

# Nursing Annual Report

St. Jude Medical  
Center

2019



A Message  
from  
CNO Laura Ramos,  
MSN, RN, NE-BC

Every time I walk through the units and departments of St. Jude Medical Center, I am reminded of what an honor it is to serve you as this hospital's Chief Nursing Officer. Our nurses' achievements are evident in outstanding clinical outcomes, top decile patient satisfaction, and a long and growing list of national awards and honors. Each year, nurse-led patient safety and quality initiatives continue to transform care, as our RNs bring new research, innovation and expertise to the bedside and beyond.

As healthcare has grown increasingly complex, our nurses have responded by continuing to learn, grow, and advance their practice. The number of St. Jude nurses who have earned or are pursuing a BSN, MSN or professional certification in their specialty dramatically exceeds industry numbers—far surpassing even the standards required for Magnet-designated hospitals.

While distinguishing themselves as national leaders at conferences, our nurses have also shaped a vibrant and unique work environment—one characterized by shared decision-making, professional development and collaboration across every level of the organization. Hundreds of St. Jude nurses participate in shared governance councils, lead interdisciplinary improvement projects and help create industry-wide best practices.

Our nurses continue a 63-year ministry of life-changing compassion, a ministry first established by the Sisters of St. Joseph of Orange, to care for those made vulnerable by illness, disease or circumstance. While the Sisters are no longer present on every floor, our units and departments are filled with individuals who see nursing as a calling, not simply a job, and have found in St. Jude one of California's most distinctive and fulfilling work environments.

I am proud to call St. Jude home and grateful to have the opportunity to work alongside such talented and passionate caregivers.

Sincerely,

A handwritten signature in blue ink that reads "Laura Ramos". The signature is written in a cursive, flowing style.

Laura Ramos, MSN, RN, NE-BC  
Chief Nursing Officer  
Vice President, Patient Care Services

# St. Jude Medical Center Nursing Strategic Priorities

Our 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 2019, CNO Laura Ramos, MSN, RN, NE-BC, led the following Nursing Strategic Priorities:

- *Caregiver and Physician Engagement*- create an inspiring work experience for caregivers and physicians through a unified culture
- *Quality and Patient Experience*- enhance the patient experience by delivering highly-reliable outcomes and consistently excellent care throughout the care 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



## St. Jude 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 leadership in 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.



## Center of Excellence

Our Professional Practice Model provides the structures and processes to empower every caregiver to be a leader.

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.

## THE 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.

## OUR VALUES

### Compassion

We reach out to those in need and offer comfort as Jesus did. We nurture the spiritual, emotional and physical well-being of one another and those we serve. Through our healing presence, we accompany those who suffer.

### Dignity

We value, encourage and celebrate the gifts in one another. We respect the inherent dignity and worth of every individual. We recognize each interaction as a sacred encounter.

### Justice

We foster a culture that promotes unity and reconciliation. We strive to care wisely for our people, our resources and our earth. We stand in solidarity with the most vulnerable, working to remove the causes of oppression and promoting justice for all.

### Excellence

We set the highest standards for ourselves and our ministries. Through transformation and innovation, we strive to improve the health and quality of life in our communities. We commit to compassionate, safe and reliable practices for the care of all.

### Integrity

We hold ourselves accountable to do the right thing for the right reasons. We speak truthfully and courageously with generosity and respect. We pursue authenticity with humility and simplicity.

## OUR VISION

Health for a Better World

## OUR PROMISE

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

Our Mission,  
Values, Vision, and  
Promise Guide  
Our Daily Work

### **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.

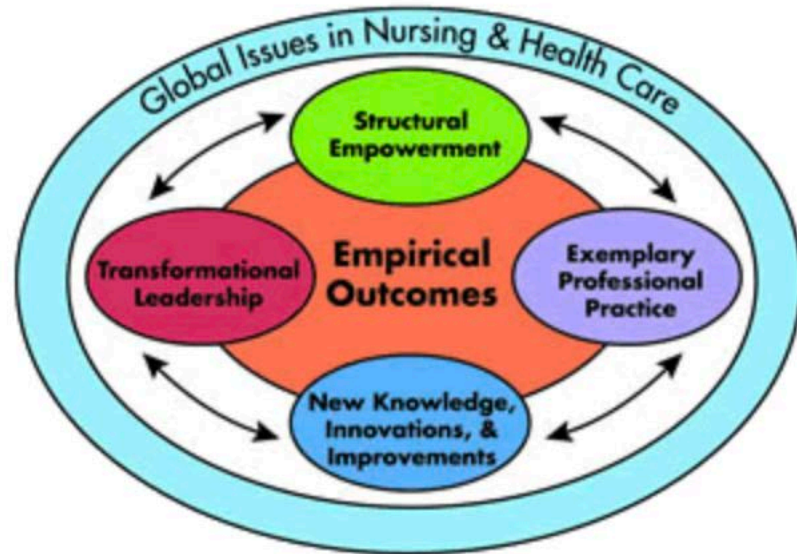
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Our Cultural  
Compass, created  
by caregivers,  
helps us bring Our  
Mission, Vision,  
Values and  
Promise to Life

# 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 82 standards are our blueprint for providing patients with the highest quality of care, supporting nurses' professional growth and fostering evidence-based advances in the delivery of healthcare.





# Magnet Journey

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.

Magnet designated hospitals:

Demonstrate in writing that they meet or exceed 82 rigorous sources of evidence (SOE).

Pass a 3-day site visit that validates, verifies, and amplifies these 82 SOE 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.

In October 2019, St. Jude submitted its redesignation documentation of evidence of how the Magnet concepts, clinical excellence, and quality were sustained and improved over the last four years.





## Magnet Ambassadors

Our interprofessional St. Jude Magnet Ambassadors serve as the experts of knowledge and expertise in Magnet excellence. They meet once a month to get updates and increase their Magnet knowledge to bring back to their departments. They help sustain the Magnet culture throughout the organization and are leaders in providing excellent patient care.

# 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, St. Jude embodies transformational leadership, shared decision making, and exemplary professional practices as nurses strive to improve patient outcomes and enhance the patient experience.



## Emergency Department and Cath Lab Caregivers Improve Patient Outcome for Cardiac Patients

One way St. Jude strives to improve patient outcomes and enhance the patient experience is through our organization-level interprofessional STEMI Review Committee, which conducts ongoing monthly review of ST-elevation myocardial infarction (STEMI) median door to balloon (D2B) data.

This committee membership is comprised of nurse leaders, interventional cardiologists, physicians, clinical nurses, and technicians from the Emergency Department (ED) and the Cath Lab (CL).

The committee set a goal to reduce our median D2B time as a collaborative, interprofessional, multi-departmental initiative. Together, they set out to identify and address contributing workflow barriers and to apply evidence-based solutions for STEMI patients.

ED Nurse Manager, Sandy Martinez, BSN, RN, and CL Nurse Manager, Marcella Perrone, MSN, RN provided transformational leadership and support for the entire STEMI team who, through collaboration, reduced the median D2B time from the ED to Cath Lab from 56 minutes in Jan.-Feb. 2019 to 51 minutes in Oct.- Dec. 2019, a stellar improvement.

# NICU Best Practice Implementation of Mothers' Milk Bank

Human milk, the best source of nutrition for babies, provides many short-term and long-term health benefits. Research proves infants who are born premature or with a low birthweight of less than 32 weeks gestation or less than 1500 grams have lower incidence of feeding intolerance, infections and necrotizing enterocolitis (NEC). NEC is a devastating bowel infection that can lead to loss of bowel and even death.

Occasionally, Neonatal Intensive Care Unit (NICU) mothers are not able to produce enough breast milk for their premature infants due to various reasons. Even with early initiation of breast milk pumping, it can be difficult for a NICU mother to establish an adequate supply to meet infant demand. Feeding mother's milk is the best milk for a baby, and donor breast milk can help infants whose mothers are not able to breast-feed or it can supplement a mother's own milk supply.

Our NICU established a donor breast milk program in March of 2019. Implementation of this new best practice required NICU Nurse Manager, Coleen McNally-Astroga, MSN, RN to establish policies and procedures and apply for a tissue bank license. Our NICU babies can now benefit from donor breast milk from the Mother's Milk Bank, during a time when they are most vulnerable.

St. Jude's NICU babies received 346,933 milliliters of donor breast milk in 2019.



# Health Enhancement Program

In April 2019, CNO, Laura Ramos, MSN, RN, and Palliative Care Manager, Gloria Franklin, MSN, NP, collaborated with Palliative Care Nurse Navigator, Brandi Holloway, MSN, RN, to launch the new St. Jude Health Enhancement Program. Holistic evidence-based therapies are offered to complement traditional medical treatment: including aromatherapy, healing touch, mindfulness and guided-imagery, music, art, and Reiki to improve well-being, promote healing, and reduce pain and anxiety.

The program's most impressive feature is that its success is built entirely on volunteers, nurses, therapists and other caregivers who have seen the benefits offered by complementary therapies and donate their time before and after shifts to bring those advantages to our patients.

Health Enhancement Program goals include:

- Enhance wellness, reduce anxiety, and relieve stress of patients
- Increase patient and family satisfaction
- Increase 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 care delivery



# Infusion Center



The new Infusion Center opened its doors in June 2019. Oncology Services Nursing Director, Lea Ament, MSN, RN and Oncology Services Nurse Manager, Gianna Durocher, MSN, RN led the Infusion Center opening, along with the help of Senior Construction Project Manager Elaine Tipton- Cook, who not only oversaw the construction of the new center but also helped coordinate the team required for the opening, Billing, Biomed, Center for Hematology and Oncology, Central Supply, Clinical Trials, Construction, Education, Engineering, EVS, IS, IT, Lab, Marketing, Materials Management, Medical Records, Nutritional Services, Patient Safety, Pharmacy, Risk, Rheumatology Office, Safety, Security, and Volunteer Services. The extensive planning of the multidisciplinary team led to the move only taking two days.

Our patients and staff love the new space; it is spacious, calming and beautiful with many new amenities, like a nurse call button, reclining chairs, light dimming capabilities for each patient/ chair, TV at each chair, and more space per chair for patients and their visitor/loved one.

# Structural Empowerment

Magnet organizations develop solid structures and processes to provide an innovative environment where strong professional practice flourishes and where the mission, vision, and values come to life to improve patient outcomes and the health of the communities we serve. This is accomplished through our organization's strategic plan, structure, systems, policies, and programs. All caregivers are encouraged to develop professionally and empowered to find the best way to accomplish our strategic goals to achieve the desired outcomes.

St. Jude nurses' commitment to lifelong learning promotes role development, academic achievement, and career advancement as nurses enrich their communities by providing education, service, and support in many areas.

St. Jude values the contribution each nurse makes for the benefit of patients and families, physicians, staff, the community, and the organization.





## Shared Governance Councils: The Voices Driving Our 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.

*Pictured: Education Council*



Informatics Council



Research Council



Nurse Practice Council

# Shared Governance Council Accomplishments

SG Council	Accomplishments
<p><b>Care Delivery Collaborative Council</b></p> <p>Chair: Candy Bass, BSN, RN</p> <p>Co-Chair: Meredith Ross, M.S., CCC- SLP</p>	<p>Increased the utilization of our SONIFI education platform by redesigning the workflow process, developing and distributing brochures introducing the educational platform, creating department-specific video bundles, identifying department champions and adding the SONIFI application to iPads resulting in an increased SONIFI utilization rate.</p> <p>Developed Advanced Directive campaign to increase awareness and promote caregiver completion. Developed Advance Directives Toolkit with FAQs, educational brochures, and community resources resulting in an increase in Advanced Directive completions</p> <p>Increased education scholarship funds to support advanced education by hosting a Silent Auction event with gift basket donations and opportunity drawing tickets resulting in a significant increase in dollars generated for scholarships.</p>
<p><b>Nurse Practice Council</b></p> <p>Chair: Nancy Christiansen, MSN, RN, ACNS-BC</p> <p>Co-Chair: Shawn Aguirre, MSN, RN</p>	<p>Decreased the rate of aspiration pneumonia as a result of implementation of Oral Care Project through collaboration with Speech Therapy.</p> <p>Collaborated with Respiratory Therapists (RT) to improve RN to RT communication. Developed naso-tracheal suctioning RN skills station for Fall Skills lab.</p> <p>PCA tubing practice change reviewed and approved.</p> <p>Bath liner practice recommended to reduce CAUTIs.</p> <p>Reviewed central line flushing policy with PICC/VAD team.</p> <p>IVPB Backflushing practice change approved.</p> <p>Reviewed CAUTI audit tool.</p>
<p><b>Education Council</b></p> <p>Chair: Patti Campbell, MSN, RN</p>	<p>Redesigned the SG orientation process to include leadership training for the chair and co-chairs, an interactive orientation class, and a toolkit providing resources to support council members during their SG role transition.</p> <p>Revised Annual Needs Assessment survey to align with educational initiatives and support caregiver request for continuing education. Based on survey feedback, St. Jude has increased their number of symposiums and continuing education opportunities.</p> <p>Created e-learning modules for monthly emergency code safety training to convey essential information related to hospital emergency preparedness and response efforts, enhance caregiver learning experience, and improve completion compliance.</p>
<p><b>Interprofessional Peer Review Council</b></p> <p>Chair: April Lowe, BSN, RN</p>	<p>42 cases peer reviewed which resulted in the following process improvements:</p> <ul style="list-style-type: none"> <li>Lab changed the color of their tourniquets to be easily identified resulting in a decrease in tourniquets left behind and skin injury</li> <li>Extensive education campaign done for consent issues</li> <li>Skin assessment education done with respiratory in coordination with wound care</li> <li>Blood product administration and medication administration component added to new grad education.</li> <li>Hand-off communication processes improved</li> </ul>
<p><b>Research Council</b></p> <p>Chair: Joy Lanfranchi, MSN, RN</p> <p>Co-Chair: Jessica Durkin, MSN, RN</p>	<p>Coordinated the annual NK and Innovation Fair.</p> <p>Rolled out a HealthStream SLM Research Basics course.</p> <p>Initiated house-wide rounding on Evidenced-Based Practice (EBP) and IOWA model education.</p> <p>Reviewed research proposals and provided support to caregivers conducting research studies.</p>
<p><b>Informatics Council</b></p> <p>Chair: Allaria Haynes</p>	<p>Began development of super-user pool for EPIC.</p> <p>Designed a plan for go-live with EPIC as well as necessary pre-work schedule.</p> <p>Worked with clinical staff on trial of Bluebird phones in pilot units.</p> <p>Supported launch of enhanced Perfect Serve.</p> <p>Increased utilization of SONIFI patient education platform.</p> <p>Approved use of IPAD software for ventilated patient's communication tool</p>



## 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
- Community Involvement
- Mission & Culture
- Culture of Wellness
- Peer Advocate and Diversity Council
- Environmental Sustainability



## 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
- SSI Reduction

# 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. WTW 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 2019, as an organization, St. Jude outperformed in all seven Magnet categories compared to the 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.





# St. Jude Nurse Engagement

	Autonomy	Leadership Access & Responsiveness	Professional Development	RN-to-RN Teamwork & Collaboration	Unit by Unit Evaluation
<b>2019 US NURSING NORM</b>	<b>3.70</b>	<b>3.48</b>	<b>3.88</b>	<b>4.11</b>	
<b>Unit</b>					
4SW CCU	4.24	4.37	4.38	4.44	4 of 4
4N-CCU/SDU	4.16	4.13	4.22	4.30	4 of 4
3SW NICU	4.28	4.23	4.27	4.38	4 of 4
General Medicine 5NW2	4.24	4.22	4.46	4.46	4 of 4
Med/Tele 5N	3.98	3.94	4.40	4.90	4 of 4
Surgical Neuro 5NW1	4.20	3.96	4.15	4.21	4 of 4
Medical Oncology 4NW1	4.40	4.19	4.20	4.29	4 of 4
Orthopedics 4NW2	4.20	4.39	4.47	4.56	4 of 4
General Surgery	4.60	3.95	4.14	4.25	4 of 4
Recovery Room (PACU)	3.91	3.93	4.90	4.40	4 of 4
O/P Testing Center	4.43	4.50	4.54	4.63	4 of 4
Pre-Op	4.30	4.16	4.13	4.42	4 of 4
Outpatient Surgery Center	4.26	4.18	4.42	4.64	4 of 4
Infusion Center	4.31	4.29	4.34	4.28	4 of 4
Hemodialysis Acute	4.20	4.31	4.38	4.70	4 of 4
Endoscopy Center	4.40	4.10	4.12	4.21	4 of 4
Palliative Care	4.46	4.50	4.39	4.67	4 of 4
Clinical Services Admin	4.00	3.55	4.27	4.80	4 of 4
Pathways Program	4.90	4.23	4.26	4.36	4 of 4
PICC/VAD	4.11	4.40	4.90	4.31	4 of 4
Cardiology	3.97	3.96	4.11	4.20	4 of 4
St Jude Care Management	4.40	4.32	4.14	4.44	4 of 4
St Jude Emergency	4.14	4.22	4.33	4.19	4 of 4
St Jude Infection Prevention and Education	4.27	4.35	4.17	4.53	4 of 4
St Jude L&D, Antepartum	4.10	4.14	4.19	4.21	4 of 4
St Jude Magnet and Clinical Excellence	4.64	4.75	4.60	4.77	4 of 4
St Jude Mother/Baby + Education	4.70	4.90	4.18	4.24	4 of 4
St Jude Oncology	4.20	4.37	4.15	4.42	4 of 4
St Jude Rehab	3.99	4.17	4.33	4.42	4 of 4
St Jude Same Day Procedures	4.20	4.32	4.29	4.49	4 of 4
SJMC Radiology RN	*	*	*	*	*Not Counted
Wound Care Center	*	*	*	*	*Not Counted
Administration	*	*	*	*	*Not Counted
SJMC IP Wound Care	*	*	*	*	*Not Counted
	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	

Vendor: Willis-Towers-Watson (WTW) Satisfaction Survey

\* indicates number of respondents was too low with <5 RN responses

# Nursing Recognition

Recognizing and celebrating nursing's contributions increase 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. Each quarter a nurse is selected from the nominations by the DAISY Committee. Awardees are selected based on the detail of the nomination, clinical skill, and leadership as well as patient care and compassion demonstrated and aligned with our mission, vision, and values. Each DAISY nurse receives an "Extraordinary Nurse" certificate, a DAISY Award pin, a unique hand-carved serpentine stone sculpture from Zimbabwe, entitled "A Healer's Touch," and a Spotlight on the DAISY foundation website.

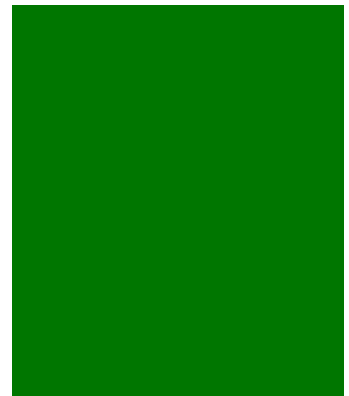
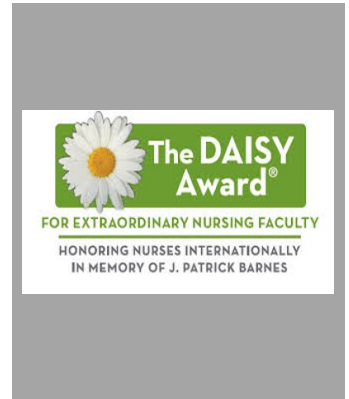
## Daisy Award Recipients

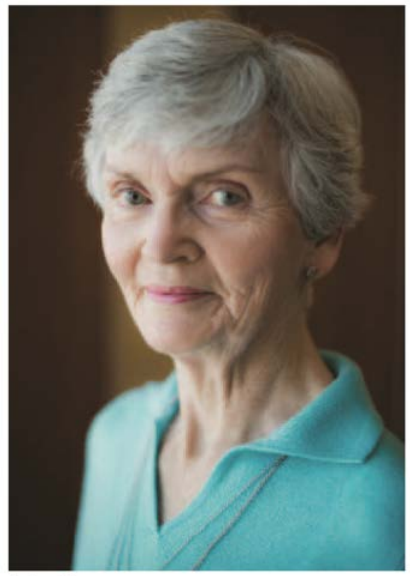
Michael Brian Baldado, BSN, RN, 4SW CCU

Regilyn Garcia, BSN, RN, 3 North Cardiac

Justine Kowertz, BSN, RN, 3SW Mother Baby

Nay Torres, BSN, RN, 5 North Sepsis





# 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.

## Joy Jones Recipients

Cynthia Chun, BSN, RN, 5NW2

Katherine Gibson, BSN, RN, Plaza Outpatient Surgery

Misty Green, BSN, RN, Infusion Center

Jene Mendoza, BSN, RN, 5NW1

Jacob Pablo, BSN, RN, 2 North

Salena Trujillo, MSN, RN, Mother Baby Unit

# Sister Jane Frances Scholarship

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

## Sister Jane Frances Scholarship Recipients

Lillian Ablir, BSN, RN, Infection Prevention

Christine Attew, MSN, RN, Emergency Dept.

Cynthia Chun, BSN, RN, 5NW2

Jessica Ellingson, RN, Rehab

Liza Meza, BSN, RN, 5NW1

Jacob Pablo, MSN, RN, 2 North

Dayna Parise, BSN, RN, Clinical Outpatient Unit

Amy Sivcovich, BSN, RN, Clinical Outpatient Unit

Mollie Strand, BSN, RN, Labor & Delivery

Heidi Yttri, MSN, RN, Emergency Dept.

# CulturePalooza 2.0

CulturePalooza, a celebration of what makes St. Jude unique, was held at the Brea Improv and required of all caregivers and hospital-based physicians.

The program included:

- Welcome by a front-line caregiver who is Chair of the Rewards & Recognition Caregiver Committee
- Overview and purpose with Brian Helleland, Chief Executive
- Sharing Our Mission, Promise, Vision and Values with Mark Jablonski, Chief Mission Integration Officer
- Review of Our Cultural Compass with Mary Ann Perez, Manager of Cultural Transformation
- Puzzle table activity/contest with Our Values
- Our Family Caring for Your Family Feud, hosted by one Executive Leadership Team members with departments competing against each other with questions related to Our Cultural Compass, Magnet, and St. Jude trivia
- Caregiver/Department Engagement video and call to action for all caregivers to get involved
- Closing with a story from one of our patients



**SJMC - Nurses Who Have Bachelors Degree or Higher in Nursing**  
*Organizational Results for RNs Who Have Earned a Bachelors or Higher Degree in Nursing*  
 CY 2016 - CY 2019



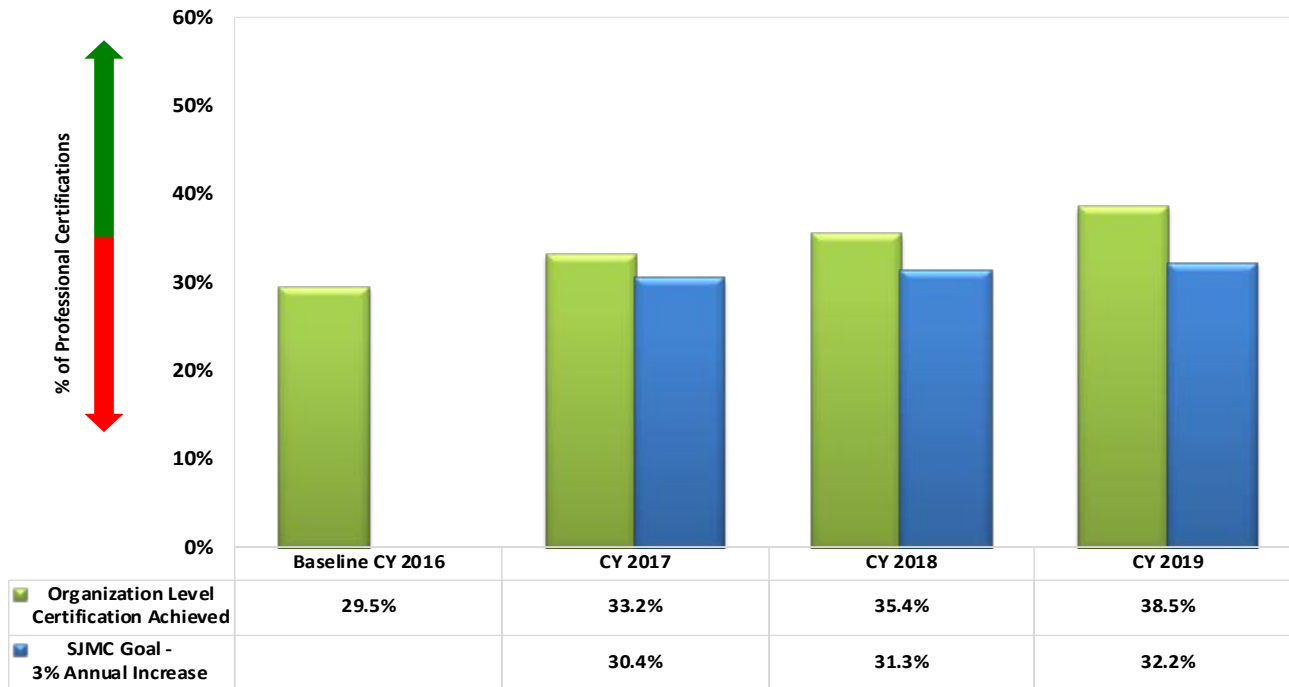
## Degree Progression

St. Jude’s organizational support for nurses pursuing a baccalaureate degree or higher in nursing is made possible through a formal program structure, financial support and provision of learning resources, demonstrating a strong commitment to a lifelong learning culture. In 2019, 88.5% of St. Jude nurses held a baccalaureate or higher degree in nursing, in alignment with the Institute of Medicine’s (IOM) target of 80%.

## SJMC - Nurses Who Have Professional Nursing Certifications

### Organizational Level Certification

CY 2016 - CY 2019



## 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.



## Practice Transition Accreditation Program

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. Clinical Nurse Specialist, Nancy Christiansen, MSN, RN and Nurse Educator, Shawn Aguirre, MSN, RN 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 2019, 46 new graduate nurses were successfully transitioned into their practice areas.





## Surgical Services Perioperative Fellowship

2019 marked the first year for the Perioperative Fellowship Program. After a rigorous interview process, five internal candidates were selected for this transition in practice. Surgical Services Clinical Nurse Specialist Jennifer Venator, MSN, RN led the nurses through a 6-week didactic program blended with PSJH Clinical Academy content with the AORN Perioperative 101 Program and high-fidelity simulation. This multimodal learning approach facilitated the completion of 26 perioperative nursing modules. At the end of 6 weeks, the five nurse fellows passed the AORN Perioperative 101 exam and transitioned to the clinical component of the program.

The clinical component of the Perioperative Fellowship is supported by the entire surgical services team: preceptors, nurses, surgical techs, physicians, and nurse leaders. During this important transition to practice, each fellow learned how to apply the knowledge gained to perioperative practice, circulating and scrubbing each specialty service offered at St. Jude.

# Critical Care and Step Down Fellowship Program

Clinical nurses aspire to grow and transfer into a more specialized practice. Retaining St. Jude clinical nurses within our walls requires providing opportunities for nurses to grow professionally and transfer within our organization to specialty care areas, such as Critical Care and Step Down. The clinical nurse fellowship program is led by Nancy Christiansen, MSN, RN, Cardio-Neuro Service Line Clinical Nurse Specialist and supported by Julie Kim, MSN, RN, Nursing Director of Cardio-Neuro Service Line and Karen Bartolone, MSN, RN, CCU and SDU Nurse Director.

Fellowship program is tailored to individual needs (approx. 6-10 weeks). Didactic education includes:

- Essentials of Critical Care Orientation, approximately 54 hours
- Cardiac Workshops
- Ventilator Care Workshop
- Care of the Neuro Patient
- Hemodynamic Monitoring
- Targeted Temperature Management (CCU only)
- Presentation of Case Studies

In 2019, 8 Nurse Fellows successfully transitioned into CCU and 4 transitioned into SDU.

# Exemplary Professional Practice



The true essence of a Magnet organization stems from exemplary professional practice within nursing. This entails a comprehensive understanding of the role of nursing; the application of that role with patients, families, communities, and the interdisciplinary team; and the application of new knowledge and evidence. The goal of this component is more than the establishment of strong professional practice; it is what that professional practice can achieve.

# Clinical Advancement Program

St. Jude believes a clinical nurse plays an integral role in patient outcomes and understands a nurse's expertise is fundamental to the delivery of high-quality care. Clinical nurses can grow in their expertise through leading evidence-based practice projects, performance improvement initiatives, or innovations strategically planned to support St. Jude's strategic goals.

The Clinical Advancement Ladder provides nurses with the structure and support for the promotion to Clinical Nurse III (CNIII) and Clinical Nurse IV (CNIV). The Clinical Advancement Council is comprised of Nurse Educators, Nurse Director, Magnet Program Director, Manager of Education, Sepsis Coordinator, Director of Research, and CNIIIs and CNIVs. The Council strives to recognize, reward and differentiate exemplary professional nursing practice as members of the council set the pace for clinical excellence to attain the highest quality patient outcomes while achieving strategic priorities.

Council accomplishments include:

- A 30% increase in the number of CNIIIs and CNIVs in 2019
- Development and implementation of an annual program review process whereby feedback is analyzed to identify opportunity for program improvements
- Established Professional Portfolio Workshop to assist the new CNIII in their portfolio development
- CNIII/CNIV individualized goal setting sessions with Clinical Advancement Council members and Nurse Leaders to ensure their project aligns with EBP, Research, QI, and outcomes to support organizational goals and Magnet expectations

# Clinical Nurse IIs and IVs

## Medical Surgical Division

Ina Vyaniauskiene  
Dolly Joseph  
Cherisse Blanco  
Rachel Yeager  
Jane Tajonera CNIV  
Beth Brown  
Doria Bugarin  
Claudia Ureno  
Cynthia Chun CNIV  
Gabriel Castillo  
Yadira Lara  
Jaime Coulter  
Michael Teylan  
Hannah Tait  
Christina Cocchi  
Nay Torres  
Loren Lussier  
Grace Poon  
May Vinitnantharat  
Miles Ruiz

## Surgical Services Division

Janet Servoss CNIV  
Caroline Lesser  
Linda Holloway  
Joy Lanfranchi CNIV  
Mark Garcia  
Colleen Martinez  
Vanessa Jaramillo  
Gigi Almader  
Izzah Panganiban-Alzaga

## Maternal Newborn Division

Candy Bass  
Mary Eckels CNIV  
Gale Price,  
Debbie Hoffman  
Trenna Berry  
Salena Trujillo  
Charlene Velasco  
Rachel Sprague  
Sandy Murray  
Kimberly Glesser  
Michelle Tibbs  
Brianna Batchelor

## Cardio Neuro Division

Nicole Halliwell  
Heidi Yttri CNIV  
Timothy Marshall  
Kokoni Martinez  
Bryan Roman  
Sylvia Hernandez CNIV  
Jolie Hultner  
Jillian Lee CNIV  
Danielle Boal  
Jessica Durkin  
Elaine Kim  
Kim Ta  
Khalid Altawarah  
Carol Murtaza  
Kimberly Gonzalez  
Pimara Serrano CNIV  
Rachel Rodriguez  
Joan Pung  
Alexandra Bordash  
Marilyn Cabel  
Jennifer Menke  
Yader Hernandez-Fajardo  
Renee Pham



## Recognized as One of the Nation's Best

When the Medical-Surgical Renal Unit (5NWT2) started the application process for the prestigious PRISM Award, it was a little daunting. Offered by the Academy of Medical-Surgical Nurses (AMSNA) and the Medical-Surgical Nursing Certification Board, the award recognizes the elite of med-surg nursing units, those units offering exceptional nursing practice, leadership and outcomes.

5 NWT 2 has become one of just 43 med-surg units in the nation to receive the award and one of only two in California.

# Nurse Peer Feedback

Beginning in February 2019, St. Jude contracted with a third-party vendor, OnSoble, to administer the new RN peer feedback process, OnRole. Nurses are grouped with similar units and shifts, and the software randomly assigns two nurse peers to each nurse within their peer grouping. The peers use an anonymous, electronic peer feedback assessment tool to give their feedback on the nurse's strengths and opportunities for development. The platform yields an individualized report with comparison of self-assessment to peers' assessment to facilitate goal setting around key behaviors and competencies that are critical to achieve strategic outcomes. The platform also provides St. Jude RNs with insights on collective strengths across the organization to further advance skill development, enhance quality improvement, improve patient outcomes, and to promote a culture of safety.

St. Jude RNs' Peer-identified Strengths include:

- *Leadership:* Nurses demonstrate a strong sense of integrity in their daily work.
- *Communication:* Nurses communicate effectively across the organization.
- *Care coordination:* Nurses coordinate care to ensure corrective actions related to patient safety occurs as needed and coordinate care to ensure progress toward the patient's individualized treatment goals.
- *Data collection and data assessment:* Nurses use direct observation to obtain pertinent information that will establish a valid and reliable data set about the patient and the patient's condition and uses effective interviewing techniques to gather pertinent information to establish a valid and reliable data set.
- *Evaluation:* Nurses effectively evaluate the delivery of care to ensure appropriate care modifications as needed.



OnRole  
Powered By  OnSoble



## Named Top 50 Orthopedic Program in the Nation

In December 2017, St. Jude achieved The Joint Commission (TJC) Advanced Certification for Total Hip and Total Knee Replacement (THKR), which focuses on care from the pre-surgical orthopedic consultation to the intraoperative, hospitalization or ambulatory surgical centers admission, rehabilitation activities and follow-up visit with the orthopedic surgeon. The advanced certification provides a hospital with the framework to improve patient outcomes, establishes a consistent approach to care to reduce the risk of error, creates a pathway to excellence, enhance collaboration across the care continuum, and demonstrates commitment to a high standard of clinical service.

In 2019 U.S. News & World Report named St. Jude's Orthopedic Program one of top 50 programs in the nation, earning spot #43 out of more than 4,500 hospitals evaluated. The honor places St. Jude in an elite group: only 165 hospitals in the country earned a national ranking in a specialty in 2019.





## St. Jude Symposiums

In the spirit of spreading knowledge, the following symposiums provided a venue to share evidence-based practice, disseminate the latest knowledge, and build interprofessional collaboration.

Diabetes Symposium – February 2, 2019

Digestive Health Symposium – April 27, 2019

Cardiovascular Symposium – July 27, 2019

Orthopedic Symposium – September 14, 2019

Stroke Symposium – October 12, 2019

# New Knowledge and Innovations

Magnet organizations have an ethical and professional responsibility to contribute to patient care, the organization, and the profession in terms of new knowledge, innovations, and improvements. This component includes new models of care, application of existing evidence, new evidence, and visible contributions to the science of nursing.

St. Jude encourages innovations, research, and evidenced-based practice through our Research Program, Medical Library access to professional nursing journals, technology innovations, Quality and Performance Improvement initiatives, and unit level CDC work to initiate collaborative improvements to our care delivery system. In 2019, nurses were engaged in multiple clinical scholarship activities including 21 research studies, 12 podium and poster presentations, and one publication.

# Research Studies

- Implementation of Modified Evidence-Based Universal, Colorectal and ERAS Bundles to Reduce Surgical Site Infections (SSIs) in Colorectal Surgical Patients by Joy Lanfranchi, BSN, RN
- Staff Knowledge, Attitudes and Skills in Early Progressive Mobilization of Patients in the Intensive Care Unit (ICU) by Belal Awawda, MSN, RN
- The Impact of Replacing Peripheral IVs Catheters when Clinically Indicated on Infection Rate, Nurse Satisfaction, and Care Effectiveness in the ICU, Step-Down Unit, and Oncology Patients by Rosemary Olivier, BSN
- Exploring the Effect of Inpatient Diabetes Education on Readmission Rates by Cynthia Chun, BSN, RN
- Tea for the Soul Program: A Nurse Perspective by Marysol Cacciata, PhD(c), MSN, RN
- Discovering Risk Factors for Falls Within an Acute Inpatient Rehabilitation Department: A Predictive Study by Jacob Pablo, BSN, RN
- Effectiveness of a Disposition Process Map in Improving Ambulance Patient Offload Times in the Emergency Department by Heidi Yttri, BSN, RN
- Investigating the Impact of a Communication Intervention on Patient Satisfaction in Mechanically Ventilated Patients by Melissa Reilly, BSN, RN
- Perceptions of Alarm Fatigue among Nurses Working in the Emergency Department by Leah Reed, BSN, RN
- Family Presence During Resuscitation: An Emergency Department Nurse Perspective by Christine Attew, BSN, RN
- Effectiveness of a Nurse Interruption Prevention Bundle in Reducing Medication Administration Time-Delay Errors by Jene Mendoza, BSN, RN
- Effects of Pre-Hydration on Serum Creatinine Level Post Percutaneous Coronary by Jocelyn Uyan-Magarin, BSN, RN
- Reducing Mislabeled Specimens in the Emergency Department by Implementing Barcode Labeling System by Eve Leon, BSN, RN
- Exploring Skin Breakdown in Patients with Tracheostomies by Joan Pung, BSN, RN
- Implementation of Modified Evidence-Based Universal, Colorectal and ERAS Bundles to Reduce Surgical Site Infections (SSIs) in Colorectal Surgical Patients, and Physical Comorbidities as Predictors of Postoperative Pain in Colorectal Surgical Patients by Joy Lanfranchi, BSN, RN
- Exploring the Nurse's Role in Affecting Cardiac Rehabilitation Attendance by Maria Imelda Leopoldo, BSN, RN
- Exploring Knowledge and Attitudes of Nurses about Pressure Injury Prevention by Susan Pattschull, BSN, RN
- Caring for Mental Health Patients in the Emergency Department by Jessica Durkin, BSN, RN
- Impact of a Scripting Intervention on Emergency Department Patient Satisfaction: A Pilot Study by Richard Rodela, BSN, RN
- Effectiveness of Mindfulness-Based Intervention (MBI) in Reducing Perceived Stress Among Nurses in the Cardiac Step-Down Unit: A Pilot Study by Angie Tran, MSN, RN
- Moral Distress in CCU Nurses: Exploring Strategies to Mitigate Moral Distress after Critical Events by Janet George, BSN, RN

# Podium, Poster and Publication

## Podium

- New Oral Anticoagulant and Warfarin-Associated Intracerebral Hemorrhage Protocol Reduces Timing of Door to Correction Interventions by Rosemary Olivier, BSN, RN and Claudia Skinner, DNP, RN
- Combined Enhanced Recovery/Surgical Site Infection Prevention Bundles in Spine Surgery by Joy Lanfranchi, BSN, RN
- Severe Morbidity and Mortality and Timely Treatment in Gestational Hypertension by Dawn Hernandez Price, MSN, RN, Mary Lou Anthony, MSN, RN, and Amy Dugan, MSN, RN

## Poster

- Implementation of Barcode Medication Verification System in the Emergency Department by Maria L. Ortiz Luis RN, MSN, RN and Deepal Shah BSc, RN
- Simulation, Skills or Drills: Which Leads to Success? by Dawn Hernandez Price, MSN, RN, Mary Lou Anthony, MSN, RN, and Cindy Saunders, MSN, RN
- The Power of Bridges: Reducing SSI through OB/or Collaboration by Dawn Hernandez Price, MSN, RN, Mary Lou Anthony, MSN, RN, and Cindy Saunders, MSN, RN
- Baby Can't Wait: Emergency Department, Labor & Delivery, Respiratory Therapy Collaboration by Mary Lou Anthony MSN, RN
- Effect of Exergaming on Health-Related Quality of Life in Older Adults: A Systemic Review by Marysol Cacciata PhD, RN
- Effectiveness of a Nurse Interruption Prevention Bundle in Reducing Medication Administration Time-Delay Errors by Jene Mendoza MSN, RN
- Enhancing Screening and Management of Delirium in Critical Care by Zenaida K. Co DNP, RN
- Support of Vaginal Delivery by Dawn Hernandez Price, MSN, RN, Mary Lou Anthony, MSN, RN, and Cindy Saunders, MSN, RN
- Protecting Newborns by Achieving Core Measures with BiliSoft Blankets by Danielle Larracas, CSUF Student and Amy Dugan, MSN, RN

## Publication

- New Oral Anticoagulant and Warfarin-Associated Intracerebral Hemorrhage Protocol Reduces Timing of Door to Correction Interventions by Rosemary Olivier, BSN, RN, Claudia Skinner, DNP, RN, Diane Gleeson, MSN, ANP-BC, Marysol Cacciata, PhD, RN, and Mary Wickman, PhD, RN

# Innovative Triton QBL Technology to Decrease Postpartum Hemorrhage

Postpartum hemorrhage (PPH) is the leading cause of maternal mortality, with an estimate that 2.9% of the women who give birth in the U.S. will experience excessive blood loss. At the end of all surgical cases, the anesthesiologist, surgeon and circulating nurse examine the soiled sponges and residual in the suction canister to agree on an Estimated Blood Loss (EBL). California Maternal Quality Care Collaborative (CMQCC) has concluded that healthcare workers frequently underestimate the blood loss.

Gauss Medical created a tool that takes the guess work and negotiation out of agreeing on an accurate blood loss. The Triton is a device that uses technology to scan lap sponges and suction canisters to give a Quantified Blood Loss (QBL), in real time, as the case is still in progress to alert the team of signs of hypovolemia that are difficult to reverse.

Labor and Delivery Unit Nurse Manager, Cindy Saunders, MSN, RN instituted the use of the Triton in July 2019 for every delivery at St. Jude and on the Mother Baby Unit when the patient experiences a postpartum hemorrhage.



# Innovative Transcatheter Aortic Valve Replacement

St. Jude places high value on evidence-based practice and consistently works to embed the most current evidence-based practice and processes in all aspects of care. An example includes implementation of the new Transcatheter Aortic Valve Replacement (TAVR) technology.

Cardiac Cath Lab Nurse Manager, Marcella Perrone, MSN, RN, demonstrated excellent transformational leadership in her advocacy and implementation of the new technology, TAVR. As of October 2019, any severe aortic stenosis patient experiencing symptoms can be considered by the TAVR team for the less invasive evidenced-based practice TAVR treatment.



# Empirical Outcomes

Based on the Institute of Medicine's recommendations that care provided is safe, efficient, effective, patient-centered, and timely, we need to have quantitative and qualitative measures which accurately reflect the outcomes of quality and effectiveness of the nursing care at the unit, department, and organizational levels.

Empirical outcomes move beyond what nurses do and how they do it, to focus on "What difference have we made?"





Making a Difference, Every Patient Encounter