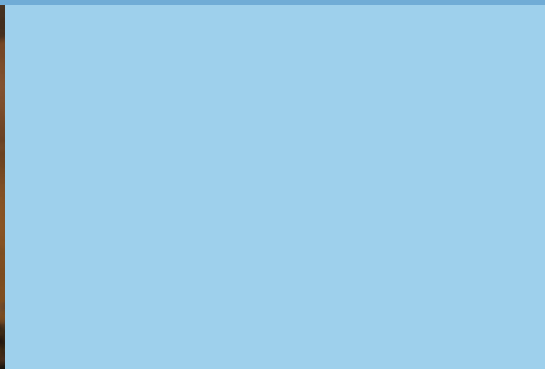


# Annual Nursing Report

2014



# An Introduction to the 2014 Nursing Annual Report



As Chief Nursing Officer for St. Jude Medical Center, I am proud to present this report and showcase the accomplishments of our nurses over the last fiscal year. Throughout the years, we have consistently shared our belief that great nurses make a great hospital, and this year has certainly proven this belief still holds true.

St. Jude has been on an incredible journey this past year and one that would have been impossible without our outstanding staff. We take great pride in the outstanding accomplishment of Meditech standardization throughout the region, our move into the Northwest Tower and designation as an Advanced Comprehensive Stroke Center by The Joint Commission. Our nurses and interdisciplinary partners have been critical to the success of these significant projects, move and designation.

St. Jude's nurses are to be commended for continued commitment enhancing quality while seeking to prevent hospital-acquired infections, continued engagement to our patient and family experience and overall infusion of innovation and best practices. Your level of expertise, professionalism and compassion are second to none. In 2014, the Magnet core Team submitted our Magnet application and began collecting and writing the stories to submit in February 2015.

The further enculturation of our Shared Governance model allows for nurses and clinicians to continue to work as agents for change. Utilizing evidence-based practice, while continually seeking to improve outcomes for our patients. Our learning organization has become contagious. We have more nurses than ever returning for the baccalaureate degree as well as graduate degrees with 70.7 percent of our staff having had completed their BSN and or MSN. St. Jude nurses continue to be empowered to drive improvement as thought leaders for our ministry, and see their work of providing high-quality, compassionate care not just as a job, but as a calling to professional nursing. It is my pleasure to both highlight your accomplishments and thank you for all that you do and represent.

*Laura Ramos*

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

## Journey to Excellence

In 2014, St. Jude's Journey to Excellence continued in pursuit of completing its first ANCC Magnet submission. Our BSN 2020 goal remained in full force and many more staff RNs returned to school, often taking a colleague or two with them. Additionally, our specialty certifications went up in most departments.

- 60 percent of our direct care nurses have BSN degrees
- 10.6 percent of our direct care nurses have MSN degrees
- 261 nurses have professional certifications
- There were 31 nurses advanced to CNIII certification and two CNIV certification

### 2014 SJMC Milestones

- Completed regional Meditech standardization
- Northwest Tower opened in November 2014
- Just Culture program implemented in January 2014 to create a culture of safety that focuses less on events, errors and outcomes and more on improving performance through system design (such as the flow maps created between PreOp, OR, and PACU to promote successful move of Surgical Services into the NWT) and managing behavioral choices.
  - Harm Rate decreased by 59 percent from FY2012 to FY2014
- Simulation Lab extended to all staff
  - Simulation was conducted for 30 departments and 950 staff completed Sim Lab, an 18 percent increase from 2013



## New Knowledge, Innovation, and Improvement

As life long learners, St. Jude nurses are continuously educated, which results in implementing and improving the safest, best practices for patients, families and practice environments. St. Jude nurses who lead nursing research and evidence-based practice initiatives share the outcomes internally and externally through posters, presentations and abstracts to further advance patient care outcomes across the ministry, community, and nation. Nurses also influence and lead innovations with technology and work-flows to ensure safety, quality and stewardship are aligned.

### Completed Research Studies

- *Preoperative Hair Removal* – Lynda Gagnon, MSN, RN
- *Mentoring Development Program, Phase II* – Mary Terrazas, MSN, RN
- *Team Crew Simulation Training, Nurse Advocacy, and Patient Harm Reduction in the OR* – Teresa Frey, MSN, RN
- *Preoperative Prostatectomy Class for Patient Education and Distress Reduction* – Gianna Laiola, MSN, RN
- *Mentoring New Graduate Nurses for Retention, Job Satisfaction and Professional Development* – Shawn Aguirre, MSN, RN
- *Community Cancer Prevention and Screening Education* – Danelle Johnston, RN, MSN & Gianna Laiola, MSN, RN
- *Nursing Beliefs and Practices Related to the Promotion of Maternal-Infant Bonding* – Cindy Saunders, MSN, RN
- *Nurses Perceptions of their Competency Related to Caring for the Late Preterm Infant* – Coleen McNally-Astorga, MSN, RN

### Research Studies in Progress

- *The Effectiveness of Educational Intervention in the Management of Behavioral Patients in the Emergency Department* – Marysol Cacciata, MSN, RN

### Articles Accepted for Publication but not yet Published, Authored or Co-Authored by St. Jude Medical Nurses

- Anthony, M. & Wickman, M. (2015). *Precepting challenges: The unsafe student*. *Nurse Educator*.

### Poster Presentation at Local & National Conferences

- *Stepping Forward Together: Creating a Culture of Membership and Certification* – American Association of Critical Care Nurses, National Teaching Institute – Rosemary Olivier, BSN, RN
- *Continuous Lateral Rotation Therapy: Creation and Implementation of a Clinical Practice Protocol* – American Association of Critical Care Nurses, National Teaching Institute – Rosemary Olivier, BSN, RN
- *The 'Infection Prevention and Us' Expo – APIC 41st Annual Conference* – Regina Catalla, BSN, RN, Claudia Skinner, DNP, RN, Kari Wawro, RN, BS, Barbara Mason, BSN, RN
- *Psychosocial and Spiritual Distress Screening at a Community Hospital Cancer Center* – Oncology Nursing Society - Giana Laiola, MSN, RN
- *Mentoring New Graduate Nurses for Retention, Job Satisfaction and Professional Development* – Upsilon Beta Chapter, Sigma Theta Tau Induction Ceremony and Conference – Shawn Aguirre, MSN, RN
- *Evidence-Based Nurse Directed Sedation Protocol* – Nursing Odyssey Conference, Sigma Theta Tau International – 2014 STTI & – Upsilon Beta Chapter, Sigma Theta Tau Induction Ceremony and Conference – Zeny Co, MSN, RN

### Podium Presentation at National Conferences

- *Implementing Evidence-Based Practice Using the Larrabee Model to Reduce CAUTI: Steps to Reduce Indwelling Catheter Use* – APIC 41st Annual Conference – Claudia Skinner, DNP, RN



## Service Line Accomplishments

### Maternal/Newborn Services

Director: Dawn Hernandez, MSN, RN, NE-BC, RNC-OB, C-EFM



- Go-Live to CPN electronic medical record in Labor & Delivery
- Restructured the Maternal Newborn Division to better serve our patients and support the staff
- Recruitment and hiring of talented staff to build the structure needed to manage and improve our patient experience
- Successful Joint Commission Survey with zero findings in the Maternal Newborn Division
- Perinatal Educator attended AORN Implementation of Standards Conference
- Protocol for Obstetrical Diabetic Patients
- Developed Advanced Fetal Monitoring Classes



### Surgical Services

Director: Joanne Bonnot, RN, MSN, NE-BC



- Implemented Meditech and PICIS standardization projects
- More than 50 percent of OR nurses earned CNOR Strong certification
- Simulation Lab across the continuum of patient care
  - OPTC-SAA-OR-PACU
  - Safe Hand-offs between units
  - Operation Room simulation on site
  - Patient Identifiers
  - Universal Protocol
  - Counting
- Northwest Tower move planning
- Participated in centralized purchasing processes



## Cardio/Neuro/Emergency Services

Director: Julie Kim, BSN, RN

- St. Jude prepared for successful attainment of the prestigious designation of Advanced Comprehensive Stroke Center.



- Monitor Bank and telemetry redesign project
- HCAHPS efforts around Communication with Nurses and Medication Side Effects
- Cross training of staff to various departments

## Emergency Department

- Hired Community Care Navigator to the Emergency Department to assist homeless patients
- Increased number of Certified Emergency Nurses
- Educated all nursing staff on "Management of the Behavioral Health Patients"
- Ebola preparedness and training for all staff

## Cath Lab

- Prepared for Advanced Comprehensive Stroke certification and increased focus on Neurointerventional Radiology. All staff NIH certified (including techs )
- Cath Lab and Prep Recovery earned PRC 5-Star award for being top 10th percent in overall patient care nationally for Cath labs

## Critical Care Unit

- Implemented full bedside hand-off report
- Meditech optimization
- Developed formal process for Code Blue debrief
- All CCU rooms became dialysis ready
- Hepatobiliary Education/Training
- Proning Education/Training
- CCU nurse Rosemary Olivier received the National Hospital Hero Award
- Significant increase in specialty certification in CCU and poster submission to NTI

## 3North

- Achieved zero CAUTIs
- Devised and implemented a strategic plan to reduce CHF readmission

## Step Down Unit

- Achieved Zero CLABSI
- Successful annual Step Down unit and Critical Care Unit nursing competency simulation with interdisciplinary collaboration from respiratory therapy and CCU Physicians
- Comprehensive Stroke preparation highlighting expert nursing care of the stroke patient in SDU and CCU
- Achieved zero Ventilator-Associated Pneumonia

## COU and Imaging

- Worked collaboratively to create assessment and discharge process for hip injection patients to prevent patient fall and injury post treatment
- Worked collaboratively to move CT biopsy patients to COU for preparation and discharge. Previously only limited number of patients were discharged from COU. This decreased patient wait-time for scheduling by increasing throughput and number of patient able to be scheduled for biopsy in one day.
- Standardized patient discharge through COU
- Increased imaging nurse availability for other procedures and nursing care
- Improved physician satisfaction
- Imaging nurses worked with Radiologists to establish a standardized anticoagulant ion protocol for invasive procedures

## VAD Team

Vascular access has continued to train nurses in US IV access. Have established classes every Wednesday.



## Medical Surgical Services

Director: Tracey Larsen, RN, MSN, NE-BC

- Expanded Palliative Care services with the addition of one Nurse Practitioner
- 2W and 2N nurses earned 5-star rating award for patient satisfaction
- 5NW-1 nurses trained to care for stroke patients



## Oncology

- Worked to establish chemoembolization program with interventional radiologists for liver cancer patients
- CLABSI audit tool – 18 months CAUTI free
- Implemented oral care project
- Created standard work for direct admit chemo patients

## Ortho

- Created job description for Nurse Navigator which encompasses following patients scheduled for surgery throughout their journey from St. Jude Medical Center, St. Jude Heritage Medical Group and the St. Jude Centers for Rehabilitation and Wellness
- Added additional pre-op orthopedic classes. Currently, we conduct classes four days a week to accommodate scheduled surgeries
- Added additional pre-op spine classes twice a month to accommodate more scheduled surgeries
- Provided educational forums on the anterior hip surgery approach
- Added patient transfer training to Simulation Lab for skills-based competency learning
- Initiated a Total Joint Alumni forum for patients who have had total joint replacement surgery ranging from three months, six months and 12 months post surgery
- Standardized Order sets for surgeons utilizing best practices and evidenced based practice in their care delivery and easy to follow discharge instructions
- Created standardized order sets for hospitalists on Hip fracture patients and updated post-op hip fracture patients for all Ortho surgeons

- Implemented leadership rounding
- Added patient-ready supplies to admission kit
- Hosted education session for skilled nursing facility staff nurses: Care of the Post-Op Patient
- Developed surgeon-specific protocol book
- Shared Governance approved creation of isolation brochure
- Educated the community through stroke presentations at senior care centers
- Developed V-Go standard work and education
- Increased BSN education with reimbursement incentives
- Earned impressive HCAHPS scores above the 90th percentile in July for four composites
- Earned impressive HCAHPS scores above the 75th and 90th percentile for the last five months in pain management
- Earned impressive HCAHPS scores above the 50th percentile in communication with doctors and nurses



## Center of Excellence

Director: Claudia Skinner, DNP, RN

A key role of the clinical nurse in promoting and addressing the SJMC strategic priorities is to foster an environment of excellent nursing practice and provide a patient and family experience of compassion and quality care.



To acknowledge and recognize the SJMC professional nurse for their contributions in supporting strategic priorities, the DAISY Award Program has been implemented. The DAISY Award Program celebrates the clinical nurse for exceptional commitment in serving as a pivotal link in the delivery of consistent, excellent patient and family care.

Annually, a group of four CN III/IVs, one from each of the four service lines who best achieved the organization's strategic priorities, is celebrated and recognized by the CNO and all attendees for his/her goal achievement. On September 5, 2014, Laura Ramos, CNO, hosted the Quarterly Nursing Breakfast and Clinical Advancement promotion breakfast recognizing the following Clin III/IVs.

- Perfect Care Achievement: Jourdan Dunaway, BSN, RN, Surgical Services, presented her education goal related to reducing specimen, handling errors in the operating room. Jourdan's goal achievement reflected a 20 percent reduction in the specimen handling process and documentation errors in the operating room.
- Perfect Care Achievement: May Vinitnantharat, BSN, RN, Dialysis, presented her department specific goal in which she incorporated evidence-based clinical practice in the treatment of hypotension during hemodialysis. Reducing the utilization of albumin by 7.4 percent and incorporating the use of normal saline for dialysis-related hypotension created a significant financial savings for the organization.
- Perfect Care Achievement: Zeny Co, MSN, RN, Critical Care, developed and implemented cost containment strategies for the delivery of nursing/healthcare services through the revision of pre-packaged patient care kits. Zeny's efforts improved efficiency in the workplace and produced an estimated annual financial savings for the organization of nearly \$70,000.00 whereby reducing patient hospitalization expenses.

- Sacred Encounter Achievement: Cindy Hardeman, BSN, RN, Neonatal Intensive Care Unit, shared her narrative related to her experience with a new mother and father experiencing an unexpected critical event with the delivery of their child. Cindy's clinical expertise, compassionate care and empathetic demeanor truly demonstrate the SJMC core values and support the strategic priority of Sacred Encounters.

## DAISY Award recipients recognized:

Jackqueline Marie Lo, BSN, RN, OCN

Lianne Mijares, MSN, RN

Rachelle Saucedo, RN

Sandra Becerra, BSN, RN



### Exemplary Professional Practice

St. Jude nurses and interdisciplinary colleagues embrace their Center of Excellence professional practice model which illustrates alignment and integration of their practice with the organization's heritage, mission, vision, values, and care delivery system: the Patient and Family Centered Experience. Supported by the shared-governance structure; nurses successfully collaborate with interdisciplinary stakeholders to maintain a culture of safety, evidence-based practice standards, achieve patient, physician, and staff satisfaction, as well as innovate and improve care delivery and the work environment. Nurses and interprofessional team members consistently partner to ensure comprehensive, goal oriented, individualized plans of care for patients and families.

### Transformational Leadership

Following in the footsteps of the Sisters of St. Joseph's of Orange and former St. Jude leaders, the CNO and nursing leadership team aspire to be transformational leaders who stimulate, support and inspire staff to develop as practice leaders and achieve extraordinary outcomes of Perfect Care, Healthiest Communities and Sacred Encounters. To accomplish this, Nursings' vision, goals, and strategic plan are aligned with the organization's to ensure the focus and synergy necessary. The CNO and nurse leaders are positioned to influence and advocate on behalf of staff and patients at all levels of decision making from the board room to unit level shared-governance councils.

# Center of Excellence

## ST. JUDE MEDICAL CENTER PROFESSIONAL PRACTICE MODEL

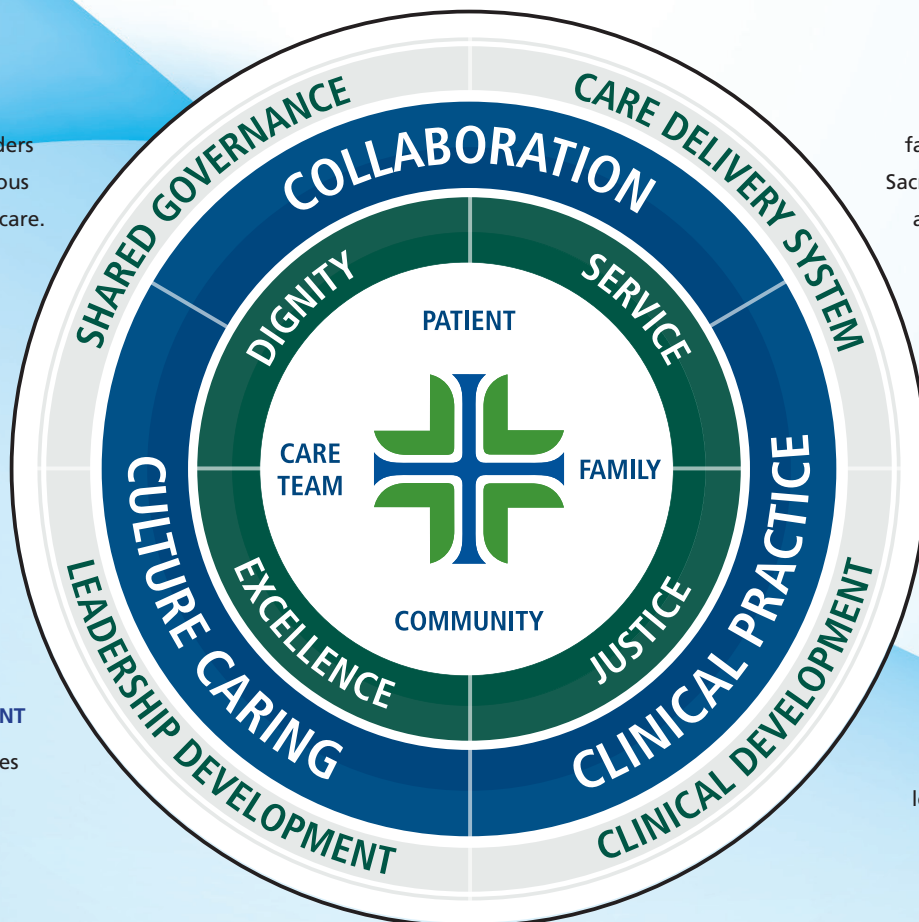
How clinicians practice, collaborate, communicate and develop professionally

### SHARED GOVERNANCE

Through shared decision making, direct care providers guide and create continuous improvement for patient care.

### CARE DELIVERY SYSTEM

Individualized, patient and family-centered care supports Sacred Encounters, Perfect Care and Healthiest Communities.



### LEADERSHIP DEVELOPMENT

Because excellence requires competent leaders at the bedside, we promote leadership development opportunities for all clinicians.

### CLINICAL DEVELOPMENT

A culture of continuous learning promotes individual and team approaches to learning and performance validation, and dedicate resources to supporting professional growth.

## ACHIEVING MAGNET EXCELLENCE



## Structural Empowerment

St. Jude is a learning organization and our nursing division continues to be loyal life-long learners as evidenced by the growing number of nurses with BSN and MSN degrees and professional certifications. Our BSN 2020 goal continues to inspire many RNs to return to school and be supported in their academic journey by the Education Open House events, Tuition Reimbursement Program, and a strong commitment to the Preceptor and Mentor Programs.



### 2014: Revised Shared Governance Meeting Schedule

To boost meeting attendance and address clinical nurse feedback that attending several meetings on different days was challenging, the Shared Governance structure was redesigned to promote collaboration and collective decision-making power and the one-day Shared Governance platform was launched. Shared Governance is comprised of the Care Delivery Collaborative Council, Education Council, Informatics Council, Nurse Practice Council, Nursing Clinical Advancement Council, Quality Council and Research Council.

### Nursing Practice Council Accomplishments

- Selection of 2014 Nurses Week gift
- Collaborated with Patient Experience in developing standard work guidelines for Sweet Dreams; ordering and restocking cart supplies and designating specific cart locations on each nursing unit.
- Developed Sweet Dreams concept of department “champions” and classes to develop these champions; whereby increasing use of the Sweet Dreams cart and diminishing use of Ambien with a goal to decrease falls
- Voted to take incisional dressing change process to IMPACT
- Collaborated with Volunteer Services to develop process to increase usage of volunteer services staff during peak times for nursing departments
- Create awareness on need to increase number of IV Ultrasound trained nurses; classes to begin Jan. 2015
- Selected Masimo pulse oximetry sensor device; now used housewide
- Partnered with infection prevention to create CHG bath visual aide, established standard time and shift to do CHG baths to increase compliance
- Collaborated with Nurse Manager Dale Wong to implement use of sliders in Falls Risks kits and eliminate use of Falls Risks magnet identifier
- Collaborated with Safe Patient Handling in updating “safe patient handling tool”
- Collaborated with Infection Prevention to develop information sheet for C. Difficile

## Research and Education Council Accomplishments

Co-Chairs: Marysol Cacciata, MSN, RN and Mary Terrazas, MSN, RN

- Hosted *Research Day* during Nurses Week with poster presentations featuring completed interdisciplinary research projects.
- Implemented a new method designed to increase staff education in research. Staff was asked to submit a clinical practice question particular to their practice area. The council received 30 clinical practice questions and selected the top three questions for potential research projects.
- Featured the *Great Cookie Experiment* at the Research Fair. The purpose of the cookie experiment was to stimulate staff's interest in clinical research in a fun and engaging way.
- Reviewed the principles of clean vs. sterile technique. Based on the current evidence, the Council voted to recommend that sterile gloves should be used with sterile dressing changes. This practice recommendation was forwarded to the *Nursing Practice Council*.
- Reviewed and revised the *Education and Research Council Charters*.
- Provided valuable content feedback for the following education projects: *Education Needs Survey*, *North West Tower Education*, implementation of *Code Blue Drills*, *Ebola Education*, and *Healthstream Alerts*.

## Care Delivery Collaborative Accomplishments

- Agreed that each department would designate where their centralized storage area would be for falls mats.
- Created visual management tool to be stored with fall mats
- Agreed to use Lucidoc as depository for SG documents
- Created vision statement about the kind of patient experience that will be sustainable and encompass the expectations of self and peers
- Approved Northwest Tower Dry Erase White Boards
- Approved addition of Patient Experience folder to Shared Governance folders in Lucidoc
- Approved suggestion to invite ELT member to open each Shared Governance CDCC meeting with a reflection and information relative to his/her role and responsibilities
- Updated ground rules of meeting to include: each presenter share their name, role & responsibility
- Approved addition of PFAC members joining Shared Governance CDCC
- Updated and approved SG Bylaws
- Approved glossary of terms created by Mary Ann Perez for PFAC and CDCC members
- Approved focal pay-out for National Certification reimbursement
- Welcomed 20 new CDC Chairs to SG CDCC
- Shared Governance Orientation and Facilitative Leadership to support role of the CDC Chair
- Approved the addition of "discussion forum topic" to the standard Shared Governance agenda to support, guide and share best practices
- Transition from previous Shared Governance structure to new structure



