



# Nursing Excellence

Annual Report May 2022

Highlighting Achievements  
and Recognizing Excellence in  
Extraordinary Times

Fostering Magnet® Readiness  
through Nursing Governance to  
Support Better Outcomes

Enhancing the Patient Experience  
and Promoting High-Tech  
Family-Centered Care



Pride in past accomplishments...



motivates future achievement.



# CONTENTS



A 70-Year Legacy of Nursing: Celebrating the Past and Influencing the Future

## EDITORIALS

- 3 Beverly Hayden-Pugh, MOB, BSN, BHSc, RN
- 5 Vicky Tilton, DNP, RN

## TRANSFORMATIONAL LEADERSHIP

- 7 Nurse of the Year 2022 Jessica Moody, MSN, RN, PED-RN
- 8 Valley Children's Healthcare Profiles
- 9 Workforce Testing: A Shared Vision Beyond Expectations

## STRUCTURAL EMPOWERMENT

- 12 Nurse of the Year 2022 Anita Eggleston, BSN, RN, CPEN
- 13 Professional Development Statistics
- 15 Nursing Governance: A Solid Foundation in Challenging Times
- 18 Fostering Magnet® Readiness through Structures of Governance
- 21 Supporting Transition for a Promising Future

## EXEMPLARY PROFESSIONAL PRACTICE

- 24 Nurse of the Year 2022 Jennifer Bustillos, BSN, RN, CPN, APHON
- 25 A Closer Look at Five Elements of the NPPM
- 26 Stories of Exemplary Patient/Family Experiences
- 29 Enhancing the Patient Experience with Advisory Committees
- 31 MyChart Patient Portal: Promoting High-Tech Family-Centered Care
- 33 Above and Beyond: Recognizing Excellence in Extraordinary Times
- 34 2022 Friend of Nursing
- 35 Team Excellence 2022

## NEW KNOWLEDGE, INNOVATIONS & IMPROVEMENTS

- 37 Nurse of the Year 2022 Jennifer Norgaard, MSN, RN, RNC-NIC, ACCNS-P
- 38 Scholarly and Community Activities





# A 70-Year Legacy of Nursing

By Beverly Hayden-Pugh, MOB, BSN, BHSc, RN

Senior Vice President, Chief Nursing Officer and Chief Transformation Officer

**“Legacy is not leaving something for people. It’s leaving something in people.”**

**Peter Strophe**

**S**eventy years ago, five young women recognized their dream of creating and opening a hospital where their children and the children of the Valley could receive healthcare close to home. As we celebrate this special anniversary, I wonder if those founding mothers would recognize that the legacy they left is not the original single-story building

that housed Valley Children’s Hospital and Guidance Clinic, but the mission and vision that inspire the professional practice of nursing at Valley Children’s Healthcare today.

As I reflect upon our ability as nurses to leave a legacy in those around us, I am convinced that this ability and obligation as a profession is the foundation of our successful past and our key to moving into the future. In looking at our 70 years of nursing at Valley Children’s, there have been some amazing accomplishments, as well as critical challenges. Over that timeframe, Valley Children’s Healthcare has grown from a small local children’s hospital to a quality-leading children’s health network, where nursing partners often lead the way.

As we enter into preparation for our fifth Magnet® designation, please take a moment to reflect on the nursing culture we have created together:

- Creating the L.E.G.A.C.Y. Care Delivery Model that supports both patient care and professional development
- Providing evidenced-based practice to ensure high-quality patient care resulting in nationally ranked top outcomes
- Leveraging interprofessional collaboration and education to advance our practice and outcomes
- Contributing new knowledge to the profession through nursing scholarly activities including research, presentations and publications
- Actively engaging in formal and informal leadership of professional nursing organizations locally and nationally
- Establishing a Nursing Governance Structure that has guided our practice and development, as well as led organizational initiatives, including patient safety and advanced care modalities like ECMO
- Focusing on academic advancement and achievement of national certification, resulting in professional nursing staff that is >70% BSN and >47% nationally certified
- Developing the Nursing Professional Practice Model
- Establishing Family-Centered Care as a foundation to the care we provide
- Preparing the “next generation” of nursing through the training of thousands of nursing students
- Supporting the health of our kids through community outreach, education, injury prevention and numerous pediatric community health screening events
- Establishing multiple community partnerships to enhance the care of children throughout the Valley
- Developing and implementing roles to support nursing practice and impact care of kids including: CNS, Wound and Ostomy Specialists, Vascular Access Specialists, LVNs, RN Navigators, Informatics Support RN, Palliative Care Program Coordinator, Simulation Program Manager, and RN Data Integrity Specialist as a few examples of many
- Virtually implementing Epic



- Navigating significant events such as moving the hospital from the campus on Shields in Fresno to our new campus in Madera, Y2K, transition to a healthcare system called Valley Children’s Healthcare, and the COVID-19 pandemic
- Achieving multiple accreditations and awards reflecting quality patient care
- Achieving four Magnet® Designations, the gold standard for nursing!

As you enjoy this edition of Nursing Excellence, please take the time to reflect on how your practice and the practice of the highlighted individuals and teams in this issue make a difference in the kids, families and interprofessional team members that we are privileged to interact with. Together, we have accomplished many things, influenced our profession, accomplished many firsts, and established a legacy that has impacted our patients, families, colleagues, organization and the professional practice of nursing.

I feel proud to be part of a nursing legacy that honors the past, achieves the best for kids in the present, and prepares for the future with a focus on enhancing not only the health, but also the well-being of children, our colleagues and ourselves. Let’s take care of ourselves so that we can take care of others. Let’s continue to make a difference in others – that’s truly how we sustain our legacy into the future.



Agnes Crocket



Gail Goodwin



Helen Maupin



Carolyn Peck



Patty Randall

Happy Nurses Week.  
I’m so grateful for you!

*Beverly*



**“... the legacy they left is not the original single-story building that housed Valley Children’s Hospital and Guidance Clinic, but the mission and vision that inspire the professional practice of nursing at Valley Children’s Healthcare today.”**





# Influencing the Future of Nursing

Vicky Tilton, DNP, RN

Executive Director Inpatient Services, Assistant Chief Nursing Officer

**R**electing on the past is vital to establish a foundation for the future.

**"If you could erase all the mistakes of your past, you would also erase the wisdom of your present. Remember the lesson, not the disappointment."**

This quote by an unknown author has always resonated with me. As I take into consideration the advancements that will occur in technology, innovative treatments, enhanced procedures and protocols, creative therapies and treatment regimens, along with research-driven changes in healthcare delivery; thinking about the next 70 years is both exciting and intriguing.

The future vision I have is fluid, guided by change that is challenging and yet indicated to remain open, creative, and unpredictable. Sustaining an environment that thrives on transparency and a commitment to carry forward the established legacy focusing on excellence in care delivery and providing the best in family-centered care is vital. We must function as one team that is highly collaborative, extremely compassionate, and poised

with expertise. Service line growth and care delivery modality expansion will foster an environment that is unique and dynamic. Caring for oneself, each other, and for our patients will always remain a core value of our organization and our team.

Sustainability and longevity of the organization's mission and vision established by our founding mothers is built on acts of stewardship and through aligning values, accountability, responsibility, and continuity. It is imperative to reflect on lessons learned from past experiences, successes, missed opportunities and mistakes, while determining how to elevate expectations and demonstrate greatness. The ability to make a difference in just one life is an amazing gift. The opportunity to influence, educate, and advocate for children's health is our obligation and for many of us our calling.

Creating an environment built on resiliency and grace with aspirations of sustainability and longevity is a hope. Strategies to elevate care delivery at a global level, expansion of partnerships, and fortification of a healthcare system are all key initiatives within our reach. Transformational leaders who invest time and resources, and are able to acknowledge intellectual humility and ignite the strengths

and passions within our teams will continue to promote a culture of caring, empathy, and resilience. There is a commitment to being the best, an appreciation for the opportunity to be a part of this team and this organization, and a grateful heart that takes pride in knowing that a parent entrusts us with their most precious possession, their child... our patient.

We must always hold this close to our hearts and never forget our "why" as we focus on strategies to heal. We must create a path of commitment that is bigger than oneself with authenticity and genuine caring that sincerely elevates and promotes nursing professional excellence for years to come.

**"Sustainability and longevity of the organization's mission and vision established by our founding mothers is built on acts of stewardship and through aligning values, accountability, responsibility, and continuity."**





# Transformational Leadership



# RN of the Year 2022 Excellence in Transformational Leadership

Jessica Moody, MSN, RN, PED-RN, Apollo Manager

Jessica Moody joined the Valley Children's Healthcare team in 2014 as a registered nurse in the Apollo unit and has been there ever since. Jessica took on the role of Charge Nurse in 2018, and became manager of the unit in 2019. With the onset of the global pandemic in 2020, Jessica led her team through rapid change and the unknown. Apollo became the "Covid Unit" overnight, and performed remarkably in support of care delivery to patients diagnosed with COVID-19, which included administering Monoclonal Antibody infusions for COVID-19 positive patients at high risk for developing severe symptoms.

Under Jessica's leadership, Apollo provided the highest percent of nurses who floated to peer units with staffing shortages during the pandemic. The fall 2021 Best People Employee Engagement survey reflected Jessica's exceptional leadership skills and her unit's incredible support of the organization with a double-digit increase in satisfaction scores from the prior year, which exceeds the national average for other pediatric hospitals.

Jessica's commitment to the professional practice of nursing is evidenced through her leadership in a variety of activities, from chairing the Valley Children's Hospital Professional Development Council to supporting research studies and providing oversight to various quality and safety initiatives. Her efforts helped decrease Hospital- Acquired Conditions (HACs) on her unit, which has gone more than 4.5 years since the last HAPI and more than three years since the last CLABSI.



**We  
congratulate  
Jessica Moody,  
Valley Children's Nurse  
of the Year 2022  
Excellence in  
Transitional  
Leadership.**

Jessica has been a guiding light to the inpatient nursing units' support of the organization's strategic initiative to increase patient and family use of technology.

She kicked off the MyChart Bedside Patient Portal activation initiative, which gives patients and their families additional tools to access their Electronic Medical Record (EMR). Jessica's unit has the most sign-ups for any inpatient unit, up to 50% of their patients participate in MyChart Bedside.

Jessica's influential leadership style includes promoting a culture of excellence through the engagement of her teams in participatory governance and decision-making on the unit. As co-leader of the Education Project—an interdepartmental, organization-wide, operational initiative to optimize education roles, structure and education delivery methodology—Jessica supports the learning needs of clinical team members.

Throughout her tenure, Jessica has been a role model who guides nurses through academic advancement, clinical advancement, and national certification by her own example. She advanced from staff RN to Charge Nurse to Manager within five years, while also achieving an MSN in Leadership and Management and ANCC PED-RN certification.

Jessica values professional development in others, too. Her unit increased its eligible RN national certification rate from 33.3% in FY2019 to 48.6% in FY21. Apollo's current BSN or higher rate in nursing is 73%, due in large part to Jessica's instrumental role in mentoring and modeling academic advancement. The Apollo Professional Development Council designed a recognition wall for BSN (or higher) and certified RNs to further acknowledge, highlight and inspire others. Jessica embodies the true tenants of a nursing leader and is well deserving of recognition for her exemplary leadership.



# Valley Children's Healthcare Profiles

Fiscal Year 2021

## Nursing Statistics

- 41 NPs
- 1,088 RNs
- 46 LVNs
- 1,211 Total Nursing Workforce

Includes specialty nursing roles and nursing leadership

## Organizational Statistics

- Licensed Beds: 358
- Inpatient Discharges: 10,221
- Average Daily Census: 181.1
- ED Visits: 73,945
- Transports: 1,273 (Air & Ground)
- Surgery Cases: 12,101
- Specialty Care Visits: 203,477
- Primary Care Visits: 61,603
- Patient Encounters: 355,964





# Workforce Testing:

## A Shared Vision Beyond Expectations



### Testing Center Statistics (January-December 2021)

Total Number of COVID Tests Collected

- Workforce: 11,671
- Family and community members: 5,457

Average Number of COVID tests per day: 47

All the while, Valley Children's simultaneously maintained full availability of the Workforce Testing Center team seven days a week. Leaders pulled together and allocated resources, utilizing staff at the top of their scope. Decisions were required with a quick turnaround, and the team was able to utilize support staff and collaborate with other departments to implement rapid change.

The Workforce Testing Center at Valley Children's began with a one-person COVID Coordinator and grew to include a Labor Pool team of 70 managed by Nichole Hackbarth, MSN, RN, CPN, Manager of the House Resource Pool. In addition to managing the House Resource Pool, which responds to wherever the need is, Workforce Testing functioned in the same capacity with fulfilling the vision of "one team" at Valley Children's. The demands were great, but were met with a willingness and creative approach. Under the oversight of Hackbarth, the team was able to address the various fears of children, family members, and the workforce, knowing that they are making a difference and contributing to keeping the community safe. The positive attitude of leaders was contagious and every request of the staff in the Labor Pool was met with an engaged response.

"Our Workforce Testing program offers a tremendous benefit to our employees, their families, and community members, especially when it was hard to find a testing center or vaccine clinic," said Lauren Underwood, BSN, RN, Labor Pool Supervisor.

**T**ransformational leadership is the cornerstone to addressing the impact of the COVID-19 pandemic. Transformational leaders inspire employees to strive beyond required expectations to work toward a shared vision.

At the beginning of the pandemic, the organization focused on keeping our employees and families safe through COVID-19 testing. When the emergency use authorization and vaccine supply became available, a vaccine clinic was initiated. The clinic initially ran six days a week in 12-hour shifts for workforce, but quickly included the public.

**"Our Workforce Testing program offers a tremendous benefit..."**

**—Lauren Underwood**

The clinic was initiated. The clinic initially ran six days a week in 12-hour shifts for workforce, but quickly included the public.

"It was extremely rewarding for our team to be one of the first in the area offering this new and highly

anticipated preventative measure to our workforce and, eventually, the community at large," said Laura Janigian, HICS Vaccine Logistics Chief and Director of Benefits and Employee Health.





Under the leadership of Stacie Venkatesan, MSN, CNS, RNC-NIC, Workforce Testing established consistent processes to support safe and efficient testing procedures and reporting.

As the COVID-19 pandemic progressed, Workforce Testing at Valley Children's faced ongoing challenges. The team efficiently navigated the volume of employees, families, and community members in need of COVID-19 testing during surges to maintain staffing due to isolation or quarantine orders. Other departments, including Employee Health, flexed in staffing to meet the demands, and quickly became a seven-day-a-week operation. The pandemic required all to grow beyond their typical duties. Employee Health staff transformed their clinical skills from hands-on assessments to telehealth assessments.

"Employee Health staff remained resilient with the multiple and constant changes provided by the CDC, and grew their relationship with our Medical Director and Pediatric Infectious Disease physician," said Kat Remner RN BSN CPN, referring to Dr. Karen Dahl, MD, FAAP.

"During the peaks of COVID-19, lines of cars wrapped around the parking lot with more than 100 people waiting to test in our outdoor testing facility," said Hackbarth. "Our team has made continuous process improvements and adaptations to meet demands." Because of long lines, additional tents and a trailer

were added, along with traffic control. "Throughout uncertainty and constant change, the Workforce Testing team donned full PPE, braving the rain and extreme heat to enable staff to safely return to supporting patient care," said Hackbarth.

The collaboration between nursing and ancillary leaders supported the mission of Valley Children's beyond pediatrics to encompass much-needed care delivery for our employees, their families, and community members. Exemplary professionals inspiring their teams through challenging times made and continue to make a difference in the lives of many.

**"During the peaks of COVID-19, lines of cars wrapped around the parking lot with more than 100 people waiting to test in our outdoor testing facility."**

**—Nichole Hackbarth**

<sup>1</sup>February 12, 2020 by University of Massachusetts Global





# Structural Empowerment

ANNUAL REPORT MAY 2022



# RN of the Year 2022 Excellence in Education

Anita Eggleston, BSN, RN, CPEN

Anita Eggleston has been a member of the emergency department (ED) team at Valley Children's Hospital for several decades, and currently serves as an RN IV. Anita's dedication is palpable; she is always looking to improve practice and operations.

Anita serves as a course coordinator for the Emergency Nurse Pediatric Core (ENPC) and the Trauma Nurse Certification Course (TNCC) via the Emergency Nursing Association (ENA). As such, she also serves as an instructor, director and course faculty member for both ENPC and TNCC, which have been a requirement for ED nurses since 2001. This translates into Anita having educated every RN who has come through the ED at Valley Children's Hospital in the last two decades.

Anita has held her National Certification as a Certified Pediatric Emergency Nurse (CPEN) since 2004/2005 and has acted as a mentor to ED team members obtaining this certification. Whether sharing practice questions, books or knowledge, she always has time to devote to staff seeking their CPEN.

Anita provides education and professional development that extend beyond Valley Children's to the regional level. She has been an active member of the local chapter of the ENA since 2000, and has held the position of treasurer since 2005. She is constantly encouraging nurses to become involved in this community organization and inspires those who join to recruit new members.

A regular attendee of conferences devoted to topics in pediatric emergency, Anita shares the knowledge she acquires at these conferences with colleagues in the



We  
congratulate  
**Anita Eggleston,**  
Valley Children's Nurse  
of the Year 2022  
Excellence in  
Education

ED. Anita has precepted countless nurses, and continues to train nurses at all skill levels, including students. She is the organization's resident triage expert, mentoring ED nurses to safely and accurately triage and treat each patient that comes through the department.

Anita embodies the core values of Valley Children's Healthcare, showcasing them in action every day. Committed to excellence, Anita actively partners with leadership to support the advancement of care delivery in the ED. Her devotion to compassionate care is obvious to all who see her bedside manner. She demonstrates integrity in her role as Relief Charge and can be counted on to advocate for her patients and colleagues. Anita's innovation shines through her many contributions, especially her efforts to develop the organization's current triage process. Anita values collaboration, as evidenced by her work with ENA on course development. Her dedication to good stewardship is most clearly seen through the many hours she spends volunteering to teach and mentor colleagues in the ED.

Anita supports many councils, has served as committee chair, and has volunteered for countless activities and educational programs over the years. She was a founding member of the Professional Development Council at the Valley Children's Emergency Department in 2000. Anita is also an active member on the Triage Committee, Patient Classification System Committee, Magnet® Committee and the Peds Code 3 Planning Committee.

A true model of professional development, Anita continually engages in policy education, review and creation. Among all her achievements and contributions, Anita truly excels as an educator.

A role model to her peers and an inspiration to all who know her, Anita is greatly deserving of this honor.

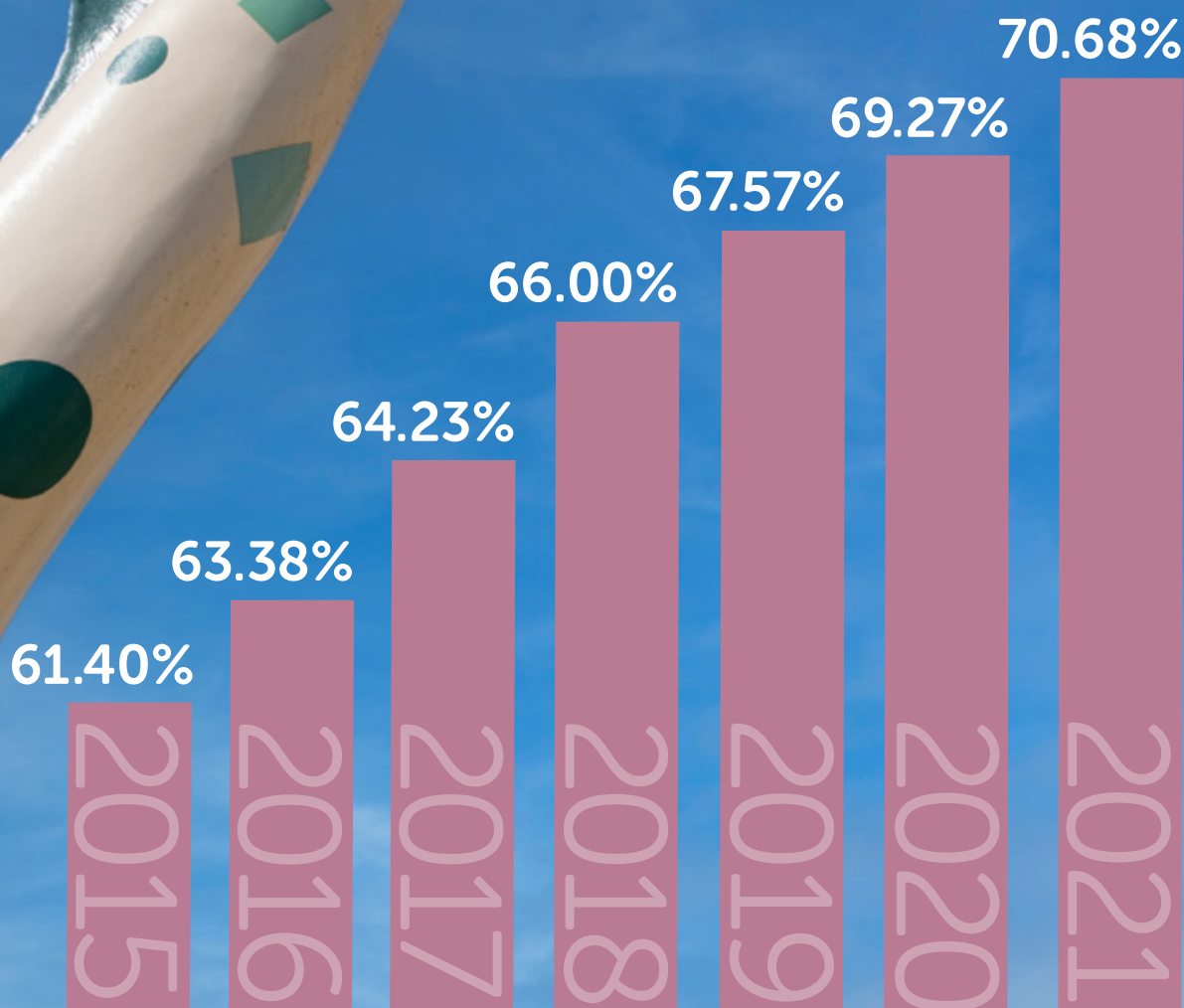


# Professional Development

## Organizational BSN Data Trend

Percent BSN or Higher  
in Nursing

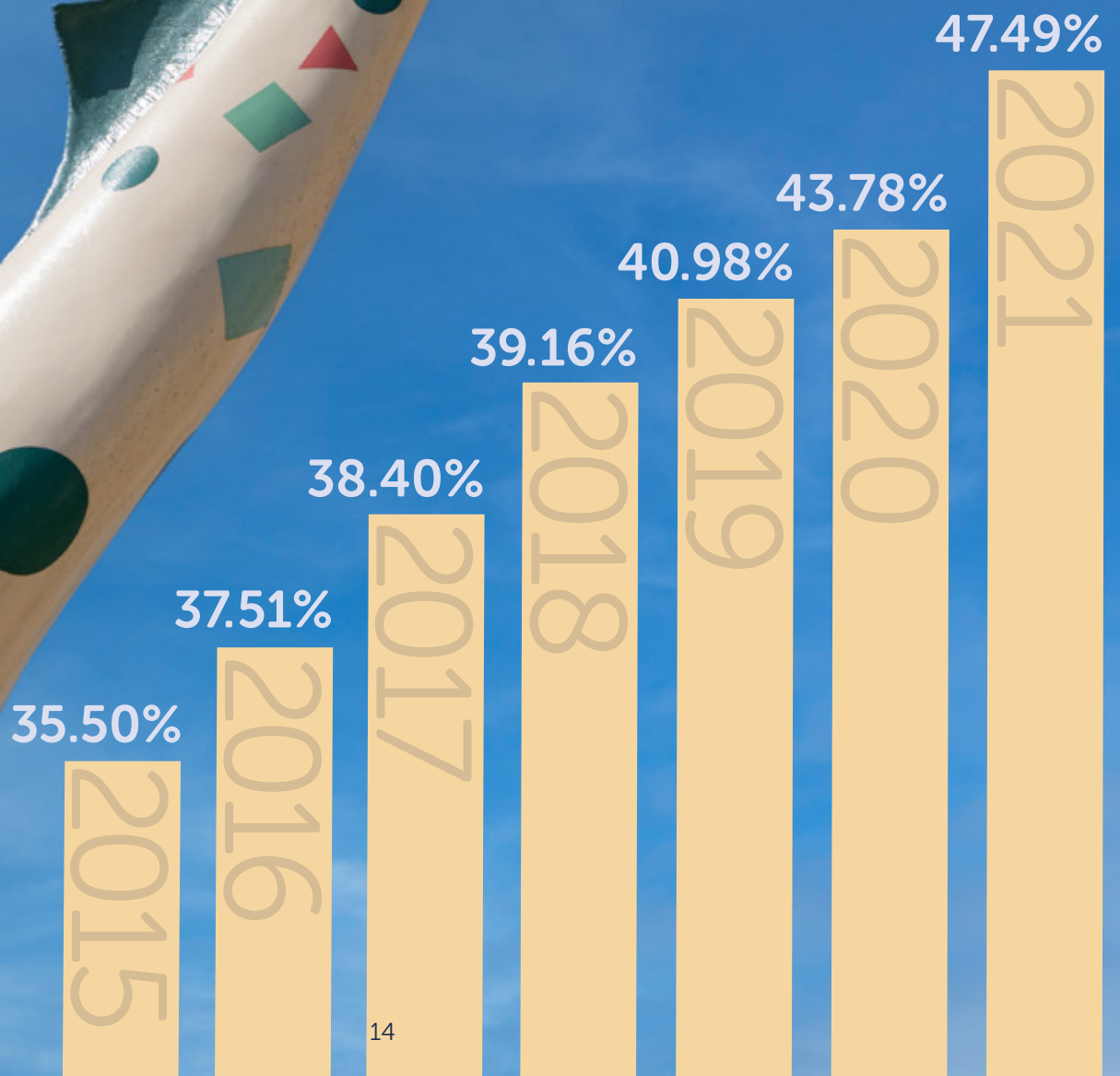
9.3% of nurses are enrolled in an  
academic program





# Professional Development

Organizational  
National Certification Trend  
Percent National Certification





# Nursing Governance

## A Solid Foundation in Challenging Times

"The pandemic has been hard, no easy way to say it," said Kayla Woods, BSN, RN. Woods serves as Chair of the Recruitment and Retention Committee, a unit-based council in the Pediatric Intensive Care Unit (PICU). Woods works with a team who readily acknowledges the difficulties of delivering critical patient care during a pandemic. She specifically recalled the demands of caring for a child with COVID and the exhausting moments of being a healthcare worker facing unpredictable changes, high acuity and staffing challenges. "I would talk to those around me to gain understanding of what the needs of the unit actually are—straight from the mouths of my co-workers," said Woods. "I advocated for the unit to our leadership, and spoke anonymously on their behalf to encourage change."

These sentiments only begin to express the value of having a strong nursing governance structure in place. Dedicated leaders like Woods have helped engage and encourage nurses at Valley Children's during extraordinary times. The formality of nursing governance gives rise to simple solutions like creating a snack cabinet for "never-ending" shifts that offer easy access to grab-and-go sustenance in the PICU. Nursing governance also promotes complex problem-solving. By improving communication and providing structures for setting and achieving goals, nursing governance creates an environment that empowers nurses to discover solutions.



"We encourage participation by asking for unit updates from each representative," said Jessica Moody, MSN, RN, PED-RN, Apollo Manager, who chairs the Professional Development Council at Valley Children's. Moody acknowledged that conducting virtual meetings with council members without office space or available cameras proved challenging during the pandemic. However, they continued to meet, a few members joining by phone.

Terea Giannetta, DNP, CPNP, FAANP, Chief Nurse Practitioner, had a different experience as chair of the Nurse Practitioner Council. "Our virtual Council meetings have actually had better attendance than previous in-person meetings, so we will continue with this format for now," she said.

Whether adjusting to a virtual format for meetings or developing real-time solutions during a pandemic, all involved in leadership of the various councils and committees at Valley Children's agree that nursing governance has served the organization well during COVID-19.

### Fiscal Year 2021 Accomplishments

#### Practice Council

Completed several policy reviews.

#### Professional Development Council

Met goals to increase number of RNs with BSN or greater by 1% from FY20 baseline and to increase number of eligible RNs with national certification by 1% from FY20 baseline.

#### Nurse Practitioner Council

Succession planning with CNO to prepare two NPs to assume role as Chief NP Co-Chairs within a targeted timeframe.

#### Ambulatory Professional Practice Council

Relaunched with focus on membership representing each clinic area. Planned formation of subcommittees for designated activities like reviewing patient/family satisfaction surveys.

#### PICU Retention & Recruitment Committee

Participated in unit interviews for all positions available. Enhanced processes for employee of the month, quarter and year. Celebrated all planned holidays with coordinating activities.



## **Practice Council**

Responsible for determining the standard of nursing care at Valley Children's Healthcare, the Practice Council is focused on the development and implementation of progressive, evidenced-based nursing standards; management of issues related to clinical standards of practice and scope of practice; evaluation of nursing practice quality data in consideration of nursing practice issues that traverse patient care areas; and support of new product evaluation.

Membership is made up of representatives from patient care areas, including inpatient units, perioperative, emergency department, ambulatory, home care and other specialty nursing areas. A physician educator and RCP representative also participate to enhance alignments and collaboration. Practice Council leaders include Emily Hunt, CNS, MSN, RN, ACCNS-P, Manager, PICU, who served as FY21 Chair, and Eleana Martinez, BSN, RN, Manager, Rehab, who serves as FY22 Chair. In addition, Stacie Licon, DNP, RN, CNS, ACCNS-P, CPN, Director, Acute Care, serves as the Executive Leadership Facilitator.

## **Nursing Peer Review Committee**

Responsible for monitoring the quality of nursing care offered to patients, the Nursing Peer Review Committee provides a venue for identifying and recommending opportunities for improvement at Valley Children's Healthcare.

Co-Chairs Jane Henning, ASN, RN, and Natasha Reilly, BSN, RN, lead the committee, which comprises direct patient care nurses from inpatient, emergency department, perioperative services, and ambulatory. Committee membership also includes a representative from the Quality and Patient Safety Department.

## **Professional Development Council**

Responsible for the facilitation and promotion of the preceptor development, certification preparation, clinical advancement program consultation, scholarship application/recommendation process and academic progression, the Professional Development Council supports nurses in achieving their goals of advancing in their careers with greater knowledge and increased skills.

Membership is offered to Clinical Educators (RNs and RCPs), Clinical Education Specialists, Magnet® Program Manager, representatives from perioperative service, inpatient units, emergency department, home care and ambulatory care. The Professional Development Council is currently chaired by Jessica Moody, MSN, RN, PED-RN; Apollo Manager.

## **Interprofessional Research Council**

Responsible for advancing research literacy and promoting a spirit of inquiry throughout the organization, the Interprofessional Research Council is motivated by a strong desire to improve patient outcomes.

This council is made up of staff, leaders and physicians from throughout the organization, and is co-chaired by Stacie Licon, DNP, RN, CNS, ACCNS-P, CPN.

## **Nurse Practitioner Council**

Responsible for determining the practice of Nurse Practitioners within the organization, this council has a unique and narrow focus.

All practicing Nurse Practitioners are members of the Nurse Practitioner Council, which is currently chaired by Terea Giannetta, DNP, CPNP, FAANP; Chief Nurse Practitioner.



### Ambulatory Professional Practice Council (Unit-based)

Responsible for determining the standards of patient care in the ambulatory division, this RN-focused committee is tasked with communicating the MD/Specialty plan to/with the family and other team members. With increased ambulatory patient numbers and referrals larger in volume than ever before, developing and implementing methods to increase patient satisfaction are priorities.

Membership comprises interdisciplinary representation from various departments.

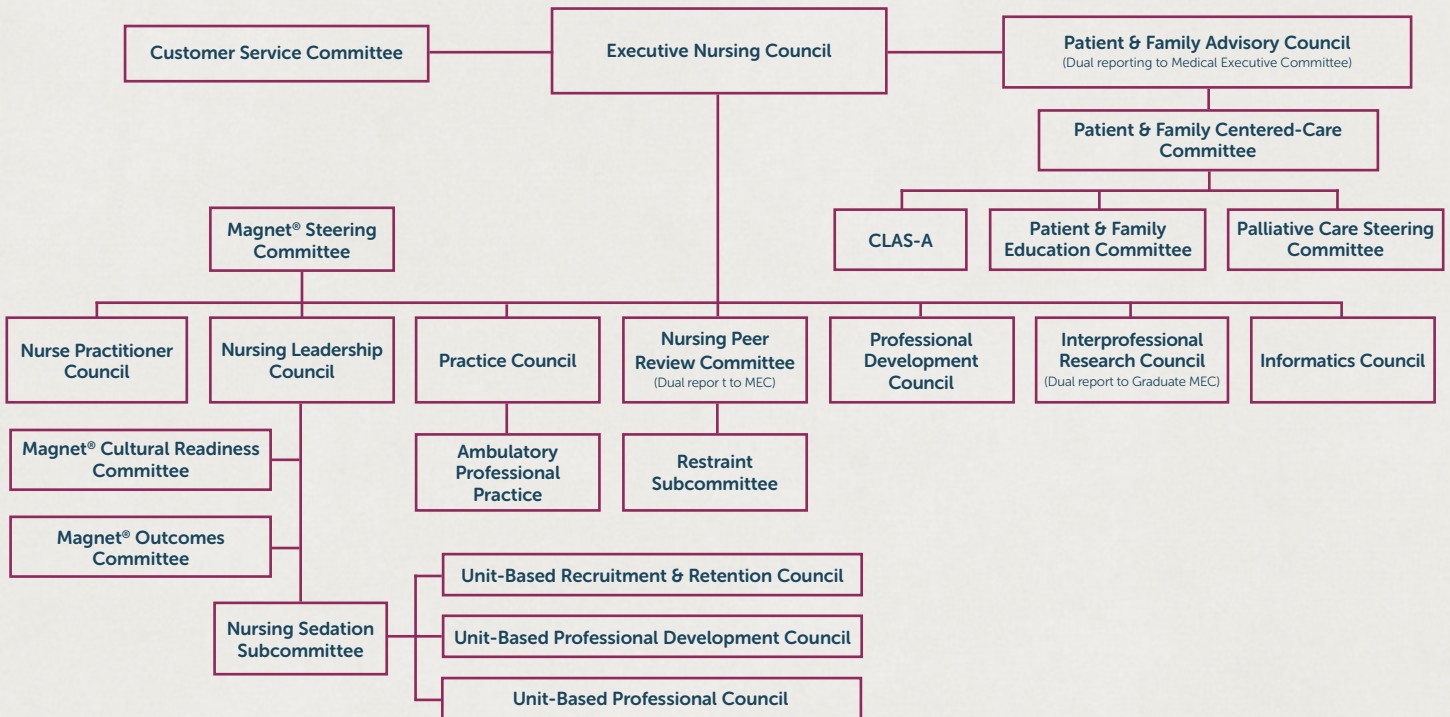
Co-Chairs Wendy Hess, BSN, RN, and Cassie Wellwood, BSN, RN, lead monthly webinars to conduct ongoing ambulatory policy reviews and more.

### PICU Retention & Recruitment Committee (Unit-based)

Responsible for promoting unit morale and creating a constructive learning environment for all disciplines, the Retention & Recruitment Committee is dedicated to increasing PICU staff satisfaction and recognition while staying Magnet® ready.

Committee membership is limited to 10 members and includes a mixture of disciplines, including MDs, RNs, HUCs, and ICTs from all shifts (AM, PM, NOC). Kayla Woods, BSN, RN, served as chair in 2020-2022.

## Nursing Governance Structure



### Nursing Governance fosters Magnet® readiness.

Whether designed to determine standards of practice to promote better outcomes or focused on boosting morale to enhance workplace satisfaction, all the committees and councils highlighted above support the specific standards for patient care and nursing quality required for Magnet® recognition. By setting measurable goals and tracking progress, nurses engaged in nursing governance at Valley Children’s demonstrate their dedication to providing the highest quality of care in a healthy and positive work environment.

COVID-19 has presented the nursing profession with many challenges, but the solid foundation provided by the nursing governance structure at Valley Children’s supported every nurse in every nursing position, every day of the pandemic. The professional practice of nursing has endured unprecedented strain in recent years, but Valley Children’s nurses proved their excellence under pressure. Nursing governance played a major role in supporting staff in extraordinary times.



**MAGNET  
RECOGNIZED**



**AMERICAN NURSES  
CREDENTIALING CENTER**

**“Achieving excellence is the result of collaboration between nursing and the interprofessional team, which includes the Magnet® Steering Committee.”**

**—Beverly Hayden-Pugh**

## **Fostering Magnet® Readiness through Structures of Governance**

**R**eflecting on the past while reaching into the future. This describes our decades-long journey to realize and maintain the most prestigious designation in the United States for nursing excellence.

The Commission on Magnet® Recognition first notified Valley Children’s that we had achieved Magnet® designation back in April 2004, making us the first pediatric hospital in California, fourth in the state, and sole pediatric facility west of the Rockies to achieve Magnet® designation.

The journey continued with Magnet® redesignations in October 2008, February 2014, and March 2019. Our fourth Magnet® redesignation increased in significance because it was our first as a network, extending recognition of excellence beyond the hospital to include integrated nursing care throughout our network of pediatric primary care facilities and specialty care centers.

Valley Children’s is one of 131 healthcare organizations in the nation to have achieved this recognition four or more times. Of note, 28 hospitals are five-time designated and six are six-time designated. For more than 18 years, we have maintained the dedicated discipline and vital structures required to be counted among the top 9 percent of healthcare organizations in the nation. As we work toward our fifth designation from the Magnet® Recognition Program, we are proud of accomplishments realized in our past, and are motivated to reach ever higher in the future.

### **Magnet® Steering Committee**

The role of the Magnet® Steering Committee is to guide and support organizational strategy related to our pursuit of Magnet® Program Recognition. The Committee includes a number of interprofessional executive leaders.

“Nursing excellence is a reflection of our overall culture of excellence,” said Beverly Hayden-Pugh, MOB, BSN, BHSc, RN, Senior Vice President, Chief Nursing Officer and Chief Transformation Officer. “Achieving excellence is the result of collaboration between nursing and the interprofessional team, which includes the Magnet® Steering Committee.”

Valley Children’s Healthcare created two additional committees that play a significant role in the organization’s ongoing journey of excellence and Magnet® redesignation: the Magnet® Outcomes Committee and the Magnet® Cultural Readiness Committee.



## Magnet® Outcomes Committee

Roles of the Magnet® Outcomes Committee include establishing processes to track, trend, monitor and communicate Magnet® required outcomes; and to monitor those outcomes related to Magnet® standards requiring empirical outcomes (EO). The committee also addresses opportunities for improvement in EO standards.



“There is a different language with Magnet®,” said Nichole Hackbarth, MSN, RN, CPN, Central Staffing/Voyager/EMU Manager. “I have learned so much as chair of this committee by working with Ann.” Ann Bindra, MSN, RN, NPD-BC, CCRN-K, serves as Magnet® Program Manager for Valley Children’s. “Ann has been a great mentor. I couldn’t chair without her because she is the source of knowledge and truth regarding Magnet®.”

**“Outcomes data is so important, and it can tell a powerful story.”**

—Nichole Hackbarth

Hackbarth noted that the road to a fifth designation and the EO required to get there relies heavily on the organization’s nursing governance structure. “The structure and process that have been created here help us achieve the outcomes needed for the designation.”

Together, Hackbarth and Bindra developed a dashboard, which Hackbarth continually updates, to identify tasks, key players and standards for gather-

ing stories that meet requirements for the organization’s submission to Magnet®.

“Outcomes data is so important, and it can tell a powerful story,” said Hackbarth. “The EO data can be difficult to interpret, but once we get that data outlined on a chart, we can more easily share it with other team members and they can see the impact they made.”

The Magnet® Outcomes Committee meets monthly and comprises a diverse group of people throughout the organization with a wealth of knowledge and experience. The committee is responsible for identifying dozens of stories that meet the standards required by Magnet®.

“The great work we’re doing on an everyday basis might not align to tell an EO story because the outcome must be long-standing and focused on Magnet® standards,” said Hackbarth. “We coach our team members to look for an outcome with specific data points, and they help us find the right stories among all the good ones.”

Hackbarth noted that her role as chair has invited her to jump into the pace and momentum of the Magnet® culture at Valley Children’s. “We have the governance structure and the processes in place,” she said. “The framework and recipes for success are already here. Now that we’re on our journey to our fifth designation, it’s about making it happen.”

## Magnet® Cultural Readiness Committee

The Magnet® Cultural Readiness Committee plays a key role in preparing the organization for the site visit conducted by The Commission on Magnet® late in the submission process. But that doesn’t mean committee members don’t keep busy long before the visit.

Promoting the culture of Magnet® not only includes preparing staff, medical staff and leaders for the site visit, the committee also works hard to identify and address gaps in staff knowledge, application, and practice ensuring compliance with Magnet® sources of evidence and sustaining of a “magnetic” culture. The committee also addresses opportunities for improving systems and processes supporting the source of evidence (SOE) standards.

“Magnet® culture is something that we always have in the back of our minds—and not solely to achieve designation,” said Ann Bindra, “Having the struc-



# The Journey of Nursing Excellence Continues

tures and processes in play that are required for Magnet® designation helps us achieve outcomes that benefit our patients. Magnet® cultural readiness is the right thing to do. It is embedded in our people and is part of our values—everything we do is for the ultimate benefit of the patient.”



Cauryn Updegraff, MSN, RN, Director of Emergency and Trauma Services, agrees. “We know that we are putting the best outcomes at the center because the best outcomes ensure the best experience,” said Updegraff. “Nurses are also at the center of Magnet® organizations, and they benefit from the structure and process.”

Updegraff serves as co-chair of the Magnet® Cultural Readiness Committee with Christine Netzley-Morales, RN, MSN, BSB, Director of Peri-Op, Periop Administration.



“Cultural readiness not only focuses on embedding the Magnet® structure into the organization, but also on the Magnet® fun,” said Netzley-Morales. “We remind everyone of the benefits of Magnet® recognition and keep them involved in the ongoing celebration.”

The committee has a two-fold purpose: 1) to support gathering stories to meet specific standards outlined by Magnet®, and 2) to socialize the concept of Magnet® at the organization, which includes planning activities to engage people in the dialogue.

“Our shared governance structure helps us find stories,” said Updegraff. “Finding Magnet® stories is a standing item on the practice councils. We ask everyone to keep their ears to the ground to listen for stories that apply to the exemplars.” Updegraff and Netzley-Morales collect the evidence and then send the story ideas to Bindra.



Socialization activities at Valley Children’s include well-liked traditions, such as the annual Magnet® Carnival, and new ideas that are both relevant and fun. “Our goal is to make the activity fun and engaging instead of a task to be done,” said Updegraff. “We also make sure to engage offsite partners like our primary care and subspecialty centers so that we engage everyone in the socialization.”

Innovative activities became especially important during the pandemic, when the committee introduced a virtual scavenger hunt.

With new nurses routinely being onboarded, cultural readiness is ongoing at Valley Children’s. According to Updegraff, “We want everyone to catch the Magnet® spirit.”



# Supporting Transition for a Promising Future

The Joint Commission (TJC) (2002), Commission on Collegiate Nursing Education (CCNE) (2008), National Council of State Boards of Nursing (NCSBN) (2009), and the Institute of Medicine (IOM) (2011) all strongly recommend that healthcare organizations implement a nurse residency program to help tackle the widespread issue of nurse graduates entering the workforce unprepared. Transition to Practice (TTP) or nurse residency programs strive to address both knowledge application and the emotional transition that occurs when going from student to registered nurse.

**"I love the program."**

Valley Children's Healthcare officially launched its new graduate RN TTP program in July 2020. TTP program participants must complete a yearlong curriculum, which comprises several courses. Since the induction of its first cohort of nurses, three cohorts with a total of 40 new graduate RNs have successfully completed the program.

"There are currently an additional four cohorts with 61 new grads at various stages in the program," said Candace Biberston, DNP, RN, CPN, clinical educator, acute care, for the TTP. "An eighth cohort is scheduled to begin in April 2022."

By facilitating the development, retention, and sustainability of a professional pediatric nursing workforce, this program provides crucial support for the future of pediatric nursing.



## Building the Program

To prepare for this new program, educators and leaders studied the latest research on best practices for nurse residency programs, and spoke with children's hospitals throughout the country about their programs and lessons learned.

"We structured our program around supporting our nurses and their professional growth," said Biberston. "We want to build a strong foundation of pediatric nursing knowledge for our nurse residents throughout the organization, and provide opportunities for socialization and enculturation."

Each class begins with a period of debriefing led by two members of our Social Work team. Maria Gutierrez, Licensed Clinical Social Worker (LCSW), Manager of Social Work, and Margie Kertzman, LCSW, direct each

## TTP Topics

- scope of practice
- time management and prioritization
- critical thinking
- blood gas interpretation
- wound and ostomy care
- central line care
- speech pathologists' work
- improving our infant feeding with occupational therapy

## TTP Skill Training

- chest tube care
- blood administration and documentation
- central line dressing changes

## TTP Simulation Experiences

- patient assessments
- palliative care experiences
- mock codes

**TTP has improved our RN new grad retention rates.**

## New Grad Annual Turnover:

- FY17: 20.6%
- FY21: 16.6% (after implementation of TTP)



cohort to discuss how they are acclimating to the good work and the challenges of pediatric nursing. A typical day includes expert presentations and group projects on a variety of topics. The final class includes an escape room where participants put their knowledge to use by solving clues about their patient.



### **Transitioning During the Pandemic**

While transitioning from nursing school to the role of a nurse has its challenges, entering the nursing profession during a pandemic added unexpected opportunities to learn and adapt. During the height of the pandemic, nurses experienced the unprecedented shift from in-person clinical experiences to the simulation environment.

**"I feel like we go over a lot of great information that has benefited me so far as a new nurse."**

"The morning TTP debriefs became increasingly important, so that our new grads could share their feelings and provide encouragement for the group," said Biberston. "This support helped participants know that they're not alone in their feelings or with the obstacles they face."

Several classes include discussion of wellness resources provided by the organization, like the Employee Assistance Program and Team HOPES, along with national organization initiatives such as the American Nurses Association Well-Being Initiative.

"We hope this focus on wellness and mental health em-

powers new grads to take advantage of these resources and helps them keep a healthy work-life balance," said Biberston.

### **Outcomes**

TTP participants completed the Casey Fink Graduate Nurse Experience Survey CFGNES (revised) at scheduled intervals during the program, which helped document a number of positive benefits produced by the program. Participants experiencing difficulties with transition from student to RN showed a measurable drop after completing the program.

Issues reported pre- and post-program participation:

- Lack of confidence decreased from 76% of participants to 38%
- Difficulty with workload decreased from 46% of participants to 25%
- Challenges with role expectation decreased from 50% to 13%

Participants who completed the program are reporting a higher level of confidence, enhanced knowledge and skill application, and a greater feeling of belonging as they form relationships in their cohort with RNs throughout the hospital. Educators and unit managers are reporting increased skill level at the bedside and increased interest in ongoing education and professionalism.

"As we prepare for the future of the TTP program, we are excited and encouraged by the opportunities to collaborate and learn with our interprofessional health-care partners," said Biberston. "Interdisciplinary learning is a focus for the organization as well as our TTP program, and we are grateful to be a part of that initiative for education."

We are proud of our TTP new grad nurses, and we look forward to seeing them flourish in their nursing careers.

**"I really liked the residency program. I liked getting to know others that are in the same boat as me and getting to share stories. I also liked doing sims that were challenging or a good refresher."**





 **Exemplary**  
Professional Practice

ANNUAL REPORT MAY 2022



# RN of the Year 2022 Excellence in Exemplary Professional Practice

**Jennifer Bustillos, BSN, RN, CPN, APHON**  
**Pediatric Chemotherapy & Biotherapy provider**

Jennifer Bustillos served as a registered nurse in the Oncology Clinic at Valley Children's Hospital for more than 10 years. Then in 2021, she became Charge Nurse in the Hematology Clinic, bringing along the knowledge and skills she developed while working with pediatric oncology patients and serving as Relief Charge Nurse. Jennifer's strong leadership and clinical excellence make her a phenomenal Charge Nurse. Recognized for her dedication to the nursing profession, Jennifer is extremely well organized, which ensures smooth delivery of care in a safe and efficient manner.

Jennifer's clinical nursing skills are exemplary. She works hard to keep the quality of care provided in the clinic at the highest standard, practicing patient safety above everything else. Jennifer is invested in making her patients and their families feel comfortable and secure. With her at the helm, the clinic runs efficiently and promotes greater access to care. Patients and their families have expressed appreciation for the changes instituted by Jennifer in her role as Charge Nurse.

Jennifer never hesitates to step up whenever there is a need. She routinely shares her expertise through mentoring her coworkers, and has been an excellent resource to the nursing and office staff in hematology. Jennifer was instrumental in developing new orientation documentation for LVN utilization in the hematology department. Her willingness to welcome and orient new nurses to the highly specialized clinic has been appreciated by staff and leadership.



Jennifer is constantly evaluating current hematology programs to identify areas for improvement. She initiated a monthly team meeting in order to gain insight to clinical practice, obtain input from staff and providers, and address clinic-based opportunities. She has participated in multiple unit-based performance improvement projects, and was instrumental in enhancing workflow and communication processes with the new Apheresis Program, which streamlines the scheduling of patient visits and ensures required specialized units of blood are on hand. Jennifer's management of the Apheresis Program and leadership in the clinic have improved interdepartmental communication with the blood bank, emergency department, ambulatory treatment center (ATC), pharmacy and other areas. Her commitment to coordinating patient visits with all the needed specialties helps facilitate a smooth visit and enhanced patient experience.

Active in her community, Jennifer serves as a volunteer nurse for Kids 'n' Cancer Camp Agape. She regularly attends meetings held by the local Oncology Nursing Society, a professional organization that educates and empowers oncology nurses in understanding and supporting the oncology population.

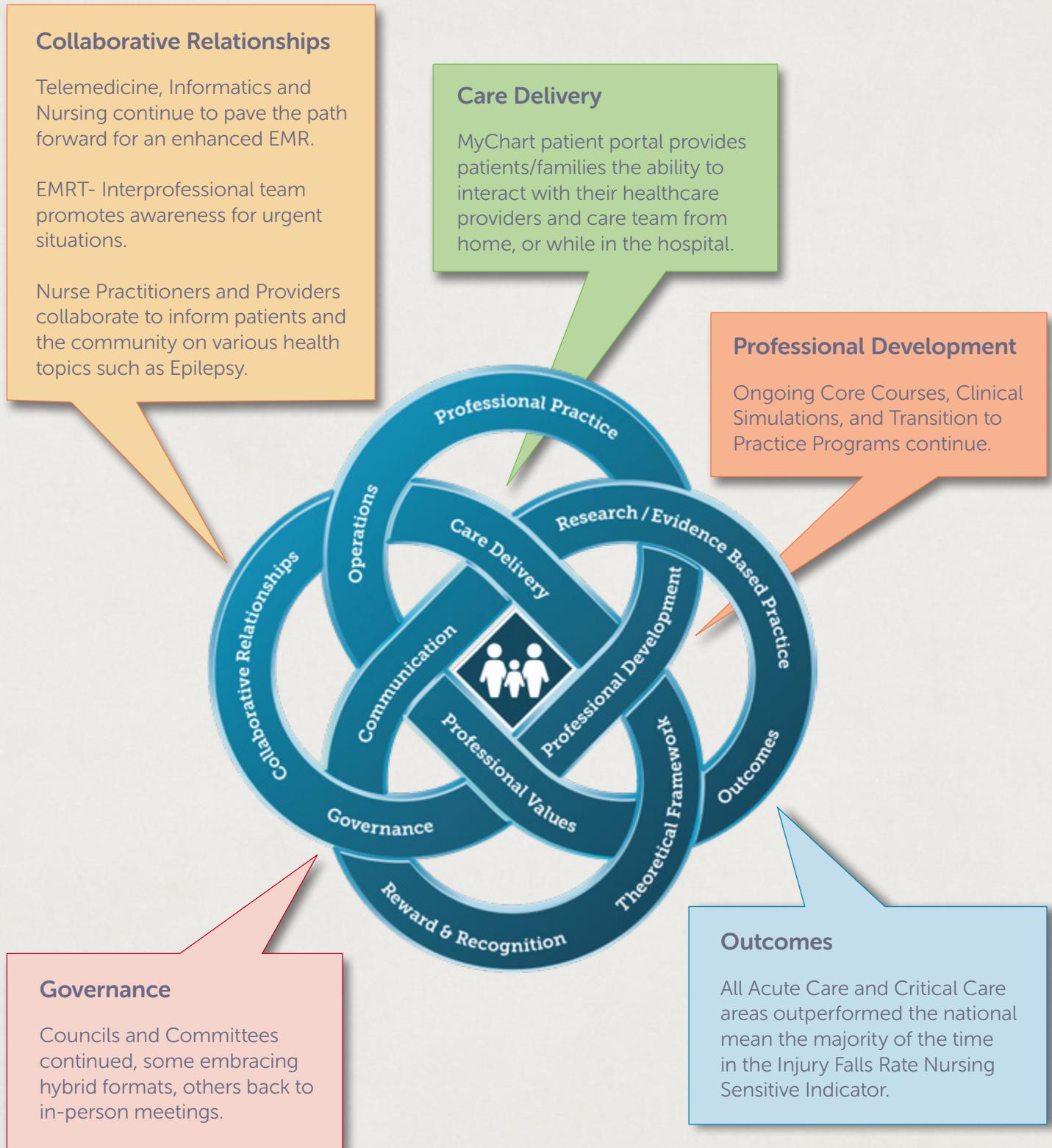
Jennifer has been the Bead Program coordinator at Valley Children's since 2013. This program provides a visual representation of a child's journey with cancer treatment, recognizing and encouraging every pediatric cancer patient with a bead given for each chemotherapy session. Jennifer has also facilitated the annual Spirit of the Holiday for her department since 2013. This seasonal project provides an opportunity for departments to collaborate with Social Work Services to offer support to an identified child and their family through the giving of holiday gifts. Jennifer consistently treats others with respect and dignity, and is well deserving of this recognition.

**We  
congratulate  
Jennifer Bustillos,  
Valley Children's Nurse  
of the Year 2022  
Excellence in Exemplary  
Professional  
Practice.**



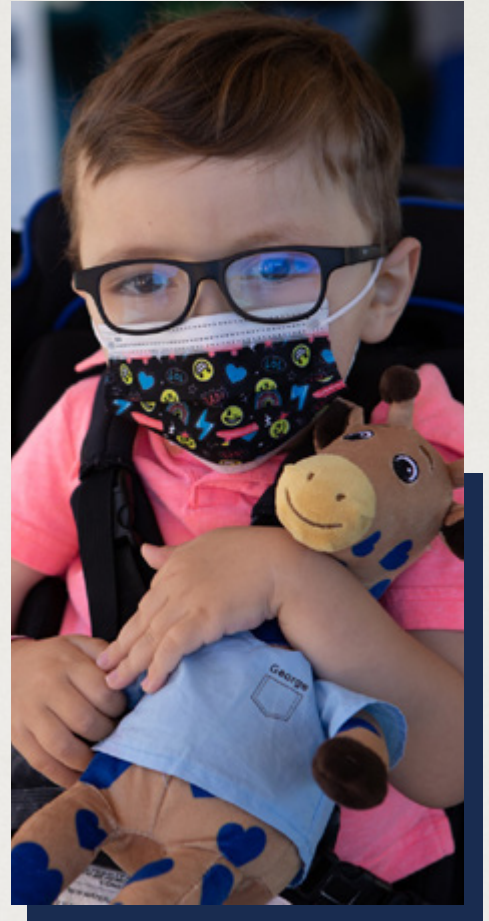
# Nursing Professional Practice Model

## A Closer Look at Five Elements of the NPPM





# Stories of Exemplary Patient/Family Experiences



## Jody Hanlon, BSN, RN

The nurse's role in cancer treatment is to advocate for the patient and their families and to treat the whole person, not just the cancer. That is exactly what Jody does. Jody works in the Cancer and Blood Disorders Clinic at Valley Children's Healthcare. In 2021, Jody cared for a patient receiving an oncology treatment, and the nursing care he delivered was exceptional. Patients and their families submitted written letters expressing their heartfelt gratitude.

One family wrote these accolades about Jody.



"I just want to say thank you for taking your time out of your day to read this letter. In my experience at Valley Children's, your staff members are kind to their patients. The doctors and nurses are helpful with all the visitors there. One nurse stood out in particular and that was Jody. Jody has a unique way of making pediatric patients laugh and feel at ease for their oncologic treatments."

We salute Nurse Jody for providing a truly exceptional patient experience for this patient and their family.





## ECMO Team

Valley Children's began an extracorporeal membrane oxygenation (ECMO) program in April 2016. Since then, the ECMO team of neonatal and pediatric critical care nurses has saved many lives with this therapy.

Indicated when conventional support for cardiac and/or pulmonary failure is no longer effective, ECMO therapy involves draining the patient's blood, passing it through an artificial lung that oxygenates the blood and removes carbon dioxide, and then returning it to the patient's major arteries or veins. The ECMO machine can take over the responsibilities of the heart and/or lungs so these vital organs can rest and heal.

Harry Kallas, MD, Medical Director of ECMO, provided leadership during the conception and creation of the ECLS program, and plays an immeasurable role in the ongoing excellence of the program. ECMO Coordinator Deb Hernandez, BSN, RN, works hard

to encourage the team to deliver the best care for their critically ill patients.

In 2021, a toddler required life-saving ECMO therapy. The family expressed appreciation for the exceptional care they received at Valley Children's, especially while in the PICU and in the hands of the cohesive and skilled ECMO team. The family acknowledged being at the



Thank you to the entire ECMO team, the PICU nursing leaders, and all involved in providing care from the heart for this patient and their family.

What I have to say about Valley Children's Hospital is that I was blown away by every single nurse that handled my child. It was really clear why they were chosen and hired to work at your hospital.

PICU

- Harry Kallas MD, Medical Director of ECMO
- Alvin Malabanan, ASN, RN, CCRN, PICU Nurse
- Andrea Simpson, RN, PICU Nurse
- Annette Delmundo, AS, RRT, CRT, NRP, NPS, Respiratory Therapist
- Brian Thornton, AS, RRT, CRT, NRP, NPS, Respiratory Therapist
- Charlie Brown, RN, ECLS Specialist
- Deb Hernandez, BSN, RN, ECMO Coordinator
- Debbie Deimerly, BSN, RN, PICU Nurse
- Elsa Rodriguez, RN, Charge Nurse, PICU
- George Carrillo, ASN, RN, CCRN, PICU Nurse
- Jeff Kopinski, ASN, RN, CCRN, PICU Nurse
- Jen Morrison, RN, NICU
- Jill Hornsby, RN, PICU Nurse
- Kelly Mason, ASN, RN, PICU Nurse
- Ken Hamilton, BSN, RN, CCRN, Charge Nurse, PICU
- Kristi Kirchert, BSN, RN, Charge Nurse, PICU
- Molly Dorfman, MD



## Complex Care

Sometimes, patients and families at Valley Children's are admitted for complex care, and may need to stay for months as part of their journey to recovery and healing. Nurses from various care teams strive to make the hospital stay a great experience. These teams collaborate exceptionally well to deliver the care expected and deserved by our patients and their families.

Patients with complex care needs call on multiple team efforts and resources, and require nurses to review the literature and evidence-based practice. In addition to nursing, interdepartmental teamwork is the key to success for delivering high-quality patient experiences.

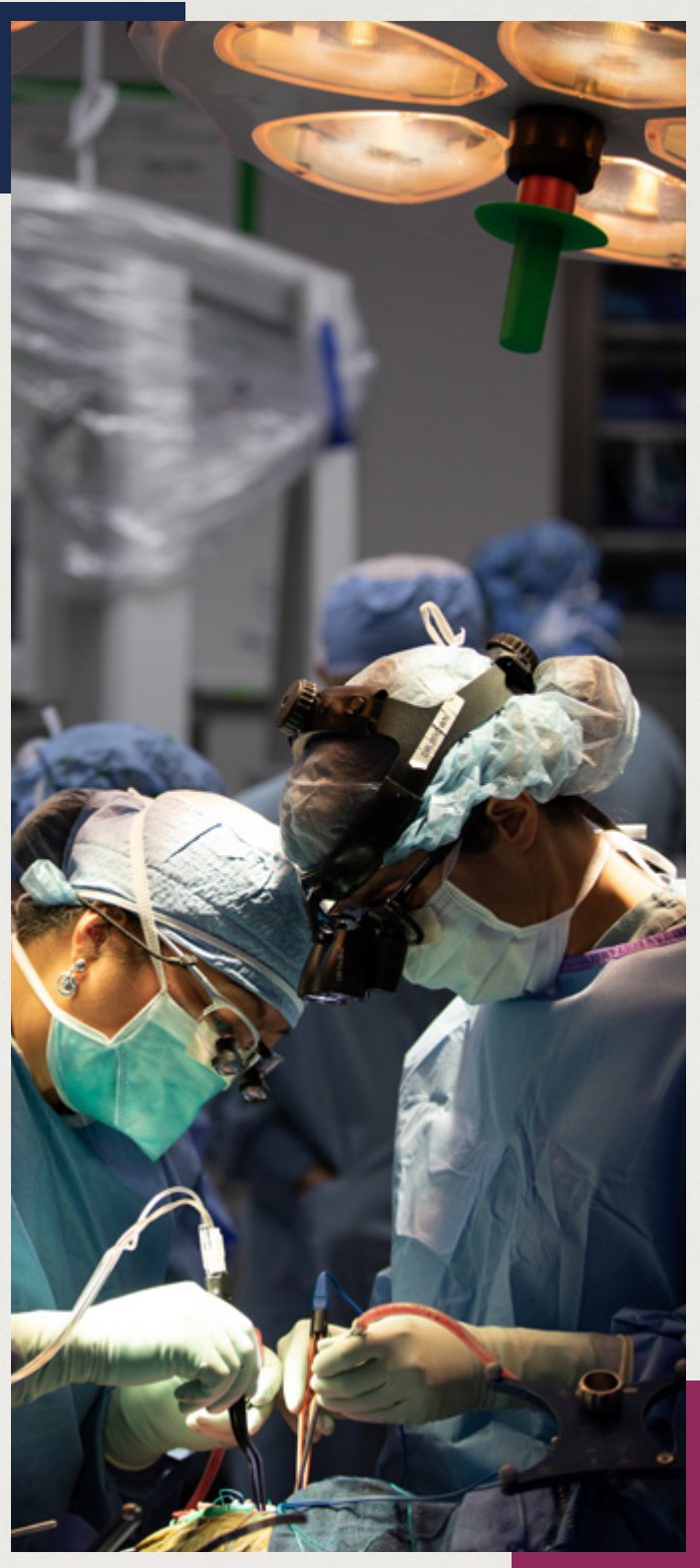
In late 2021, a medically and surgically complex patient was admitted and received care in multiple nursing units. With extended or multiple hospital stays, nursing teams are excited to see patients again and help them, but ultimately discharging the patient home is the goal.

"Multiple teams work together to accomplish such a goal," said Brittany Meyer, BSN, RN, Manager, Explorer.

Discharging the medically complex patient requires massive team effort and collaboration, but these teams pull it off with ease because of their knowledge, skills, and great attitudes.

"These complex patients inspire all of us at the hospital, and serve as inspiration for the care we give daily," said Lori Ricci, RN, RNFA.

We salute all who were involved in providing care to this medically complex patient and delivering an exceptional patient experience.



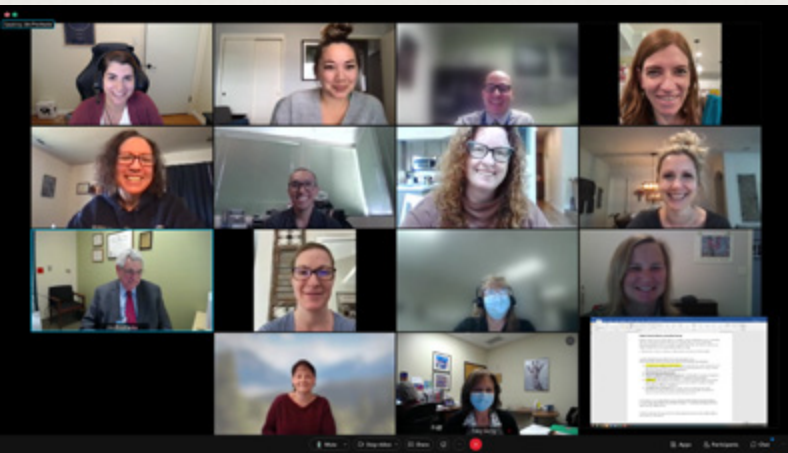
I just want to say that the staff on the rehabilitation floor and the staff on the post-op floor were amazing. Every single one of them was wonderful, caring, delightful, helpful. They listen. They understood his autism. I couldn't be happier with the care he received.

Complex Care



# Enhancing the Patient Experience

## with Advisory Committees



well acquainted with the founding mothers' vision. "We started with the patient and family at the center. They drive why we exist."

An integral part of the governance structure at Valley Children's, PFAC serves the entire organization by gleaning perspectives from parents and caregivers about how to provide the best patient/family experience. Bergen and a parent advisor serve as co-chairs. Together they lead quarterly meetings and are available to advise other committees that call upon them.

"Valley Children's Healthcare has strong DNA," said James Bergen, M.Div., CPXP, Manager Patient Experience. The organization was founded 70 years ago through the efforts of five civic-minded women who saw the need for a dedicated pediatric hospital in Central California. In his role as co-chair of the Patient/Family Advisory Committee (PFAC), Bergen is

"When people come to Valley Children's, we want to engage them," said Bergen. "Our parents and the input they give is my focus. I ask them, 'How is your experience?' and 'Is there anything I can do for you to improve your experience?'" Bergen also encourages staff and leaders to present their questions and problems to PFAC so that they can engage the advisors in providing answers and solutions.

From emergency, we moved into the Discovery room to get comfortable, and we met nurse Jenna Lynn. She was very, very pleasant and very kind. We had a great experience with all of the nurses in Discovery. I can also remember Amanda and Lisa to name a few who were very helpful.

Discovery

The nurses in recovery were amazing, friendly, attentive, listening, accommodating. I was very pleased with the services received today with my son's anesthesiology MRI. So, yeah, that's it. Kudos.

Outpatient Testing

In the emergency room, we were treated and seen by the provider and nurse Alley. She was very kind and attentive. Thank you.

Emergency Department



"One of the areas identified by nurses and family was the need to revisit the care boards as a crucial communications tool. Parents redrafted what the boards should look like, and worked with nurses to co-design new boards."

Members of PFAC were made aware of a new application, MyChart Bedside online portal, which is available via iPads in patient rooms. They provided feedback during the PFAC meetings about how MyChart Bedside impacts/enhances their inpatient experience.

"MyChart Beside is an identified patient experience outcome that was driven by nurses," said Bergen. "Families can now access MyChart during their child's hospital stay to see their medical record. Having direct access to lab results means they can see numbers that are changing and take an active role in communicating with the care team."

The strong foundational structure and intent of PFAC is being replicated through auxiliary committees and more. For example, in the pediatric rehabilitation unit, a quarterly meeting with parent advisors is held within the Rehab Admin Team committee meetings.

"The patient/family advisors we have incorporated into our rehab administration team have been two mother-daughter pairs who give input into the rehab. program," said Sharon Vander Plaats, CPNP. "The advisors have provided verbal input as well as suggesting ideas to improve the program. They have also reviewed documents we have created as a result of their recommendations."

Other units and programs are looking into establishing their own auxiliary PFAC, including cystic fibrosis.

"We have been learning a lot through the parent advisors' meetings," said Eleana Martinez, BSN, RN, Acute Care Manager, Pediatric Rehab. "Takeaways have been related specifically to our program and ways we can improve patient experience."

By gleaning perspectives from parents and caregivers about how to enhance the patient experience, PFAC not only addresses concerns here and now, but also provides guidance for the future.

PFAC membership comprises parent advisors, executive administrators, staff members, and physicians.

The nurses were all amazing. They all know exactly how to speak to children. They didn't get frustrated when my child was frustrated. They were calm, which kept my child calm.

PICU

Nurse Kellen was super helpful and kind, and she kept in contact with my daughter throughout the visit. She just made us really comfortable and that my daughter was OK and in good hands, and that made us really happy. Overall, she made our visit so wonderful.

Outpatient Testing

The triage nurse that we saw, her name was Anna, and she was very kind. She ended up being our nurse as well when we were seen in a room. I really liked her. She helped my son with a blanket, and when he was able to eat food, she got food for not just him, but for my other son as well. So, I really liked her.

Emergency Department

I'm so thankful that we had access to Valley Children's, because I think my son was exactly where he needed to be and got the best treatment in the Valley. I really want to say thank you to everybody.

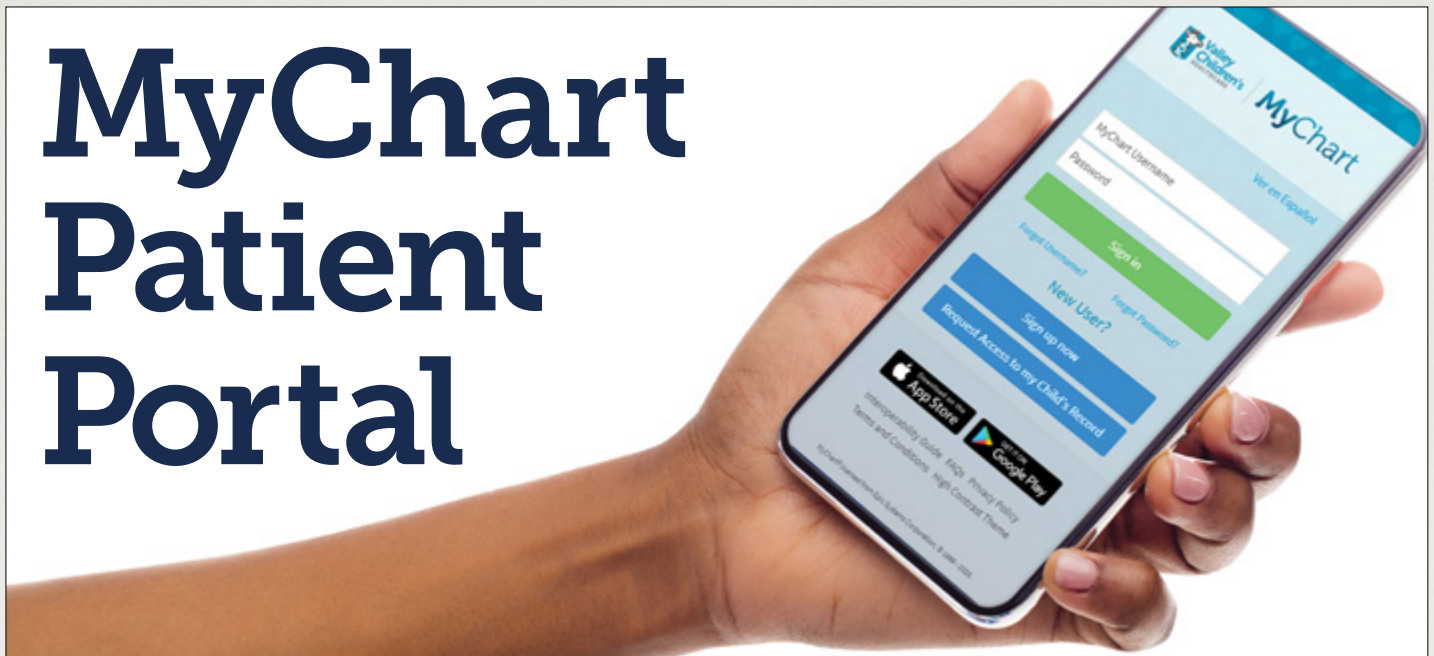
Rehab

The staff, nurses and doctors were very loving and caring, and they took the time to explain everything to me and my 10-year-old grandson. I really love you guys. Thanks for everything. God bless and be safe.

Emergency Department



# MyChart Patient Portal



## Promoting High-Tech Family-Centered Care

A priority for Valley Children's Healthcare is adding value to the pre- and post-visit patient/family experience through leveraging technology and self-service tools. To address this important priority, an organization-wide initiative was launched, focused in the areas of Ambulatory Specialty Practices, Ambulatory Primary Care Practices, Outpatient Imaging, Outpatient Laboratory, Outpatient PT/OT, Speech, Audiology, and Day Surgery. The initiative engaged 144 patient/families (both English- and Spanish-speaking), and Valley Children's Patient Family Advisory Council (PFAC).

The journey included empathy interviews with 82 patient/families based on Design Thinking/ Human Centered Design Concepts. In addition, a Patient/Family Priorities Survey was conducted with 62 patient/families to discover their preferred technology solutions.

"Patients and families shared their perspectives on what is working well," said Denise Vermeltfoort, MSN, RN, NE-BC, Director Regulatory and Clinical Practice and Project Lead. "They helped identify opportunities for improvement and future considerations. Their insight into understanding areas of importance adds tremendous value."

### Identified priorities include:

- MyChart patient portal activations, including QR codes for ease of signups, enhanced communication in Spanish, and appointment reminder texts with location/address information
- MyChart kiosk and tablet functionality for streamlined visit sign-in and patient questionnaires
- Standardization of sign-in and registration workflow providing consistency for patient/family
- Communication and education for patients/families, staff and providers
- Expanded and improved MyChart patient/family self-scheduling





MyChart activations are growing each month, providing opportunities for patient/families to engage with their healthcare team as partners in care.

“MyChart has definitely given our patients and their families significantly more independence and control over their care,” said Dr. Vinod Balasa, Medical Director of Hematology/Oncology. “Patients or caregivers are able to review the results first-hand, and are prepared to ask specific and relevant questions, making the visit more efficient and productive for everybody.”

Enhancing the patient/family experience by harnessing insights provided by children and their parents or caregivers remains a priority for Valley Children’s, and demonstrates our ongoing commitment to family-centered care.



We really appreciated all the staff. Particularly nurses Lauren, Tonia, Codi and Yolanda. They did everything they could to make my child comfortable. Lauren took us for our imaging testing a few different times and did much more than expected to make sure my child was comfortable during her X-rays and MRIs. Because of those nurses, my child felt heard, valued, and comfortable during the 14-day stay.

Discovery

The nurses and doctors were fabulous. They were very kind and very good with my granddaughter and with myself. I was very happy with how attentive they were to her and that they showed her respect and took very good care of her. Thank you.

Emergency Department

The nurses and doctors were fabulous. They were very kind and very good with my granddaughter and with myself. I was very happy with how attentive they were to her and that they showed her respect and took very good care of her. Thank you.

Emergency Department

The nurses overall that we dealt with were amazing, especially Kelsey and Pedro. They went above and beyond to make sure that my daughter felt extremely comfortable and was okay when it was time for her to go home, that she felt she was ready.

Explorer

In the emergency room, we were treated and seen by the provider and nurse Alley. She was very kind and attentive. Thank you.

Emergency Department



# Above and Beyond

## Recognizing Excellence in Outcomes

"We constantly monitor Nursing-sensitive indicators (NSI) at Valley Children's to ensure delivery of the highest quality of nursing care, said Ann Bindra, MSN, RN, NPD-BC, CCRN-K. NSI are defined as nursing related structure, process and outcome indicators provided by nurses that are mainly affected by nursing work, but for which nurses are not completely responsible.

"Continuous monitoring of NSI is an effective way to improve nursing quality," said Bindra.

### Continuously Monitored NSIs:

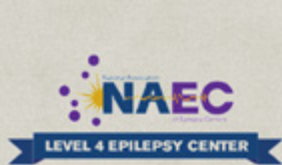
- Injury Fall Rate
- Catheter-Associated Urinary Tract Infection (CAUTI)
- Central Line-Associated Bloodstream Infection (CLABSI)
- Percentage of Hospital-Acquired Pressure Injuries Stage 2 and above (%HAPI 2+)
- Percentage of Hospital-Acquired Pressure Injuries that are Medical Device-Related (%Pt HAPI Medical Device Related)
- New Indicator: Assaults on Nursing

### NSI Outcomes:

Congratulations to Emergency Department (ED), PACU, Ambulatory areas, Acute Care (Apollo, Craycroft, Discovery, Explorer, Rehab, Voyager) and Critical Care (NICU and PICU) areas for outperforming the mean the majority of the time in the NSI Injury Fall Rate.

Congratulations to Apollo, Craycroft, Discovery, Explorer, Rehab, and Voyager, NICU, and PICU for outperforming the national mean for the entire Fiscal Year of 2021 in the following NSI:

- Catheter-Associated Urinary Tract Infection (CAUTI)
- Central Line-Associated Bloodstream Infection (CLABSI)
- Percentage of Hospital-Acquired Pressure Injuries Stage 2 and above (%HAPI 2+)
- Percentage of Hospital-Acquired Pressure Injuries that are Medical Device-Related (%Pt HAPI Medical)



THE COMMITTEE ON TRAUMA

VERIFIED TRAUMA CENTER





## Friend of Nursing Award

Jessica Holt and Darlene Barrientez-Welch

**W**hat word best describes a duo nominated by the majority of the patient care nursing leadership they serve? Dynamic!

Jessica and Darlene have made a tremendous impact on nursing during their careers as RN and Unit Support staff recruiters. Both have shown incredible flexibility with the changes and challenges they have faced throughout the pandemic. Jessica and Darlene support all patient care units of the hospital. They collaborate effectively with department leadership teams, maintain open lines of communication, and are extremely proactive in engaging through the recruitment process.

"Jessica and Darlene have made the recruitment process for Central Staffing so smooth and efficient," said Nichole Hackbarth, MSN, RN, CPN, Central Staffing Manager. "They are excellent communicators, and always do what they can to help the units recruit the best staff for the unit. They are great to work with."

"When we are successful with an offer to a new employee, I can tell both of our recruiters are genuinely happy for the department," said Jessica Moody, MSN, RN, PED-RN, Apollo Manager.

"Each recruiter listens to me when I request specific qualifications. They help sort through applications, which helps decrease the amount of time I spend going through resumes that won't meet our needs."

"Jessica and Darlene are always available and happy to review our position control with us," said Brittany Meyer, BSN, BA, RN, CPN, Explorer Manager. "They are quick to set up interviews and help us fill our positions. They are helpful and kind souls who make our jobs so much easier."

"When I became a manager on a unit I was not familiar with, Jessica and Darlene became my 'Dynamic Duo' and I leaned into them with so many questions," said Eleana Martinez, BSN, RN, Rehab Manager. "They are simply a joy to work with. You can hear the pride and passion they carry for working at Valley Children's, which is a huge pleasure."

"Jessica and Darlene both have been essential in the hiring process," said Theresa Molina, BSN, RN, CPON, Craycroft Manager. "They have assisted me in brainstorming on how we can accommodate and secure new employees. They have been great teachers to the new managers on how to understand position control and what options we have. I consider them both part of our team."

"Jessica and Darlene have taken their positions to new heights," said Cauryn Updegraff, MSN, RN, NNP-BC, Emergency Department Director. "They are proactive, engaged, fun, and forward-thinking professionals."

"The first few conversations with Jessica and Darlene made me immediately feel like I had strong advocates in my corner," said Brandee Cruz, BSN, RN, CPEN, Emergency Department Manager. "We are thrilled with our partnership with recruitment, and look forward to many years of fun and exciting times together."

**We  
congratulate  
Jessica Holt and  
Darlene Barrientez-  
Welch,  
Valley Children's 2022  
Friend of Nursing  
Award.**





## Team Excellence Award

### Apollo (Acute Care)

The Apollo team of nurses has supported and promoted multiple strategic priorities of Valley Children's. The team has been recognized by leaders in the organization for their flexibility and willingness to support staffing throughout the hospital. Apollo rapidly transitioned to supporting the care of COVID-19-positive patients early in the pandemic. Throughout the pandemic, the nurses provided significant support of their peer units by having the highest percent of nurses floating to units with staffing shortages, keeping their focus on providing care to patients who needed it most, regardless of their physical location in the hospital.

Apollo nurses have shown leadership in modeling the way to improve patient/family satisfaction and engagement in their care through the implementation of MyChart Bedside. This team demonstrated their focus on quality of care through collaboration on several multidisciplinary team initiatives, such as the Safety Sleep Quality Improvement project and the HiFlow Holiday Quality Improvement project.

Participatory governance is key to Apollo's impact on nursing practice and quality of care. Their governance structure includes various unit-based committees including; a Practice Council, a Professional Development Council, a Patient/Family Education and Satisfaction committee, a Recruitment, Retention and Recognition Committee as well as a Safety Committee.

Staff and leadership engagement has resulted in a number of outcomes including:

- More than 3 years since the last Central Line-Associated Blood Stream Infection (CLABSI)
- More than 4.5 years since the last Health-care-Acquired Pressure Injury (HAPI)
- Team members with BSN or Greater in Nursing – 73%
- Certified Nurses on Apollo – 48.6%

**We congratulate team Apollo on Valley Children's 2022 Team Excellence Award.**





# **New Knowledge, Innovations & Improvements**

ANNUAL REPORT MAY 2022



# RN of the Year 2022 Excellence in New Knowledge, Innovations & Improvements

Jennifer Norgaard, MSN, RN, RNC-NIC, ACCNS-P

Jennifer Norgaard's career as a Clinical Nurse Specialist has made a tremendous impact in the Regional Neonatal ICU (NICU) at Valley Children's Hospital and beyond. Her commitment to improving neonatal outcomes is at the forefront of every project she takes on. Jennifer rounds on complex neonates and provides consultative services related to care planning, as well as discharge planning. She uses her knowledge and experience to direct nurses to use critical thinking in the care of their patients, and often serves as a mentor and preceptor for CNS candidate students.

As part of the NICU education team, Jennifer provides three advancing core classes to nurses within the NICU. These courses ensure competency of staff, standardization of practice, and thorough understanding of neonatal pathophysiology. Nurses learn not only to care for critically ill neonates, but also to communicate with families concerning their baby's needs and treatments. Jennifer is the content expert and creator of the Delivery Room Standardization Course that has been taught to more than 200 nurses at referring facilities over the last five years.

Jennifer has presented on hypoxic-ischemic encephalopathy at numerous hospitals throughout the San Joaquin Valley, consulting on best processes to promote better neurological outcomes for their patients. She offers training in therapeutic hypothermia for the treatment of neonatal encephalopathy within the NICU at Valley Children's as well as around the country.



**We  
congratulate  
Jennifer Norgaard,  
Valley Children's Nurse  
of the Year 2022  
Excellence in  
New Knowledge,  
Innovations &  
Improvements.**

The center of unit-based activities, Jennifer often acts as the conduit between nursing and physician leadership. She has been the consistent face of Valley Children's in the community, speaking regularly on the resuscitation and stabilization of the neonate.

Jennifer is an integral part of the Valley Children's Clinical Partnerships team, where she partners with referring facilities to provide education on interventions to promote better outcomes for their neonates. She acts as a lead S.T.A.B.L.E.<sup>1</sup> Instructor, providing standardized instruction to Valley Children's Healthcare's clinical partners and other facilities within the region to support stabilization prior to transport of sick and small neonates.

In collaboration with other members of the California Perinatal Quality Care Collaborative Simulating Success program, Jennifer published an article in the January 12, 2021, edition of Children. The article, "Lessons Learned from a Collaborative to Develop a Sustainable Simulation-based Training Program in Neonatal Resuscitation: Simulating Successes," discussed the accomplishments of the Valley Children's team and the Collaborative in building and sustaining simulation for improved outcomes in neonatal care.

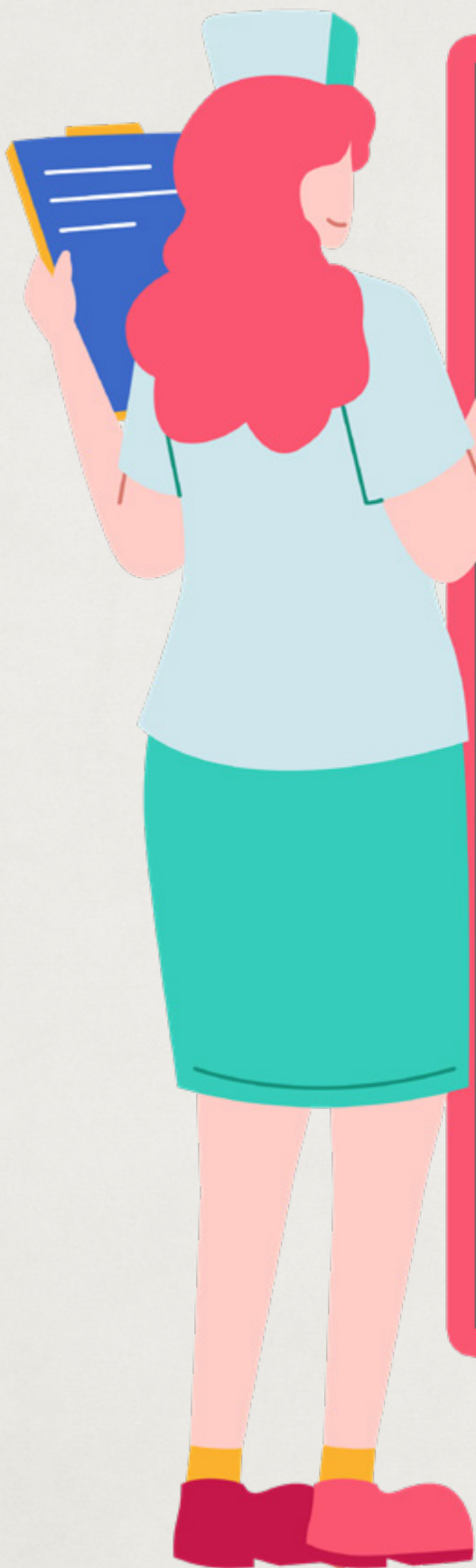
Jennifer is an active member in national associations and participates on various councils. She served as Co-Chair for Critical Care Unplanned Extubation team, which has seen a 75% reduction in unplanned extubations since its creation, and is now trending better than the national average.

One of Jennifer's favorite places to improve outcomes for babies is a small NICU in the Kathmandu Valley of Nepal, where she has had the pleasure to visit and work several times since its opening in 2009. With a talent for teaching and a passion for improving outcomes, Jennifer is a true innovator deserving of this recognition.

<sup>1</sup>S.T.A.B.L.E. stands for Sugar, Temperature, Airway, Blood pressure, Lab work, and Emotional support. Visit <https://stableprogram.org/about/s-t-a-b-l-e-program-modules/>



# Scholarly and Community Activities



7

External Poster or Podium Presentations

10

Published in external professional literature

80

Nurses Providing Community Service

322

Nurses Involved in Professional Nursing Organizations

24

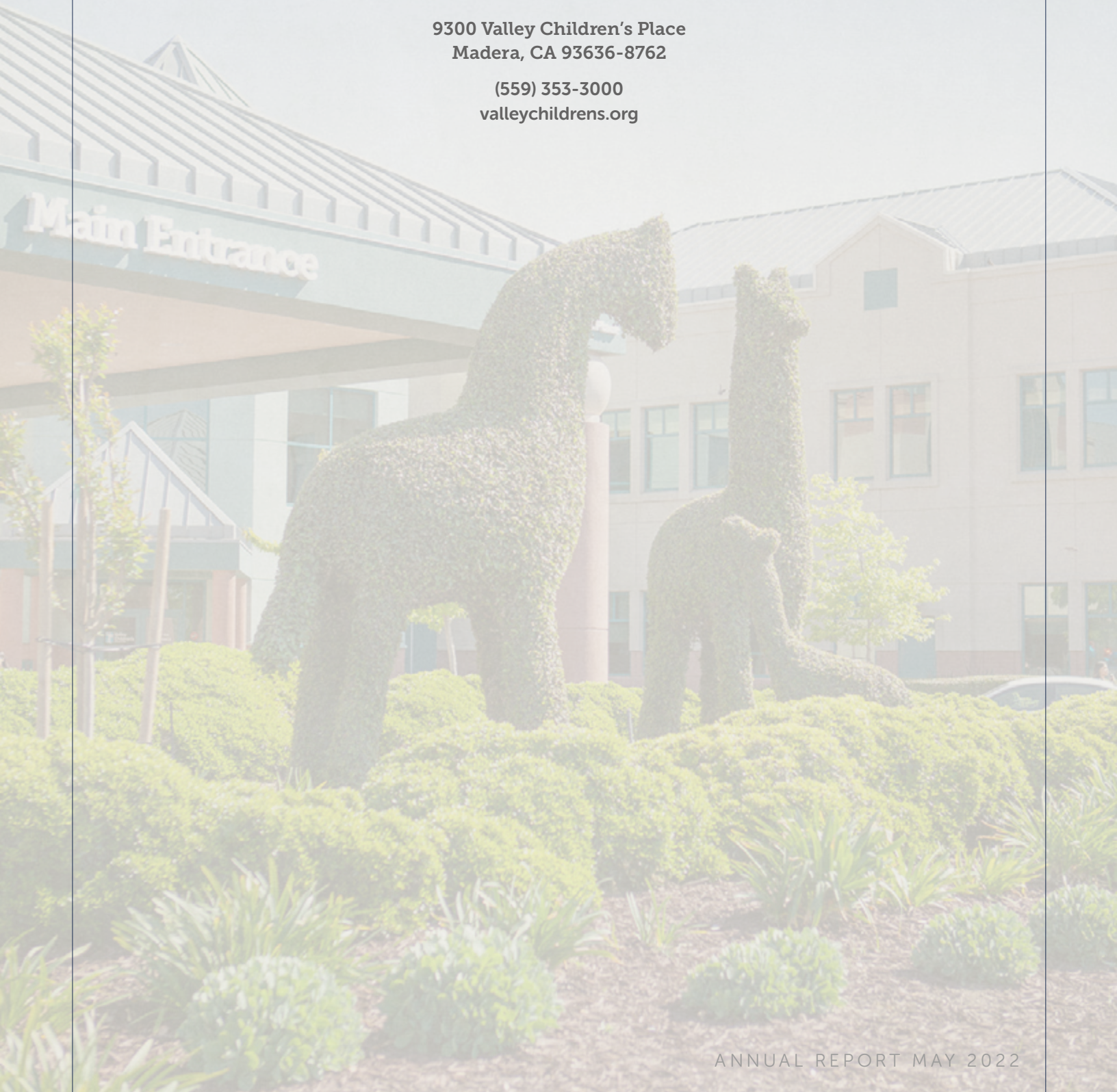
Nurse Adjunct Faculty or Clinical Instructors





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