



NURSING ANNUAL REPORT

2019





A Letter From the Chief Nursing Officer

First, to our amazing, unflappable nurses at Children’s Hospital Los Angeles—thank you.

I am proud of the expert, compassionate care you provide for each and every patient. I am grateful for your dedication to the highest standards of safety and quality. And, in this unprecedented time during a global pandemic, I am inspired by your strength and commitment to each other as we carry out CHLA’s mission. CHLA cares for so many vulnerable patients and complex cases, and this annual report recognizes how our nurses are constantly finding new ways to heal, protect and steward the lives entrusted to us.

To our readers and supporters—the stories here offer but a glimpse of the professionalism, ingenuity, empathy and lifesaving skill I see every day throughout our institution. CHLA’s nursing staff represents the front lines of our world-class clinical care, research and education. As some of the most accomplished, most knowledgeable pediatric nurses in the country, they are leading transformation at our hospital and in the health care community. This includes being in a prime position to ensure that health care is delivered with consideration for equity and disparities related to race, gender, socioeconomic status and more.

This past year, CHLA nurses rose to the challenge of record patient demand with a level of care that set the national standard for patient and family satisfaction, which resulted in many, many successful outcomes. I am honored to share some of the efforts championed by our nurses, and I am honored to be a part of this amazing team.

Sincerely,

Rhonda Foster, EdD, MPH, MS, RN, NEA-BC
Chief Nursing Officer and Vice President of Patient Care



A Message From the President and CEO

As the world faces a health care crisis unlike any we’ve ever seen, I am grateful for and

inspired by the nurses of Children’s Hospitals Los Angeles, who are steadfast in their expert care of our patients, their compassionate support of patient families and their dedication to supporting each other.

CHLA’s success in protecting patients, families and team members from the novel coronavirus stems from groundwork laid by our nurses well before the current crisis. Nurses have long been integral in helping CHLA create systems of safety, infection prevention, accountability and support for our colleagues and peers while empowering patients and families to take an active role in their care.

From nurses creating new ways to support each other through cumulative stress debriefings, to implementing practices that reduce patient injury risk and time spent in the hospital, this year’s Nursing Annual Report reflects how CHLA nurses are in every sense of the word creating hope and building healthier futures for children. They achieve all of this while caring for more patients than ever, conducting more research than ever, training more new nurses than ever, and while CHLA continues to serve as the pediatric safety net for the entire region.

And as our institution explores new ways to ensure equitable access to care, CHLA nursing leaders are playing a pivotal role, providing critical insight and direction.

Please accept my deepest thanks for taking the time to learn about the outstanding accomplishments of the Children’s Hospital Los Angeles nursing staff. Right now, when nurses are on the front lines of this uncertain future, it is our commitment to support them and keep them safe in every way possible.

When families choose CHLA, they are choosing the best care for their precious child from one of the very best children’s hospitals in the nation, fueled by an incredibly devoted and high-performing nursing team.

Warmest regards,

Paul S. Viviano
President and Chief Executive Officer

STATISTICAL REPORT

Fiscal Year 2019

OUR HOSPITAL



401 ACTIVE
PATIENT-CARE
BEDS

106
INTENSIVE
CARE BEDS



AVERAGE DAILY
CENSUS:

324

94,809 VISITS TO OUR
EMERGENCY DEPARTMENT



VISITOR

OUR NURSES



162
NURSE
PRACTITIONERS

113 NEWLY GRADUATED NURSES IN THE
VERSANT® RN RESIDENCY PROGRAM DURING 2019

40 EXPERIENCED NURSES IN THE VERSANT® TRANSITION
RN FELLOWSHIP PROGRAM DURING 2019



PERCENTAGE OF NURSE LEADERS
WITH NATIONAL BOARD
CERTIFICATION: **95%**



NURSES' AVERAGE LENGTH
OF CHLA TENURE:

10.3 YEARS

NURSES TAUGHT APPROXIMATELY
1,200 NURSING STUDENTS IN 2019



FIGHTING HUNGER

CHLA Participates in the Healthy Over Hungry Cereal Drive

As a clinical nurse in CHLA's Steven & Alexandra Cohen Foundation Newborn and Infant Critical Care Unit, **Jackie Gayer, BSN, RNC-NIC**, cares for some of the most critically ill babies. But she is also passionate about helping another vulnerable population: children living in poverty, who experience food scarcity and hunger.

When Gayer relocated to Southern California from Detroit, she spent several years advocating for CHLA to participate in the national Healthy Over Hungry Cereal Drive. Founded in 2009 at Children's Hospital of Michigan under the leadership of **Rhonda Foster, EdD, MPH, MS, RN, NEA-BC**—who is now Chief Nursing Officer at CHLA—the Healthy Over Hungry Cereal Drive is a friendly competition among 15 children's hospitals around the United States, with the goal of feeding children during the summer months when they are not receiving meals at school. CHLA joined the drive in 2017, and for one week each year, members of the Cereal Drive Steering Committee gather cereal donated by CHLA employees, load them onto pallets and donate the collection to the Los Angeles County Regional Food Bank for distribution to hungry children throughout the Southland.

In 2019, CHLA donated nearly 74,000 servings of cereal, and across the country participating hospitals collected a total of 4,464,404 servings. CHLA's Cereal Drive committee has been partnering with the hospital's Marketing Communications team to increase awareness and participation throughout CHLA and with local grocery stores to drive donations from their shoppers as well. The committee has set an ambitious goal to gather 100,000 servings of cereal in 2020.

ON THE COVER

TRANSFORMING THE WORKPLACE

Fostering a Culture of Civility at CHLA

Research has shown that incivility and bullying are common throughout the nursing profession. In recent years, the American Nurses Association, The Joint Commission and numerous professional organizations have released statements identifying the need to address these issues within the nursing workforce. "We are such a compassionate profession, and we choose this path out of love, so the mismatch between the care we provide to patients and the fact that this issue is prevalent within our profession is disheartening," says **Suzanne Taylor, EdD, MSN, RN, NPD-BC**, Director of Clinical Education and Professional Development.

In 2019, Dr. Taylor championed the creation of the Culture of Civility Program at CHLA, with the goal of empowering leaders and staff members to promote an environment that fosters safety and professional behavior within the hospital. After receiving approval from Chief Clinical Officer **Nancy Lee, MSN, RN, NEA-BC**, and President and CEO Paul S. Viviano, Dr. Taylor approached four nurse leaders, **Cheryl Cairo, MSNEd, RN, NEA-BC**, **Brenda Gallardo, BSN, RNC-NIC**, **Monica Goodwin, MSN, RN, NE-BC**, and **Jennifer Ogier, MSNEd, RN, CPN, CNRN**, to help lead the initiative.

The team developed an evidence-based monthly educational series intended to last for six months. Bookending the series were larger workshops conducted by nationally-recognized experts in workplace incivility. Teams composed of managers and front-line staff were recruited to represent each nursing work area, attended the monthly sessions and took "assignments" back to their work area staff. One assignment, the "Always and Never" project, allowed teams to identify how they wanted to be treated by each other. This exercise helped to create accountability among coworkers and empowered nurses to take ownership over their work area's culture.

Following the six original sessions, the curriculum was extended and will continue quarterly in 2020. "From the very beginning, we felt that we had started a much-needed conversation that we'd never had before," says Dr. Taylor. "Everyone is touched by this topic, and our nurses seem determined to create a paradigm shift in our culture."

CARING FOR OUR OWN

Cumulative Stress Debriefings

Compassion fatigue, defined as "the physical and mental exhaustion and emotional withdrawal experienced by those who care for sick or traumatized people over an extended period of time," is prevalent among nurses and health care providers. **Danielle Arbios, MSN, RN, PHN, CCRN, CNL, Emily Gray, BSN, RN, CCRN,** and **Julia Nordstrom, BSN, RN, CPN, CCRN,** clinical nurses in the Pediatric Intensive Care Unit (PICU), aim to provide a healthy outlet for team members to decompress and share their feelings to combat compassion fatigue. Their evidence-based practice project, focused on the impact of cumulative stress debriefings, began as an RN Residency project in September 2017 and was implemented in the PICU in May 2018.

The debriefing sessions—known in the PICU as Rest 'n' Reflect or RnR—are 60-minute group discussions with a facilitator who is trained to lead constructive conversations. The sessions allow staff members to openly discuss and normalize thoughts and feelings with others in a safe and supportive environment. "We have seen firsthand the positive culture change cumulative stress debriefings have made both in the PICU and other units at CHLA," says Arbios. "By holding these sessions, the staff find they are not alone in what can, at times, feel like isolating work, and this has been crucial in some of our very difficult moments."

PICU nurses who have attended sessions have reported lower levels of stress, improved sleep and an increased willingness to participate in future sessions. In 2019, this successful program was expanded to two additional units, with plans for further expansions in 2020.

CHAMPIONS FOR CHANGE

Reducing Hospital-Acquired Pressure Injuries

Pressure injuries can put patients at risk, potentially increase their length of stay and lead to additional health care costs. From July 2018 to December 2018, CHLA experienced an unexpected increase in hospital-acquired pressure injuries (HAPI), including 14 cases that required reporting to the California Department of Public Health.

Recognizing this as an area of immediate concern, the Pressure Injury Hospital-Acquired Condition (HAC) Workgroup identified through system and unit-level audits some of the issues contributing to the increase in these injuries, including incomplete skin assessments, delayed recognition of injury and risk, inadequate documentation and variable risk scores, among others.

In January 2019, the HAC group launched CHLA's first-ever Skin Champion Program in a bid to address the widespread issues identified by the audits. The program was to serve as a catalyst for building expertise among all members of the interprofessional patient care team. Wound, ostomy and continence nurse consultants provided classes and guidance to Skin Champions, who then adapted what they learned to meet the needs of their unit-specific patient populations.

Whether it has been implementing the Braden QD scoring system to ensure consideration of medical devices when determining HAPI risk or holding interprofessional bedside root-cause analysis huddles

to develop corrective actions for treatment, the Skin Champions have initiated a new culture focused on accountability, transparency and prevention.

Additionally, Skin Champions have raised awareness across the institution about hospital-acquired pressure injuries. As a result, there were only eight reportable injuries in 2019, a significant decrease from the previous year. In 2020, the Skin Champions plan to implement unit-based plan-do-study-act projects that will encourage team ownership of data-driven improvement work and the creation of clinical pathways that simplify evidence-based practice and decision making algorithms. CHLA is making great strides toward zero patient harm, and the Skin Champion team is leading the way.

SHARING BEST PRACTICES

RN Exchange Program

The Registered Nurse (RN) Exchange Program was developed and piloted by the Cincinnati Children's Hospital Medical Center Nursing Professional Practice Council in 2008 to offer opportunities for experienced nurses to share their expertise with colleagues at pediatric hospitals around the country. Children's Hospital Los Angeles was invited to join the collaborative and participated in our first exchange in July 2019 with Children's Hospital of Orange County (CHOC).

Emily Gruendyke, MSN, RN, CPHON, a hematology-oncology nurse at CHOC, spent four days at CHLA learning from stakeholders in CHLA's Sickle Cell Clinic, Emergency Department, Infusion Center and other hematology-oncology clinics. She was particularly interested in CHLA's protocols for patients with sickle cell disease in a pain crisis, chemotherapy power plans, palliative care and prevention of central line associated bloodstream infections. She also spent

time with CHLA Chief Nursing Officer **Rhonda Foster, EdD, MPH, MS, RN, NEA-BC**, and team members from Palliative Care, Infectious Disease and the inpatient hematology-oncology units. Gruendyke left CHLA with new knowledge, resources, contacts and experiences that she was excited to take back to CHOC.

As part of the exchange, CHLA's **Laura Tice, BSN, RN, CPN**, a registered nurse on 5 East, spent four days at CHOC with an itinerary designed around her self-specified learning objectives and goals. She returned with an abundance of information, including CHOC's clinical practices regarding central venous catheters, staffing practices, staff satisfaction, and response to emergencies and code blues.

"This experience made me a better bedside nurse and enhanced my own personal practice and professional growth, while also providing the ability to directly address active issues that CHLA is currently facing," says Tice, who shared her findings at the March 2020 Collaborative Governance Forum.

CHLA's participation in this program is an invaluable opportunity to share best practices and knowledge with the ultimate goal of improving pediatric health care across the United States. Exchanges with three hospitals are planned for 2020: Cincinnati Children's Hospital Medical Center, Children's Hospital of Philadelphia and Nicklaus Children's Hospital in Miami.



Laura Tice, BSN, RN, CPN

ACCOLADES AND ACCOMPLISHMENTS

2019 Great Catch Winners

Krystina Daniels, CV Acute
Shawna Johnson, Radiology
Susanna Kitabjian, Emergency Department
Nhan Lichtenfeld, Emergency Department
Rebekah Lieu, 4 East
Nicole Petrak, BMT
Melonee Sanchez, 6 West
Analysa Vasquez, 5 East

2019 GEM Award Winners

January - Stacy Waung, 5 West
March - Shannon Arredondo, 4 East
April - Mary Grossman, Care Coordination
August - Emily Clark, 5 East
October - Melonee Sanchez, 6 West
December - Emily Wilson, 5 East

2019 Daisy Award Winners

January - Albert Bautista, 5 East
February - Karin Kaufman, ECMO
March - Mary Moses, BMT
April - Mary Ann Deeds, 6 East
May - Itsuko Valiente, Duque 5
June - Adallyn Teo, 5 West
July - Lauren Bryant, Hematology-Oncology
August - Ashley Bowen, CTICU
September - Adam Gutierrez, 4 West
October - Alex Rios, 5 West
November - Cosette Langga, CV Acute
December - Anne Casale, 6 East

2019 Poster and Podium Presentations

Theresa Alquiros, Cardiothoracic Surgery
Ashley Anderson, Operating Room
Danielle Arbios, Pediatric Intensive Care Unit
Jennifer Baird, Institute for Nursing and Interprofessional Research
Chelsea Balian, Bone Marrow Transplant
Armi Bui, Outpatient Hematology-Oncology
Liesel Cantre, Operating Room

Destinee Carrington, Outpatient Hematology-Oncology
Hanna Chong, 6 West
Stephanie Davis, Bone Marrow Transplant
Ellize Ergina, Cardiothoracic Surgery
Vilma Evangelista, Bone Marrow Transplant
Anna Evans, Interventional Radiology
Stephany Forno, Operating Room
Rhonda Foster, Clinical Services
Catherine Goodhue, Pediatric Surgery
Emily Gray, Pediatric Intensive Care Unit
Sarah Green, Hematology-Oncology
Melanie Guerrero, Heart Institute
Deborah Harris, Hematology-Oncology
Nancy Hart, Hematology-Oncology
Angela Hartley, Operating Room
Sara Holst, Operating Room
Dee Imai, Outpatient Hematology-Oncology
Deborah Jury, Pain Management
Laura Klee, Steven & Alexandra Cohen Foundation Newborn and Infant Critical Care Unit
Sheila Kun, Pediatric Pulmonology
Julia Linesch, Bone Marrow Transplant
Renee Lucci, Operating Room
Heidi Machen, Cohen Foundation Newborn and Infant Critical Care Unit
Grace Magaling, Heart Institute
Erin Messing, Cardiothoracic Surgery
Jenni Murphy, Cohen Foundation Newborn and Infant Critical Care Unit
Monica Murphy, Operating Room
Analisa Niedbalec, Operating Room
Julia Nordstrom, Pediatric Intensive Care Unit
Donna Nowicki, Vascular Anomalies Center
Carol Okuhara, Cardiothoracic Surgery
Dione Paras, Cardiothoracic Surgery
Anna Pasquarella, Bone Marrow Transplant
Karishma Patel, Bone Marrow Transplant
Donna Quiroz, Bone Marrow Transplant
Norma Renteria, 6 West
Bianca Salvetti, Adolescent Medicine
Kelly Sanghavee, Operating Room

Hui-Wen Sato, Pediatric Intensive Care Unit
Rita Secola, Cancer and Blood Disease Institute
Belinda Sia, Bone Marrow Transplant
Leila Thompson, Operating Room
Nhu Tran, Clinical Surgery
Laura Vasquez, Hematology-Oncology
Gloria Verret, Family Resource Center
Jessica Ward, Institute for Nursing and Interprofessional Research
Deanna Wofford, Post Anesthesia Care Unit

2019 Publications

Diane Altounji, 4 West
Jennifer Baird, Institute for Nursing and Interprofessional Research
Dolores Buslon, Nursing Resources
Susan Carson, Hematology-Oncology
Julie Evans, Clinical Information Systems
Rhonda Foster, Clinical Services
Catherine Goodhue, Pediatric Surgery
Melissa Hallbourg, 4 West
Debbie Harris, Hematology-Oncology
Gina Kemp, 4 West
Dawn Landery, Bone Marrow Transplant
Gayle Luker, Nursing Resources
Sandra Mintz, Patient Relations/Service Excellence
Anne Nord, Hematology-Oncology
Trish Peterson, Hematology-Oncology
Desiree Ritter, Clinical Services
Hui-Wen Sato, Pediatric Intensive Care Unit
Rita Secola, Cancer and Blood Disease Institute
Shinyi Tang, Bone Marrow Transplant
Jessica Ward, Institute for Nursing and Interprofessional Research
Sonya Williams, 4 East

ACADEMIC ADVANCEMENT

BSN

Julie Evans, Clinical Information Services
 Johanna Jovanovic, Steven & Alexandra
 Cohen Foundation Newborn and Infant
 Critical Care Unit
 Priscilla Tendai Maguwudze, 5 East
 Yolanda Won, Radiology

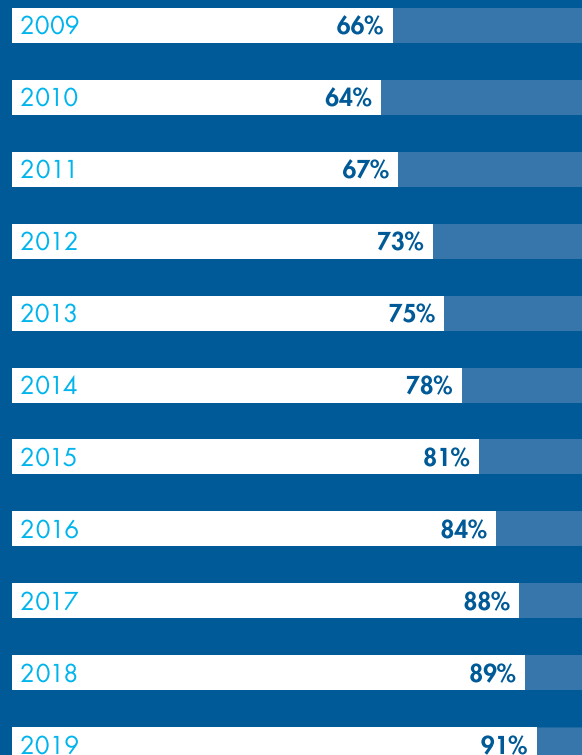
MSN

Miguel Aventino, Post Anesthesia Care Unit
 Ale Briseno, Pediatric Intensive Care Unit
 Kelvin Duong, Comfort and Palliative Care
 Samantha Figueroa, 6 East
 Gena Gibling, Emergency Transport
 Yvonne Hughes-Ganzon, Margie and Robert E.
 Petersen Foundation Rehabilitation Center
 Susanna Kitabjian, 6 West
 Karishma Patel, Bone Marrow Transplant
 Jenine Raffaniello, Post Anesthesia Care Unit
 Pam Thomas, House Supervisor
 Ani Yeremian, Cardiovascular Acute

DNP

Diane Altounji, 4 West
 Anna Evans, Interventional Radiology
 Dolores Greenwood, Cohen Foundation
 Newborn and Infant Critical Care Unit
 Sandy Hall, Nursing Excellence
 Sylvia Magallon, Fetal and Neonatal Institute
 Ruth Paul, 5 East

NURSES WITH BACHELOR OF SCIENCE IN NURSING DEGREE OR HIGHER



ELIGIBLE CHLA NURSES WITH NATIONAL CERTIFICATION

