

2020 NURSING ANNUAL REPORT



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children'shealth[®]

MESSAGE FROM TAMMY



Welcome to the Children's Health 2020 Nursing Annual Report,

As we reflect on our experiences over the last year, I am humbled and inspired by the compassion, dedication and commitment of our nurses and will highlight their unique contributions especially this year as we faced great uncertainty and unprecedented times.

Our rich nursing history began more than 100 years ago when May Forster Smith had a vision that every child deserved the best care. With a team of nurse pioneers, she founded the Dallas Baby Camp where many innovations in pediatric nursing began. As we have evolved into one of the largest and best Children's hospitals in the country, our nurses continue to contribute to the discovery of evidence-based best practices, nursing science and innovation.

This publication highlights the impact of nurses across the system, showcases our professional nursing excellence and demonstrates how we exemplify ANCC Magnet Recognition® at Children's Health. We are focused on achieving Nursing Excellence through promotion of nursing professional development, integration of best nursing practices, advancing nursing science and ensuring a culture of safety while providing the highest quality nursing care.

Despite the many challenges we faced together, our nurses thrived in their roles as caregivers, advocates, teachers, leaders and community partners. Their resilience is reflected in higher nurse engagement performance than ever before, multiple professional presentations and publications, continuous pursuit of reducing harm and improving patient safety and great achievements in academic progression and nationally recognized certifications.

As we celebrate the 2020 Year of the Nurse in honor of the unfailing dedication, courage and bravery of nurses around the world, this report is just a glimpse of the major contributions and accomplishments of Children's Health nurses making life better for children.

With great pride, respectfully,

A handwritten signature in white ink that reads "Tammy".

Tammy R. Webb, PhD(c), MSN, RN, NE-BC
Executive Vice President and Chief Nursing Officer

2020 BY THE NUMBERS



2,187
nurses



Nurses work in over
130 departments
across our system



12-year
average nurse
leader tenure

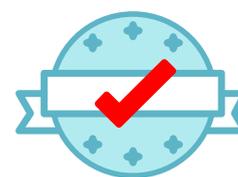
8-year
average
RN tenure



4.2
overall RN
satisfaction score



89%
RN satisfaction
survey response rate



44.6%
certified nurses
(nurses with specialty
certification)



96%
of direct-care
nurses have
BSN or higher
degrees



47
Nursing
Awards



3
Magnet
Recognitions



5
Nursing
Research Studies



12
Nursing
Publications

When the World Health Organization declared 2020 the “Year of the Nurse,” it was not expected that this year would be incredibly symbolic and change the future of health care forever. Throughout 2020, Children’s Health nurses’ commitment to excellence was evident through:

- Performance in patient experience
- Nurse sensitive patient outcomes
- Nurse engagement
- Academic progression
- Professional certifications
- Significant improvements in retention

Children’s Health is among 9% of all registered hospitals in the United States to currently hold Magnet® Recognition through the American Nurses Credentialing Center (ANCC), a subsidiary of the American Nurses Association. The ANCC’s Magnet Recognition Program® is the most prestigious distinction a health care organization can receive for nursing excellence and patient outcomes. Through their unwavering pursuit of nursing excellence, our nurses have earned this distinction three consecutive times, first in 2009, then again in 2013 and 2018.

Each day, Children’s Health nurses in every corner of our system of care are advancing professional practice, clinical inquiry and the delivery of evidence-based care to the patients, families, and the communities we serve throughout North Texas with a focus on excellence, leadership and innovation.



TRANSFORMATIONAL LEADERSHIP

Keeping pace with the unprecedented change in today's health care environment requires leaders who can transform organizational values, beliefs, and behaviors — leading people where they need to be to meet the demands of the future. These leaders demonstrate vision, influence, and clinical knowledge, as well as the ability to employ unique approaches to solutions and navigate the turbulence that often comes with change. Senior leaders who successfully set this future vision and create the systems and environment to achieve it influence the entire organization, instilling transformational thinking in leaders across the enterprise.



Visibility, Accessibility, and Communication

Nurse leaders at Children's Health have prioritized being accessible, visible, and connected to the organization's nurses. Clinical nurses and nurse leaders have direct communication and transparent dialogue through multiple channels. These include:

- Leadership Rounding and “Talks with Tammy”: Executive Vice President and Chief Nursing Officer meets monthly with local nurse leaders and with small groups of nurses to hear feedback and understand concerns.
- CNO Advisory Cabinet: Diverse group of 24 nurses from across the Children's Health system that meets monthly to discuss issues and progress impacting nurses at Children's Health and the profession.
- Leadership Town Halls: Authentic and interactive bi-annual virtual events/videos that engage nurses and celebrate their achievements.
- Nursing News Newsletters: Monthly email newsletter to all nurses designed to foster engagement and set the nursing vision across the system. Each issue features a system CNO letter, case studies, professional development, current issues, and updates on the state of nursing.
- Senior Nursing Leadership Team (SNLT): Regular retreats develop and advance the Children's Health nursing plan, leading to the development of the first nursing performance goals catalog.
- Resilience Committee: The RISE Team's Resilience program is an established committee of system-wide stakeholders from diverse roles and departments working to cultivate and coordinate resilience activities, promote connection to resilience factors, and raise awareness of system barriers to resilience.
 - RISE is an acronym for Resilience, Integrated Ethics, Staff Support, and Engagement. RISE programs support the mission and values of Children's Health by promoting resilience, integrated ethics, and staff support through education and research, and by enhancing the ethical climate, creating moral spaces, addressing secondary traumatization, and mitigating burnout.

Leader Support for Team Members

At the beginning of the COVID-19 pandemic, our team members experienced extraordinary challenges at home and at work. Their resiliency and commitment to our mission was tested during these challenging times with multiple process changes, updated procedures, regulations and guidelines. The only constant for them was change. Months after the start of the pandemic, our team members started to show signs of exhaustion, fatigue and general stress. It was imperative to keep employee satisfaction and morale as high as possible in the midst of this pandemic so that Children's Health continued to deliver on its mission to make life better for children.

Research has shown that employee morale directly impacts our patient experience. By making every possible effort to increase employee engagement, we knew this would positively impact our patient experience. In 2020, our Children's Health nurses achieved the highest rates of employee engagement of the past decade. As our health care workers struggled with the COVID-19 pandemic and constant changes to policies and procedures, we knew they needed to feel appreciated for their tireless work. We wanted to express the gratitude our executive leadership and patients had for our health care heroes in a safe, uplifting way. The strategy for the gratitude program encompassed both sentiments and allowed our team members to remember why they joined the healthcare profession.



Throughout the pandemic, our executive team worked with our employee recognition and experience teams to support the needs of our team members. This included free meals, gifts, gratitude carts, expanded benefits, expanded daycare, flexible hours and more. In addition to these signs of gratitude, we wanted to provide a heartfelt recognition from our executive team and patients to our clinical care caregivers in a way that was safe for all. On Nov. 16, our team members were [digitally greeted by the top executives in the organization and many of our patients through multiple screens installed as virtual gratitude tunnels](#) in the hallways connecting the employee parking garages to the hospitals. The videos were also distributed to extend the experience to remote employees. Nothing can replace a comforting cheer for a job well done, but in times of a global pandemic, a highly engaging digital installation can be a good alternative.

Nursing Excellence Steering Committee (NESC)

Through Shared Governance council meetings and leader rounding, questions and ideas are brought forward by nurses. In July 2020, The Nursing Excellence Steering Committee was developed by nurse leaders to help ensure these questions and ideas were addressed in a timely manner, provide a consistent approach to ensure suggestions were implemented in all appropriate areas across the system, and ensure that nurses who brought questions and ideas forward knew the outcome of their suggestions.

The NESC's purpose is to:

- Coordinate timely and evidence-based responses to nursing practice questions
- Facilitate standardization of evidence-based nursing practices across Children's Health
- Continually focus on improving the quality of nursing care and the safety of our patients
- Foster nursing empowerment across the system

Examples of questions and suggestions that the NESC has addressed include:

- Chest tube management and insertion site dressing changes
- Priming tubing prior to blood product administration
- Process of changing high-risk and other vasoactive medication infusions



Event Prevention Committee

As Children's Health nurse leaders discovered trends after reviewing SafeLink reports along with questions, ideas and concerns raised to NESC, the Event Prevention Committee was formed to look at our practice around clinical deterioration, vital sign standardization, communication and escalation practices, and consistent use of PEWS (Pediatric Early Warning Score) as well as the culture of safety around these topics. This group is working to determine where Children's Health can standardize practices and processes to continue to improve patient safety and outcomes.

STRUCTURAL EMPOWERMENT

To deliver on the Children's Health mission, vision and values, the organization needs influential leadership to develop the structures and processes that foster an innovative environment where strong professional practice can flourish. Further strengthening this practice are the relationships and partnerships developed among community organizations to improve patient outcomes and the health of the communities they serve. This is accomplished through the organization's strategic plan (Optimize, Grow, Evolve), structure, systems, policies, and programs. Children's Health develops, directs, and empowers team members to find the best way to accomplish organizational goals and achieve desired outcomes.

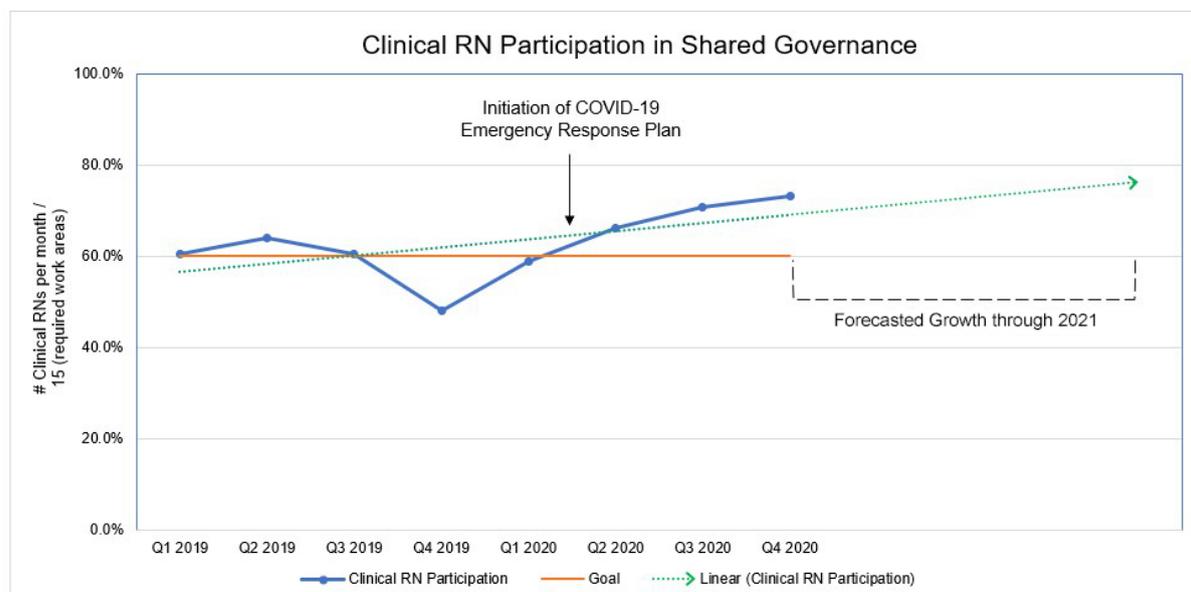
Shared Governance

The mission of [Shared Governance at Children's Health](#) is to provide the structure for every person to have a voice. Shared Governance is a professional practice model that promotes nurse empowerment and shared decision making by making staff nurses accountable for decisions that impact policies, procedures, and processes at the point of care. Children's Health implemented Shared Governance by creating core Shared Governance Councils whose members meet monthly both in-person and virtually.

The Shared Governance councils' goal is to improve communication on a monthly basis. Each council shares its upcoming meetings, which are open to all nursing team members to provide the opportunity to participate.



In early 2020, as the world began to realize the magnitude of the COVID-19 pandemic, many systems across the country cancelled Shared Governance council meetings indefinitely. Children's Health was determined to move forward with Shared Governance despite these challenges because direction and guidance from nurses is especially critical to patient care during times of uncertainty. In March 2020, the monthly meetings of all core Shared Governance councils transitioned entirely to virtual attendance. This resulted in increased attendance, participation, and engagement throughout 2020 as council members reported greater satisfaction with exclusively virtual meetings.



Members of the core Shared Governance councils delivered on several important projects in 2020, including:

- Approved updates to Safety Huddle flowsheets in EPIC (CIC)
- Evidence-based revisions to the blood product administration policy (CPC)
- Abstract Workshop, Publication Workshop and Virtual Poster Fair (EBPRC)
- Data analysis and final revisions to the Clinical Nurse Achievement Program, three years post-implementation (PDC)
- Reviewed safety trends and identified barriers, related to topics such as ISHAPED and PIV infiltrations (QSC)

Recognition of Nursing

Nurses at Children's Health are recognized both internally and externally for the unparalleled care that they provide. In 2020, they earned more awards than ever before:

- [D Magazine Excellence in Nursing Award](#): Twenty-one nurses were honored for this award, which recognizes those with the "gift of caregiving" who make Dallas a "better place to live" and "heal North Texas with skill and spirit."
- [DFW Great 100 Nurses 2020](#): Five nurses from Children's Health were recognized "for being role models, leaders, community servants, compassionate caregivers and significant contributors to the nursing profession."
- [Becker's "50 Hospital CNOs to Know"](#): Recognized Chief Nursing Officer, as one of "50 Hospital CNOs to Know." Tammy promotes a culture of patient- and family-centered experiences, ensuring patient families receive the highest standard of care during their stay, and guides her team with strategic leadership and a collaborative mindset necessary to achieve performance excellence and advance nursing at Children's Health.
- [The DAISY Award for Extraordinary Nurses](#): Recognized 12 nurses for the superhuman work nurses do for patients and families every day. At Children's Health, the award recognizes nurses who show professional nursing excellence through clinical expertise at the bedside or behind the scenes, extraordinary service or compassionate care.
- [May Smith Nursing Excellence Awards](#): Recognized eight nurses for outstanding work in the areas of clinical inquiry, systems thinking, facilitation of learning, collaboration, clinical judgement, caring practices, and response to diversity, as well advocacy and moral agency.
- Children's Health recognized as a Best Place to Work by *The Dallas Morning News* and the *Dallas Business Journal*.

Accredited Nurse Residency Program

Earning initial accreditation through the Commission on Collegiate Nursing Education (CCNE) in 2017, our Vizient/AACN Nurse Residency Program continues to support our new graduate nurses through their transition from the academic environment into independent nursing practice. In 2020, our 118 nurse residents began their nursing careers at Dallas, Plano, and Our Children's House.

- The February and July 2020 cohorts consisted of 53 and 65 nurse residents, respectively.
- Since 2017, our overall first year retention rate is 96 percent.
- In 2020, nurse residents completed and presented 20 evidence-based practice projects.
- The program promoted diversity in the hiring process, which resulted in a significant increase in minority nurse participation.

EXEMPLARY PROFESSIONAL PRACTICE

The true essence of a Magnet organization stems from exemplary professional practice within nursing. This entails a comprehensive understanding of the role of nursing; the application of that role with patients, families, communities, and the interdisciplinary team; and the application of new knowledge and evidence.

Children's Health Nurses Outperform National Benchmarks

Children's Health nurses are driven by autonomous practice, accountability for decision-making and authority to advocate for the unique needs of each patient and family. In accordance with the Magnet Recognition Program guidelines for our third designation, the Interim Monitoring Report for Children's Health was successfully submitted on November 30, 2020. Successful submission requires outperforming national benchmarks in nurse satisfaction, patient and family satisfaction and several nurse-sensitive, clinical indicators, including (among others):

- Central Line Associated Bloodstream Infections (CLABSI)
- Catheter Associated Urinary Tract Infections (CAUTI)
- Patient Falls with Injury
- Hospital-Acquired Pressure Injuries

This also is due to significant improvements in nurse engagement, which is tied to positive patient care outcomes. Nurse engagement is measured by our annual Experience, Inclusion and Engagement survey, administered by Gallup. Experience, Inclusion and Engagement survey results show that nursing teams with top-quartile engagement have an average Patient Experience score (NPS) that is 13 points higher than bottom-quartile engagement teams. The 2020 survey showed that Children's Health nurses had significant growth in all engagement indicators over 2019, particularly in areas of strength: participation rate, engagement ratio, mission, and overall satisfaction.

Children's Health uses Gallup's Engagement Every Day approach, which aligns engagement with many of our strategic priorities and draws the connection between engagement and organizational outcomes.

The Engagement Every Day Q12 measures engagement using a set of 12 questions. Gallup has leveraged years of research to show these are the greatest indicators of employee engagement and they drive organizational outcomes.

Q12 ELEMENTS - Industry				
Healthcare and Social Assistance				
	Score	Δ	pctl	
Q01. Expectations	4.61	+0.06	52 nd	
Q02. Materials	4.25	+0.16	62 nd	
Q03. Do Best	4.36	+0.19	58 th	
Q04. Recognition	3.62	+0.44	51 st	
Q05. Cares	4.39	+0.18	53 rd	
Q06. Development	4.21	+0.20	56 th	
Q07. Opinions	3.73	+0.33	51 st	
Q08. Mission	4.40	+0.27	63 rd	
Q09. Quality	4.39	+0.12	57 th	
Q10. Best Friend	3.82	+0.16	39 th	
Q11. Progress	4.32	+0.31	56 th	
Q12. Learn & Grow	4.29	+0.18	53 rd	
Q00. Satisfaction	4.21	+0.33	67 th	



Culture of Safety: Ensuring team member and patient safety during the Children's Health COVID-19 Response

Keeping our patients safe is foundational to our mission of making life better for children. Organizational conditions can lead and/or contribute to safety events and patient harm. That is why it is critical for us to routinely assess our existing safety culture to identify areas of strength and opportunities for improvement in our quest to keep children safe.

yes
to safety
no
exceptions

Children's Health is dedicated to creating a High Reliability culture because at Children's Health, we all make a personal commitment to do the right thing for the safety of our patients, families and fellow team members. Nurses play an important role in the success of our culture of safety.

For example, Children's Health nurses continued to display exemplary professional practice throughout the challenging year of 2020, pivoting as necessary as many of our patient care areas adjusted customary care delivery models to include primary telehealth visits for outpatient specialty clinics, screening and testing processes for patients, and the cancellation of many surgical procedures for our Perioperative Services teams.

With nurses working in more than 130 departments across our system, they led us in our preparation to fight the first global pandemic that any of us had ever experienced. Children's Health nurses:

- Developed procedures and processes to protect our clinicians and patients from COVID-19, leading the implementation of our Special Isolation Unit.
- Provided timely and accurate education to team members in response to the constantly evolving situation and utilized new data about COVID-19 as it was published to continually integrate new evidence into nursing practice.
- Focused on keeping team members, patients and patient families as safe as possible, led by the Infection Prevention and Control and Occupational Health teams.
- Utilized telehealth technology to keep nurses and other staff safe while providing excellent patient care.

NEW KNOWLEDGE, INNOVATIONS, AND IMPROVEMENTS

Strong leadership, empowered professionals, and exemplary practice are essential building blocks, but they are not the final goals. Children's Health has an ethical and professional responsibility to contribute new knowledge, innovations, and improvements to patient care, the organization, and the nursing profession. Current systems and practices need to be redesigned and redefined if we are to be successful in the future. This includes new models of care, application of existing evidence, generation of new knowledge, and visible contributions to the science of nursing.

Virtual Care Team's Strategic and Innovative Response to Nursing Throughout COVID-19

Children's Health has been at the forefront of telemedicine technology since first launching its telemedicine program in 2013. Historically, the Children's Health Virtual Care team supports Virtual Visit, TeleNICU, School-Based Telehealth and School-Based Tele-Behavioral Health to provide high-quality care from virtually anywhere. When COVID-19 began sweeping the nation in early 2020, the Children's Health Virtual Care team sprang into action, leveraging the system's expansive network in a way its peers were unable to accomplish. To successfully roll out a transition to virtual care, the Virtual Care team trained more than 1,536 providers, 949 nurses and 261 support staff on how to use the virtual platform.

To protect vulnerable patients, the Virtual Care team set up a bedside telemedicine program with 79 telehealth carts at the Children's Health Dallas and Plano hospitals to be used in areas where patients are in isolation such as the PICU, Psychiatry and Neuroscience; limiting foot traffic, reducing PPE usage and allowing a more positive patient experience. In addition, telemedicine carts have been included in the Emergency Departments of both campuses to connect providers and nurses for care management. To date, they have facilitated 3,004 patient and health care team member connections through bedside telemedicine since March 19, 2020. These telehealth carts are typically used in the Children's Health School-Based Telehealth Program. With schools closed, the Virtual Care team quickly coordinated with the local school districts to repurpose them throughout each of its hospitals. Now, multiple specialists and nurses can consult with patients and parents virtually when they arrive at the hospital, limiting the number of people in a patient's room. For this new initiative, 956 nurses and 446 providers have been trained to facilitate these consults.



Creating a Culture of Clinical Inquiry

To facilitate the generation of new knowledge and implementation science through nursing research and the integration of evidence into practice, the Culture of Clinical Inquiry Committee was formed in 2020, already positively impacting the system. Major achievements for this team include:

- Formal selection and adoption of the IOWA Evidence-Based Practice Model for Nursing
 - Development of an [EBP Toolkit](#), designed to assist EBP projects for the February 2021 Nurse Residency Program cohort
- Conducted a nursing research study to explore nurses' perception of readiness for EBP implementation.
- Created a [request form](#) and database to track and support nursing EBP and research projects

IRB-Approved Research in 2020 at Children's Health

In addition to leading the first-ever clinical trial registered at Children's Health with the study, "Probiotics and Antibiotic Associated Diarrhea in Pediatric Complicated Appendicitis," Children's Health nurses continue to advance the profession of nursing through the pursuit of new knowledge. There were five Institutional Review Board (IRB)-approved nurse research studies in 2020. These research studies included the following:

- Exploring Nurse Beliefs and Perceived Readiness for System Wide Integration of Evidence- Based Practice in a Large Pediatric Health Care System
 - PIs: Lindsey Patton, MSN, APRN, PCNS-BC and Jerithea Tidwell, PhD, APRN, PNP-BC, PCNS-BC, FCNSI
- Anxiety and Family Satisfaction during the Pediatric Pre-Anesthesia Visit
 - PIs: Ann Johnson, MSN, APRN, CPNP-PC
- Adolescent Capacity to Engage (ACE) Index Instrumentation Study
 - Site PI: Brennan Lewis, DNP, APRN, PCNS, CPNP
- Probiotics and Antibiotic Associated Diarrhea in Pediatric Complicated Appendicitis
 - PI: Mayra Garcia, DNP, APRN, PCNS-BC and Hayden Dutton MSN, RN, CPN
- Improving Pediatric Sepsis Outcomes: A Children's Hospital Association Quality Collaborative
 - Site PI: Ginger Young, MSN, APRN, PCNS-BC

2020 Nursing Publications

Children's Health nurses also disseminate new knowledge, innovations and improvements through professional nursing publications to further the nursing practice.

- Jenny Harshman MSN, RN, NPD-BC, CPN, CCRN-K, [Where to Start With Education in Healthcare](#) in Association for Talent Development blog.
- Lindsey Patton MSN, APRN, PCNS-BC and Amy Taylor MSN, RN, NEA-BC, [High-touch cleaning bundle reduces bloodstream infections](#) in online Children's Hospitals Today magazine.
- Lindsey Patton MSN, APRN, PCNS-BC, [Promoting Direct Care Nurse Engagement in Research in Magnet Hospitals](#) in the Journal of Nursing Administration.
- Rebecca Brooks MSN, RNC-NIC, [The Family Impact of Having a Child with a Tracheostomy](#) in the Laryngoscope.

- Erika Grimes MSN, RN, NPD-BC and Jenny Harshman MSN, RN, NPD-BC, CPN, CCRN-K, [Enhancing the Learner's Experience with Design Thinking](#) in Association for Nursing Professional Development blog.
- Cecilia Gladbach BSN, RN, CPON, CHTC, BMT-CN and Lindsey Patton MSN, APRN, PCNS-BC, [Transition From Hospital to Home Following Hematopoietic Stem Cell Transplantation: A Feasibility Study for "Rooming in"](#) in the Journal of Pediatric Oncology Nursing.
- Karen Kaighan MSN, MPH, RN, [School Based Healthcare Moves Virtual During COVID-19](#) in Patient Safety & Quality Healthcare
- Tiffany Montgomery MSN, RN, NPD-BC, Jenny Harshman MSN, RN, NPD-BC, CPN, CCRN-K, Sarah Kennedy MSN, RN-BC, CPHON, Kendel Richards BSN, RN, and Martha Shaw BSN, RN, CPN, NPD-BC, [Increasing Confidence Through the Development of a Transition-to-Practice Orientation Program for the Experienced Nurse](#) in the Journal for Nurses in Professional Development.
- David Campbell MSN, RN, NPD-BC, [A Call for Less Training in Healthcare](#) in Association for Talent Development blog.
- Brennan Lewis DNP, APRN, PCNS, CPNP, [Assessing Organizational Focus on Health Literacy in North Texas Hospitals](#) in the American Journal of Nursing.
- Lindsey Patton MSN, APRN, PCNS-BC and Amy Taylor MSN, RN, NEA-BC, Touch and Go in Children's Hospitals Today magazine.
- Andrea Torzone MSN, APRN, CPNP, CNS, [Disruptions in the development of feeding for infants with congenital heart disease](#) in Cardiology in the Young.

Professional Practice Model



LEGEND

- Healthy Work Environment**

A work setting in which clinicians can meet organizational objectives and achieve personal satisfaction in their work.

 - Skilled Communication
 - True Collaboration
 - Effective Decision-making
 - Appropriate Staffing
 - Meaningful Recognition
 - Transformational Leadership
- Nurse Characteristics**
 - Clinical Judgment
 - Clinical Inquiry
 - Caring Practices
 - Response to Diversity
 - Advocacy/Moral Agency
 - Facilitation of Learning
 - Collaboration
 - Systems Thinking
- Patient and Family Characteristics**
 - Stability
 - Complexity
 - Predictability
 - Resiliency
 - Vulnerability
 - Participation in Decision-making
 - Participation in Care
 - Resource Availability
- Synergy**

Is the result when the needs and characteristics of a patient are matched with the nurse's characteristics
- Ideal Patient and Family Experience**

The result when a healthy work environment, nurse characteristics and patient characteristics work together in partnership with the patient and family

Nurses Mission Statement:
To support the organizational mission "To Make Life Better for Children" by providing high quality care based on our strong commitments to practice, education, research, innovation and collaboration.

Reference: Edwards, D.F. (1999). The Synergy Model. Linking Patient Needs to Nurse Competencies. Critical Care Nurse, 19(1). Retrieved from <http://www.aacn.org/wd/certifications/content/synpract2.pcm3?pid=1&menu=certification> American Association of Critical Care Nurses (2005). AACN Standards for Establishing and Sustaining Healthy Work Environments: A Journey to Excellence. Retrieved from <http://www.aacn.org/wd/HWE/Docs/ExecSum.pdf>