards of practice, and implementation of innovative ideas.





Research and EBP Council



Nurse Practice Council



Education and Professional Development Council

Caregiver Committees

All caregivers are offered the opportunity to engage in purposeful fun through active participation on the seven Caregiver Committees to work collectively to enhance their daily work.

- Spirit Squad
- Rewards & Recognition
- Mission & Community
- Wellness
- Green Team
- St. Jude DEI





Joy Jones Scholarship

Joy and her husband, Ted established The Joy Jones Scholarship Fund in 2008. Joy is a long-time resident of Fullerton, a former nurse, and volunteer at the annual St. Jude "Walk Among the Stars" event. Every day new clinical methods and technologies are being introduced, and Joy supports staff's access to the best training with a maximum fund of \$500 per recipient. Joy envisions nurses advancing their skills, acquiring new knowledge, and incorporating innovation procedures that improve safety, quality, and satisfaction for the ministry's patients and families. Congratulations to the recipients of the Joy Jones Nursing Scholarship which supports advancing education and certification to continue the excellence of the ministry's nurses.

2022 Joy Jones Recipients

Galen Cusey, BSN, RN
5SW Mother/Baby

Alexandra Bordash, BSN, RN, CCRN
4SW CCU

Vickie Lee Canfield, BSN, RN, RNC-MNN, CLE, PHN
5SW Mother/Baby

Zoraida Lockhart, BSN, RN
Pre-Op

Alicia Perez Varela, BSN, RN
IP Wound Care

Inderpal Kaur, BSN, RN
Surgical Neuro 5NW1



Sister Jane Frances Scholarship

For the first 30 years of St. Jude Medical Center's history, Sister Jane Frances Power, CSJ, served as its administrator. Her forthright demeanor and drive earned Sister Jane Frances the respect of the health care community throughout Southern California, but it was her enormous talent and compassion that made her a legend. Sister Jane Frances' admiration for the hospital staff's hard work continues with this scholarship, which supports the educational advancement of St. Jude Medical Center employees and recognizes their role in promoting superior care and outcomes for all who enter our doors

2022 Sister Jane Frances Scholarship Recipients

Gwen Adame, RD, CDCES, Nutrition

Julianne Lee, Clinical Laboratory

Breanna Castanon, Fetal Diagnostics Center

Naomi Kovatch, RN, Endoscopy Center

Alicia Perez Varela, RN, IP Wound Care

Lauren Ware, Med/Tele 5N

Jane Tajonera, RN, Med/Tele 5N

Renee Pham, 4N-CCU/SDU

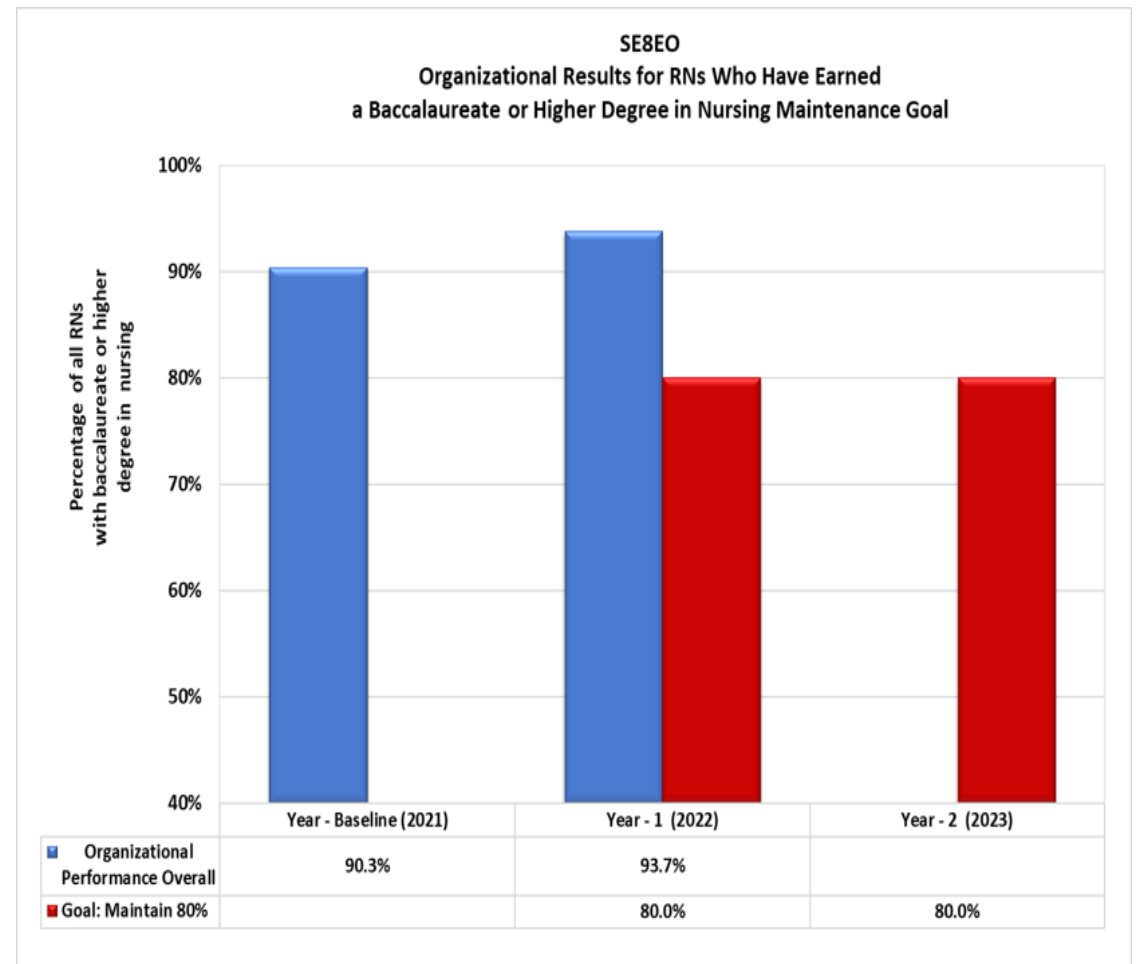
Zamorano, Kiara, RN, Medical Oncology 4NW1

Nithi Chan, RN, Med/Tele 5N

Nicole Alizamani, Ed/Tele 5N

Ayari Aquino-Gallegos, RN, 5SW Mother/Baby

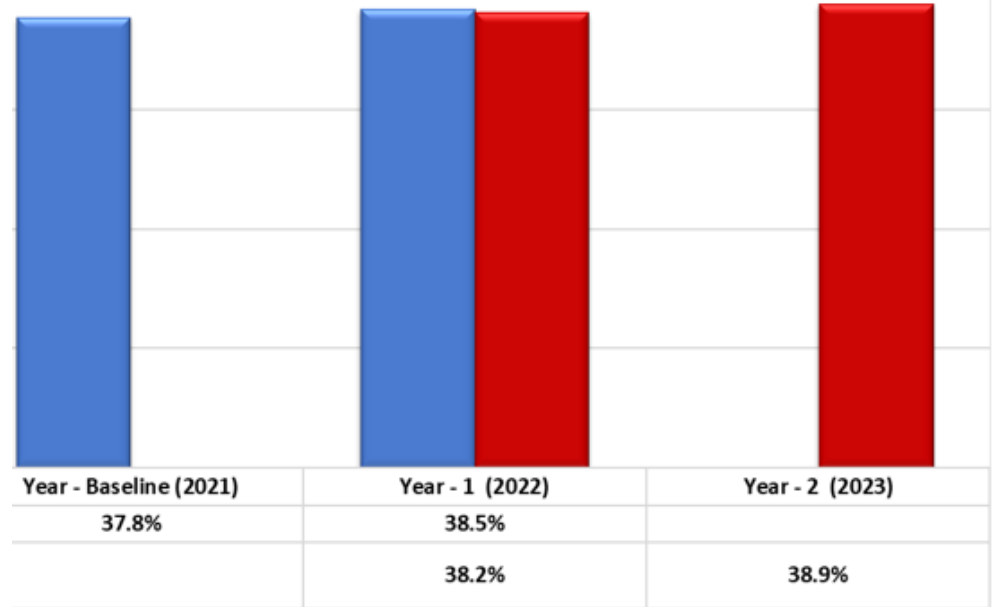
Degree Progression



National Certifications

Professional certification is valued and encouraged at St Jude. As a learning organization, specialty certification allows our nurses to demonstrate their commitment to the highly complex patient populations we serve. As we continue to grow our culture of lifelong learning, certification is upheld as an important aspect of nurses' professional growth.

SE4EOa
Organization Results for Professional Board Certification
Targeted Goal for Improvement



Practice Transition Accreditation Program for the New Graduate RN

In 2018, St. Jude achieved American Nurse Credentialing Center's (ANCC) Practice Transition Accreditation Program (PTAP) for our Nurse Resident program. We are one of only 20 ANCC accredited Residency programs in the country. Service Line Educators, Criscelle Costea and Shawn Aguirre, collaborated with Providence St. Joseph Health Nursing Institute to deliver the Nursing Academy to St. Jude's new graduate RNs to ensure all new grads a successful transition into practice through a comprehensive orientation program.

In 2022, 88 new graduate nurses were successfully transitioned into their practice areas.



Clinical Advancement Program

The clinical nurse plays an integral role in patient outcomes and understands his/her expertise is fundamental to quality of care. St Jude's Professional Practice Model (PPM), the Center of Excellence, provides structures and processes to allow every clinical nurse to be a leader empowered to influence positive changes in nursing practice to achieve excellence in patient outcomes. The PPM's structures are considered the key components in supporting our vibrant, caring nursing workforce.

Clinical nurses can grow in their clinical development through the Nursing Clinical Advancement Program (CAP) and Shared Governance participation through leading evidence-based practices, performance improvement projects, or innovations strategically planned to support St. Jude's strategic goals.

The Clinical Advancement Council provides support for the promotion of the Clinical Nurse III (CNIII) and the Clinical Nurse IV (CNIV). Oncology clinical nurse Meredith Kintzle MSN, RN, OCN, MSRN serves as council chair. The council is comprised of Nurse Educators, a Nurse Director, Magnet Program Director, Manager of Education and Professional Development, Sepsis Coordinator, Director of Research, CNIII and CNIVs. The Clinical Advancement Council consistently strives to recognize, reward and differentiate exemplary professional nursing practice. Collaboratively, members of this council continue to set the pace for clinical excellence to attain the highest quality patient outcomes while achieving organizational strategic priorities.

Background/History: a nurse clinical ladder program should engage and empower nurses, be clear and easy to understand, and adapt to the ever-changing needs in healthcare. Without these elements, the program will be difficult to grow and sustain. Navigating our current clinical ladder e-platform proved to be difficult and generated frustration and confusion for our leaders and program participants. In addition, our current clinical ladder program does not adequately recognize and reflect the great work our nurses are doing at the bedside, throughout the hospital and within the community. Lastly, our recent pandemic has had a significant impact on nurse turnover and influenced our CNIII/CNIV retention rate.

Goal Statement: Clinical Advancement Council will develop and implement strategies to retain and recruit the number of Clinical Nurse III/IV participants by 10%; from 32 to 36 by November 1, 2022

2021: 32 CNIIIs/10 CNIVs

2022: 23 CNIIIs/9 CNIVs

2023: 33 CNIIIs/9 CNIVs

Nursing Recognition

- Recognizing and celebrating nursing's contributions increases the communities' confidence in the profession, educates people about different nursing roles and responsibilities, and inspires people to enter the trusted profession.
- The Daisy Nurse award is a nursing recognition program developed by The DAISY Foundation and implemented at St. Jude in 2013 to honor extraordinary nurses identified by their patients and/or their families for the super-human work nurses do every day. Developed by the family of Patrick Barnes as a way to say "thank you" to nurses everywhere for the extraordinary care their son received while hospitalized. Each quarter a winner is selected from the nominations by the DAISY Committee. Awardees are selected based on the detail of the nomination, their great clinical skill and leadership as well as their especially strong patient care and compassion demonstrated and aligned with our mission, vision, and values. Each DAISY nurses receive an "Extraordinary Nurse" certificate, a DAISY Award pin, a unique hand-carved serpentine stone sculpture from Zimbabwe, entitled "A Healer's Touch", a Spotlight page on the DAISY foundation website.

2022 Daisy Award Recipients

- Becky Mifflin, BSN, RN, Radiology
- Brooke Fulkerson, BSN, RN, Endoscopy



Exemplary Professional Practice

The Journey to Magnet redesignation.....

- Professional Practice Model
- Care Delivery
- Interprofessional Care
- Community Outreach

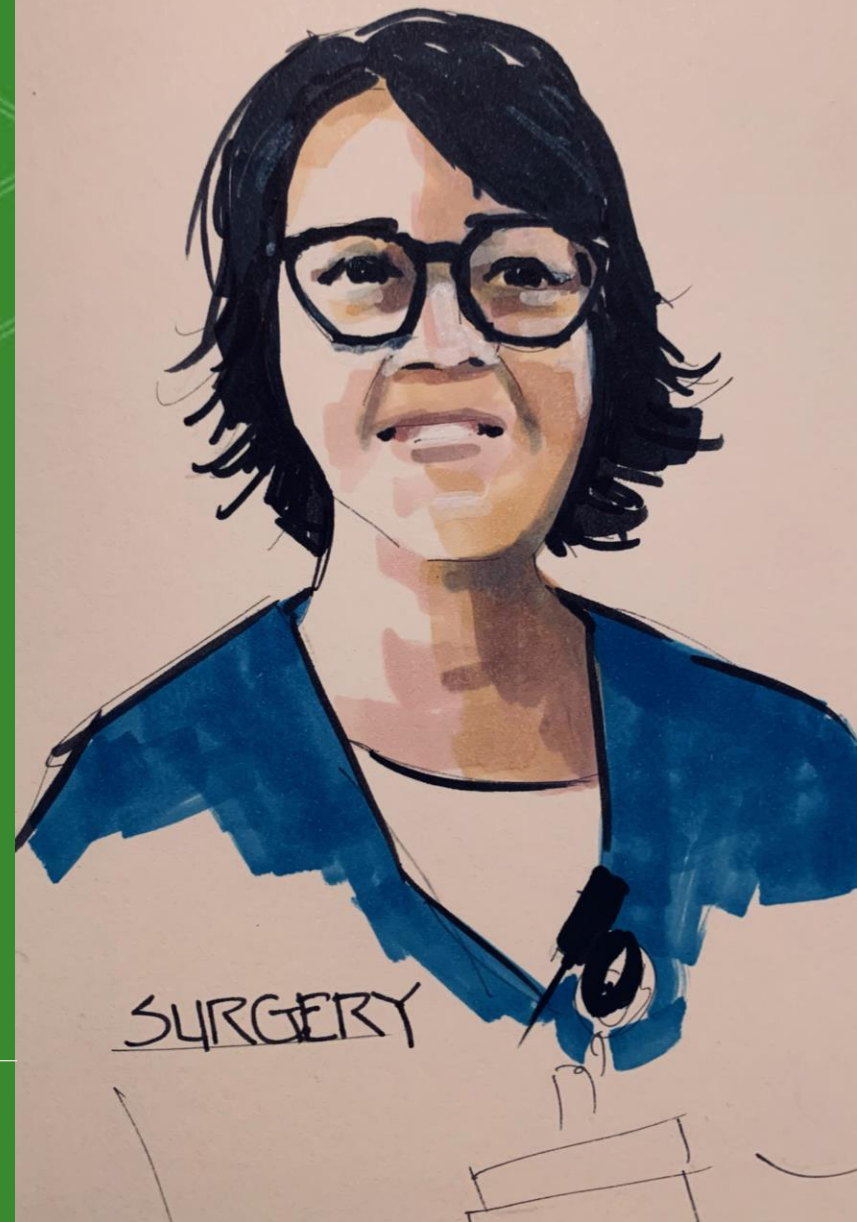


Center of Excellence

Our Professional Practice Model provides structures and processes to allow every caregiver to be a leader empowered to influence positive changes in practice to achieve excellence in patient outcomes.

PPM structures are considered the key components in supporting our vibrant, caring workforce. Caregivers can grow in their clinical development through the Nursing Clinical Advancement Ladder and Shared Governance participation.

The best patient outcomes are achieved through interprofessional teamwork, professional development, and a care delivery system encompassing our core values of compassion, integrity, excellence, dignity, and justice, in harmony with our three domains of practice, collaboration, clinical practice, and culture and caring.

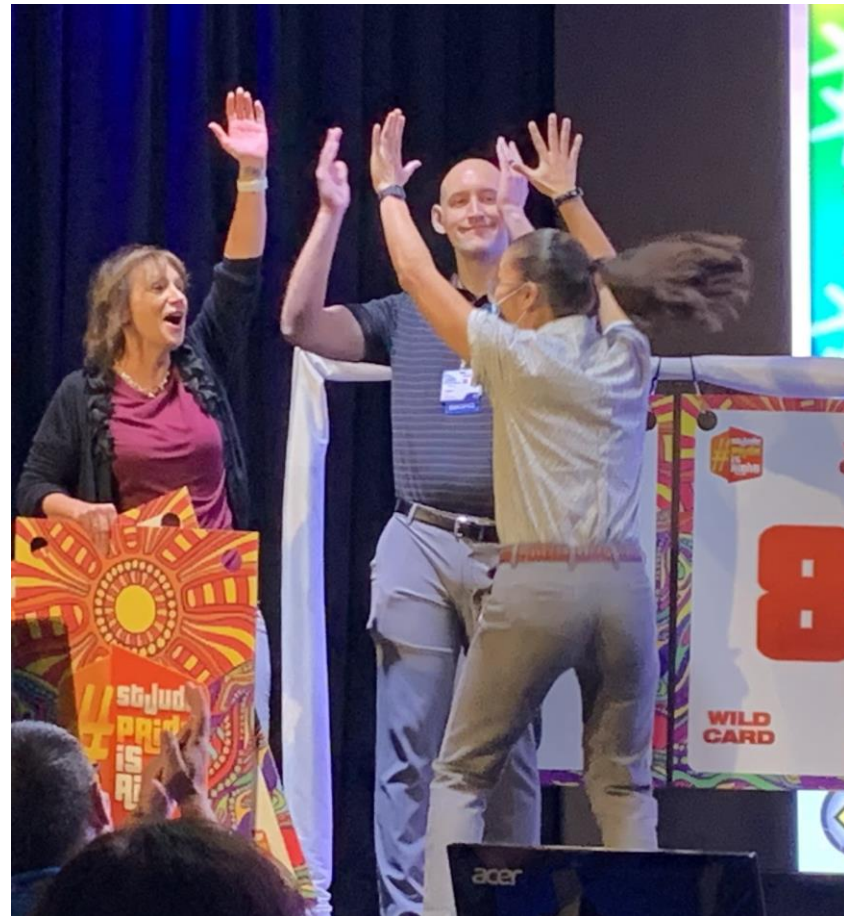




Hey Jude Culture Palooza

Every three years we bring caregivers together to reconnect and recommit to what makes Providence St. Jude unique, passionate and high-performing. The program included:

- Welcome, overview and purpose with Laura Ramos, CE
- Building community and belonging with Scavenger Hunt activity, led by Mark Jablonski, Mission Integration
- Commitment to Safety with Julie Kim, MSN, RN, CNO with video demonstration of Safety Huddle and importance of safety event reporting
- Culture of Recognition, sharing Caregiver Assistance Program and resources to ease the way of our caregivers with Mary Ann Perez, Director of Care Experience and Julie Kim, MSN, RN, Chief Nursing Officer
- Puzzle table activity/contest with Our Promise of *Know Me, Care for Me, Ease My Way*
- #StJudePride Is Right game show, hosted by Troy Gideon, MBA, RN, Exec. Director of Operations with departments competing against each other on St. Jude trivia
- Closing with a message of gratitude to our caregivers and caregivers coming on stage for sing-a-long



Health Enhancement Program

Holistic therapies are offered to complement traditional medical treatment, improve well-being, promote healing, and reduce pain and anxiety

PATIENT & COMMUNITY

- Aromatherapy, Healing touch, Mindfulness, and Guided-imagery
- Music, Art, Reiki
- Cancer Survivors/ Shared Journey Support Group
- Reiki Sessions /Workshops offered @ St. Jude Wellness Center
- Collaboration with Wellness Committee and Volunteer Services

CAREGIVERS

- Yoga/ Meditation provided every Friday for staff/volunteers at SJMC
- Yoga/ Reiki sessions at CRW for staff monthly
- Health Enhancement Affirmation Cards

LONG TERM GOALS

- Enhance wellness, reduce anxiety, and relieve stress of patients
- Increase patient, families, nurse and provider satisfaction
- Conduct research on effectiveness of holistic approaches
- Share the St Jude model with health system partners as part of whole-person and integrative care delivery



Quality Improvement Committees

Nursing was actively involved in multidisciplinary collaboration to launch a variety of innovative evidence-based projects focused on preventing hospital acquired infection, injury and maximizing collective efforts to improve safety and regulatory requirements through the work of the five Quality Improvement Committees

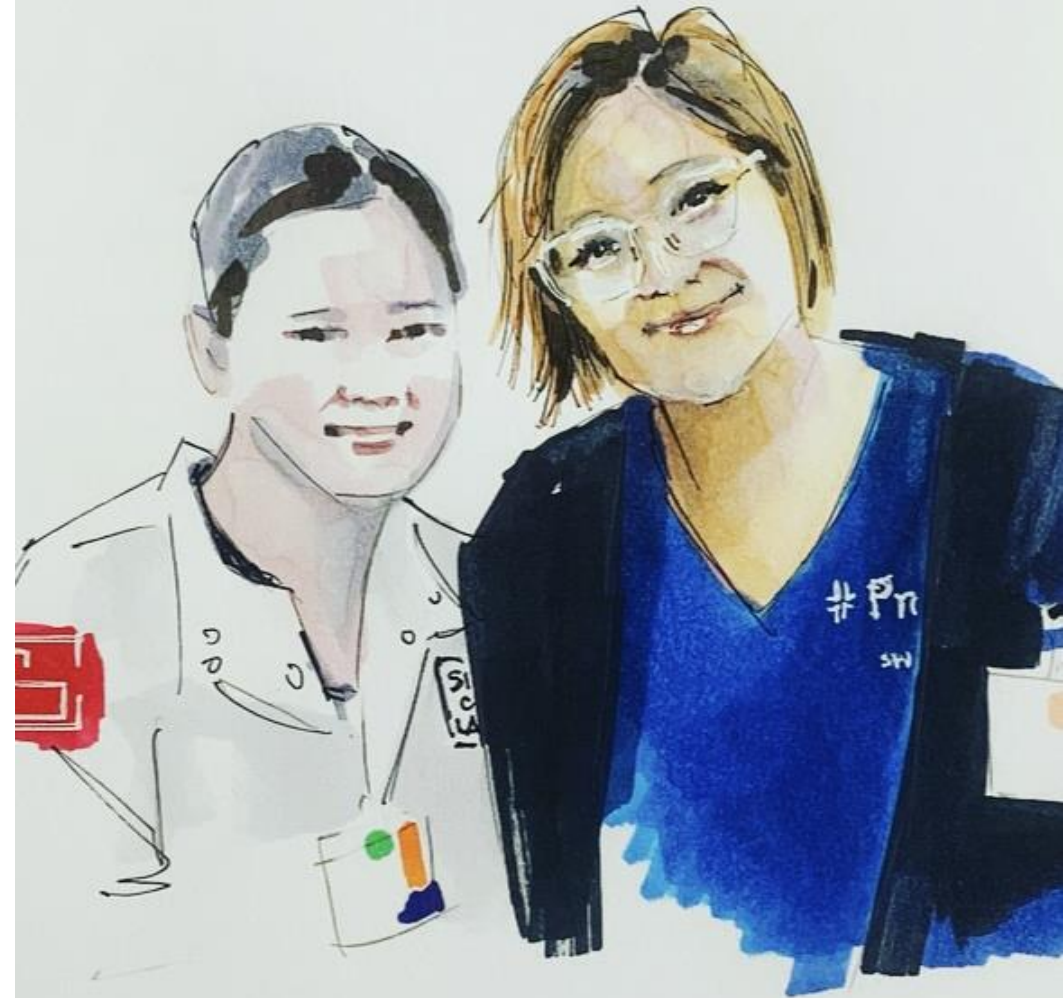
- Pain Resource Team
- Diabetes Resource Team
- HAI Committee
- HIP Committee



Nurse Engagement

Willis Towers Watson (WTW) is one of the world leaders in conducting employee attitude surveys across industries, including healthcare. This includes gathering opinions from a wide range of caregivers in healthcare organizations, including providers, nurses, and other medical professionals. Willis Towers Watson supports a number of healthcare organizations in their Magnet journey by collecting and reporting data on nurse satisfaction, using an ANCC-approved index and providing U.S. nursing comparison data.

In 2022, as an organization St. Jude outperformed in all seven Magnet categories compared to WTW nursing mean. The four categories with the highest performance include: Nurse Autonomy, Leadership Access and Responsiveness, Professional Development, and RN-to-RN Teamwork and Collaboration.



New Knowledge and Innovation

The Journey to Magnet redesignation.....

- Nursing Research
- Innovation

Infusion Center

Deborah Yoon, MSN, RN, OCN, Oncology Nurse Navigator, conducted a research study and submitted the abstract, "Infusion Nurses' Personal Protective Equipment Use While Handling Chemotherapy Drugs". It was accepted for a podium presentation, and she will present at the Western Institute of Nursing's 56th Nursing Research Conference, April 2023

Purpose: To describe perceived barriers, conflicts of interest and risks, interpersonal influence (modeling and norms), as well as organizational influences and select demographics related to Personal Protective Equipment (PPE) use for outpatient, oncology infusion nurses.

Learning Outcomes:

- 1: Participants will be able to identify one knowledge gap that could promote PPE adherence for oncology infusion nurses.
- 2: Participants will be able to identify how more experienced nurses could promote PPE adherence for oncology infusion nurses.

Presentation Outline:

- Topic 1: Adverse health risk exposure with chemotherapy drug handling by oncology infusion nurses.
Topic 2: Nurse demographics and PPE use.
Topic 3: Recommendations to promote better PPE adherence by oncology infusion nurses.

