

One Sharp Nursing: Everyday Excellence

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"Nursing integrates the art and science of caring and focuses on the protection, promotion, and optimization of health and human functioning; prevention of illness and injury; facilitation of healing; and alleviation of suffering through compassionate presence. Nursing is the diagnosis and treatment of human responses and advocacy in the care of individuals, families, groups, communities, and populations in recognition of the connection of all humanity."

American Nurses Association, 2021



From Laurie Ecoff...

"And now we welcome the New Year, full of things that have never been." Rainer Maria Rilke

As 2023 ends, it's an opportunity to reflect on the accomplishments of the year. The Caster Nursing Institute moved into its new home in the Sharp Prebys Innovation and Education Center the end of March, we participated in the building dedication in April, and the Brown Simulation Center officially opened in May. We've quickly become a hub for learning and have used the center to host classes and conferences, and colleagues across Sharp have used our hoteling spaces.

We've also welcomed new team members such as the clinical affiliations coordinators for student placement and of course the Brown Simulation Center staff. As the quote says, as we welcome 2024, it will be full of things that have never been as we continue to discover, innovate, and be open to possibilities!

Wishing everyone a wonderful holiday season,

Warm Regards,
Laurie Ecoff

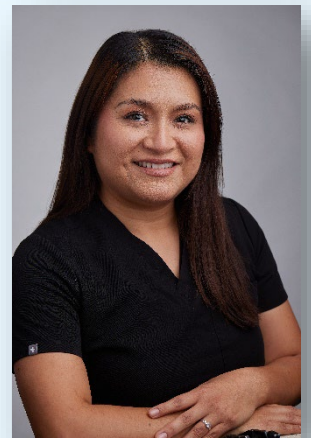
SHARP



Nurse Residency Program (NRP) Graduate Profiles

The Sharp HealthCare (SHC) NRP was developed to provide a flexible, supportive environment to build confidence in new graduate nurse residents. Newly licensed nurses are hired into Sharp's 12-month, systemwide NRP, which has earned Accreditation with Distinction by the American Nurses Credentialing Center (ANCC) Practice Transition Accreditation Program®. Nurses in the program experience curricula promoting the acquisition of knowledge, skills, and professional behaviors necessary to deliver safe, evidence-based care. The NRP offers challenging and inspiring opportunities and clinical experiences in all clinical specialties to cultivate skills that promote lifelong success in nursing. Here is what Merari Morales has to share about her Sharp journey. We celebrate her ongoing achievements!

*Merari Morales, BSN, RN-BC, Advanced Clinician
Sharp Memorial Hospital*



"Ten years ago, I started in health care as a nursing assistant. I was in nursing school while working in the float pool for the Sharp Resource Network. As the first in my family to go to college, I wanted to choose a career that I was passionate about, encompassed the human body and the sciences. What better choice than nursing! I recall going through my nursing program and coming to Sharp Memorial Hospital (SMH) for some of my clinical rotations and I was in awe of the amazing nurses with whom I worked. As I learned about the newly licensed nurse programs available, I knew I wanted to work within Sharp. In 2015 I started the NRP at SMH. The NRP helped foster growth, critical thinking skills, and confidence as I navigated my first year as a registered nurse. It provided me with a solid foundation and gave me the necessary resources to make sure I was successful in my role. Shortly after I graduated from the NRP, I got involved in different unit initiatives, committees, and mentoring. As I started to grow professionally, I sought out leadership opportunities and decided to give back by precepting. I then became an advanced clinician and was very involved in the growth and development of our newly licensed nurses. Helping foster the professional advancement of nurses has always been rewarding and I enjoy watching them become more independent. It is truly amazing to see the growth in a short 12-week period. In 2019, I attended the Evidence-Based Practice Institute (EBPI) and was able to implement an evidence-based patient mobility project on the unit. Going through the evidence-based process was a lot of work but it reminded me of how much I love to learn and the passion I have for improving patient safety. This experience led me to enroll in Point Loma Nazarene University's Clinical Nurse Specialist (CNS) Master of Science in Nursing program. While in graduate school, I was given the opportunity to become a lead clinical nurse. As a lead, I was able to further develop skills that allowed me to help and support clinical nurses. Now, working as a nurse educator and soon-to-be CNS I am honored to continue on the same unit where I began my nursing career. I am excited to further contribute to the professional growth of newly licensed nurses, improve patients' safety, and collaborate to better organizational outcomes."

Until now, Caster Nursing Institute leaders have featured former nurse residents who epitomize the program. However, this issue posthumously features a nurse resident graduate who left a living legacy after her untimely death on October 13, 2023. Here is what Brandie Silva accomplished during her five-year Sharp journey. We celebrate her achievements!

Brandie received a bachelor of science in nursing degree from San Diego State University (SDSU) in 2018. While at SDSU, Brandie was active in the California Student Nurses Association and participated in a two-week medical missions trip to Thailand (SDSU Student HEAL) to provide health care to people in rural villages. Prior to her graduation, she was inducted into nursing's honor society, Sigma Theta Tau, Gamma Gamma chapter.

Upon graduation, she passed the National Council Licensure Examination in July 2018, and was officially a licensed registered nurse. She then applied to the SHC NRP (November 2018 Cohort 27) and was offered a position to start her career on 4 North, an acute care orthopedic/neurology unit at SMH. Brandie was part of a large cohort (totaling 34 nurse residents) including three others hired to 4 North. The 4 North team named the four nurse residents, "The Fab Four," as they were all extraordinary! All four bonded and became very close friends (including Brandie, Anna Atangan, Angie Soto, and Sofia Haase).

In November 2019, Brandie graduated from the NRP. Kim Failla, PhD, RN, NE-BC, NPD-BC (Brandie's NRP Manager at SMH), remembers that day well. Known as the "B-Sharp" cohort, Kim delivered the keynote address and encouraged all graduating nurse residents to become influencers in their career (focus on opportunities, create clear goals, define vital behaviors, and engage in sources of influence). Yvonne Vargas, MSN, RN, ONC, (4 North Manager) states "I recall sharing at graduation with Brandie and her mother what an amazing and extraordinary nurse Brandie had become. I recall both Brandie and her mother smiling and beaming with content."

Nurse Residency Program (NRP) Graduate Profiles (Cont'd)

Brandie wasted no time taking the keynote address to heart. In 2020 she began precepting new nurse residents, and she excelled in her role as a preceptor. Her calm demeanor put nurse residents at ease, and she focused on attention to detail and teaching them time management. In 2021, Brandie became certified as a medical-surgical nurse. In 2022, Brandie was promoted to a night shift advanced clinician role. She excelled in the role by modeling teamwork, always willing to provide a helping hand to her fellow coworkers, and through being a strong contributor to the night shift teamwork success. Brandi's colleagues described her a dynamo doer, and if she agreed to do something, she did it! She was calm and soft spoken, and inclusive of everyone she met. She was extremely detailed, organized, and thorough with everything she did. Her patients loved her.



Brandie Silva, BSN, RN, CMSRN, Advanced Clinician,
4 North, Sharp Memorial Hospital

Besides achieving the role of advanced clinician, Brandie was the Unit Practice Council Treasurer for 4 North. In this role, Brandie and members of the council implemented a snack cart to help raise funds for unit rewards and recognition. Brandie also represented SMH as a Professional Practice Advisor (PPA). As a PPA, Brandie's key role was to encourage peers to strive for the highest standards in patient care and to instill a sense of personal accountability for professional practice. She led by example and guided her peers to apply SHC's Professional Practice Model into daily practice.

Brandie is sorely missed, yet her accomplishments and contributions are a living testimony to those she leaves behind.



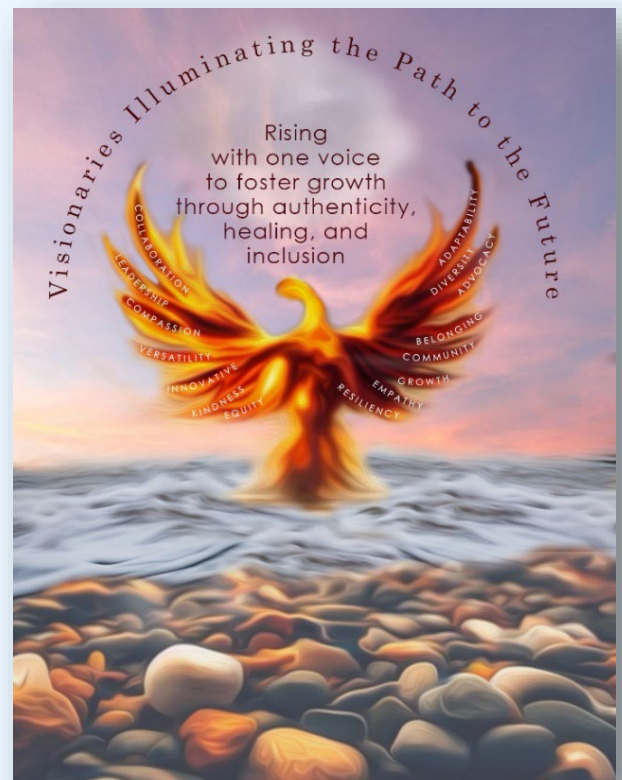
NRP SMH Cohort 27 Brand

Nursing Leadership Academy Launches Cohort 3

Forty-three nurse leaders from throughout Sharp HealthCare (SHC) comprise Cohort 3 of the Nursing Leadership Academy (NLA) that began on September 19, 2023. Initiated in 2021, 59 leaders have graduated from the program. This new cohort includes 15 managers, 17 leads, six clinical nurse specialists / nurse educators, four supervisors, and a professional developments specialist. The nine-month program, made possible through generous contributions to the Terrence and Barbara Caster Institute for Nursing Excellence, meet in-person and virtually once a month with a final session and graduation in June 2024.

The NLA is organized by the SHC Leader Capability Model domains of self, people, and organization, and includes team mentoring sessions with experienced mentors across Sharp. Sharp is envisioning the future of health care with the best and brightest nursing and clinical leaders. During the first NLA session, a group activity results in the creation of a vision and brand. This year's brand is "Visionaries Illuminating the Path to the Future: Rising with One Voice to Foster Growth Through Authenticity, Healing and Inclusion" (see right).

NLA Cohort 3 Brand



Sharp Office of Transformation Graduates Four New RN Green Belts

A registered nurse (RN) from Sharp Coronado Hospital's (SCH) Villa Coronado and four RNs from Sharp Chula Vista Medical Center (SCVMC) recently received their Green Belts after reporting out the status of their improvement projects in October and November of 2023. Green Belts are organizational leaders that spend approximately 20 percent of their time on leading Lean Six Sigma projects and facilitating Change Acceleration Process (CAP) and Work-Out™ sessions.

Lindsay Schimpf, RN, CIC, infection preventionist at SCH, completed a project titled, SCO Long Term Care Resident Hospitalization Reduction Program. Her team's goal was to decrease long-term care resident hospitalization rate by 20 percent, from 1.6 to 1.2 hospital admissions per 1,000 resident days. An interdisciplinary team was formed with representation from infection prevention, long-term care leadership, the chief nursing officer, respiratory therapy, antibiotic stewardship (pharmacy), nurse educator and front-line staff. Critical success factors included leadership participation, front-line staff engagement and buy-in, physician engagement and buy-in, and comprehensive education. Interventions included pneumonia prevention adherence monitoring, standardization of the oral care process, equipment cleaning standard work, and enhanced standard precautions (ESP) implementation. The goal of the project was met in June 2023 (zero hospitalizations for sub-acute residents). A more dramatic decrease in rehospitalization has been demonstrated in the subacute population – the most vulnerable population. The control plan includes pneumonia prevention monitoring, ESP adherence monitoring, and high touch reports.

Deanna White, RN, MSN, Blanca Placides Ayana, MSN, RN and Christine Lopez, MSN, RN, PHN, from SCVMC completed a project titled, SCVMC 50/50 Cross-Training with an aim of implementing standard work for cross-training across departments to allow for increased ability to float staff instead of bringing them into premium pay. The goal was to decrease the percentage of premium pay in the emergency department (ED), intensive care unit (ICU), and labor and delivery (L&D) by 10% by August 2023. Critical success factors included a comprehensive training program, staff engagement (RN pre-survey to confirm support), physician engagement, leadership support and engagement, and cross-departmental collaboration. Ten percent savings were realized in all targeted departments. The control plan includes monitoring premium pay and trends in the ED, ICU, and L&D; monitoring staff flexing patterns; and lead educators reporting staff education barriers to managers.

Mary Ann David, PhD, RN, CNS, ACNS-BC, from SCVMC completed a project titled, SCVMC Heart Failure Readmission Reduction with an aim of reducing 7-day and 30-day readmission rates for heart failure (HF) patients through optimization of care from admission to post-discharge. The goal was to reduce readmissions for heart failure to top decile performance by end of year 2023. Interventions included staff education, HF clinical pathway, HF Powerplan, patient education (HF folder, dietician and pharmacy consults), pharmacy consultation for guideline-directed medical therapy, Meds to Beds program, substance use navigator, follow-up appointments, and follow-up phone calls post discharge. The goal of reducing readmission rates was realized. The control plan is to track compliance metrics.

The Office of Transformation, led by Amy Adome, MD, MPH, chief clinical and transformation officer and Kathy Summers, MS, vice-president of transformation, drive systemwide improvements in patient care, operations, finance and growth. The diverse Sharp team partners, supports, and accelerates transformation projects; Lean Six Sigma projects; and coordination, monitoring, mentoring, training and facilitation. The Office of Transformation capabilities include: program governance, change management, project management, benefit/value realization, and training/mentoring. The Office maintains a repository of improvement projects in the Process Improvement Library.

Sharp Nurses in the Media

Ecoff, L., Failla, K.R., & Pelletier, L.R. (2023). Standardizing nurse transition to practice: An infrastructure to support nursing excellence. *Journal for Nurses in Professional Development*. Published ahead-of-print September 25, 2023. doi:10.1097/NND.0000000000000994

Katheria, A., Ines, F., Banerji, A., Hopper, A., Uy, C., Chundu, A., Coughlin, K., Hutson, S., Morales, A., Sauberan, J., **Poeltler, D.**, Dorner, R., Rich, W., & Finer, N. (2023). Caffeine and less invasive surfactant administration for respiratory distress syndrome of the newborn. *NEJM Evidence*. <https://doi.org/10.1056/EVIDo2300183>

Katheria, A., Mercer, J., **Poeltler, D.**, Morales, A., Torres, N., Lakshminrusimha, S., & Singh, Y. (2023). Hemodynamic changes with umbilical cord milking in nonvigorous newborns: A randomized cluster cross-over trial. *The Journal of Pediatrics*, 113383. <https://doi.org/10.1016/j.jpeds.2023.03.001> Search@Sharp

Pain, stress and the neonatal brain: [Toxic stress in the ICU](#). Sponsored by Synapse Care Solutions; October 2023; **Rachelle Sey, PhD, RNC, CNS**

Stichler, J.F., & Pelletier, L.R. (2023). Applying the Patient Empowerment, Engagement and Activation Survey to improve patient outcomes. *Journal of Nursing Administration*, 53(12), 668-674.

Sharp Nurses on Boards and Committees

The [Nurses on Boards Coalition](#) (NOBC) represents national and state efforts by nurses and others working to build healthier communities. Their mission is to improve the health of communities through the service of nurses on boards and other bodies. NOBC is committed to increasing nurses' presence and influence on corporate, health-related, and other boards, panels, and commissions. With the coalition's initial key strategy that at least 10,000 board seats are filled by nurses has been achieved, NOBC is now leveraging this collective accomplishment to measure the impact of nurses on boards and raise broader awareness that all boards would benefit from the nurse's unique perspective to achieve the goals of improved health and efficient and effective health care systems at the local, state, and national levels. Below is a list of Sharp nurses who are members and leaders on boards and committees.

Carmen Colombo, PhD, MBA, RN, NEA-BC, chief nursing officer specialty hospitals, is a board member of the Doris A. Howell Foundation for Women's Research and serves as co-chair of the Scholarship Committee. The Howell Foundation's mission is "to invest in scholars' research and community education to improve women's health."

Briony "Bri" DuBose, PhD, MHI, RN, a six sigma black belt in the Office of Transformation and adjunct professor at the University of San Diego Hahn School of Nursing and Health Science serves as an American Nurses Association\California (ANA\CA) Advocacy Institute Fellow in the Gender Equity in Nursing Campaign.

Laurie Ecoff, PhD, RN, NE-BC, CNL, vice president of the Terrence and Barbara Caster Institute for Nursing Excellence, served as president-elect of ACNL (2020), president (2021), and past-president (2022). She also served as Chair of the Annual Program (AP) Committee. She is a member of the ACNL AP committee and the American Organization of Nursing Leadership Education Committee.

Caroline Etland, PhD, RN, CNS, ACHPN, clinical nurse specialist at the Terrence and Barbara Caster Institute for Nursing Excellence, currently serves on the Board of Directors for the non-profit San Diego Coalition for Compassionate Care (SDCCC). She has served previously in both secretary and chair roles. The SDCCC strives to improve the quality of life for all San Diegans by promoting timely advance care planning and understanding of medical treatment options for chronic and serious illness, including palliative care across the life span. SDCCC accomplishes these goals through education, community outreach and collaboration with local and state health-related support organizations. The group also provides timely and valuable guidance for community members to access resources.

Kim Reina Failla, PhD, RN, NE-BC, NPD-BC, director of nursing workforce transitions, is currently ACNL's Chair for the Nursing Research and Evidence-Based Practice Committee.

Kristy Fillmore, MScN, RN, NPD-BC, CPHQ, senior specialist, nursing, at Sharp Grossmont Hospital is an ANA\CA Advocacy Institute Fellow in the Nurses in Media Campaign.

Danisha Jenkins, PhD, RN, CCRN, NEA-BC, NHDP-BC, director of disaster preparedness for the system, is the ANA\CA Nursing Practice Director.

Christina Kelley, DNP, AGCNS-BC, NE-BC, NPD-BC, CNE, CCRN-K, director of education, research and professional practice at Sharp Chula Vista Medical Center, is the ANA\CA Nursing Education Director.

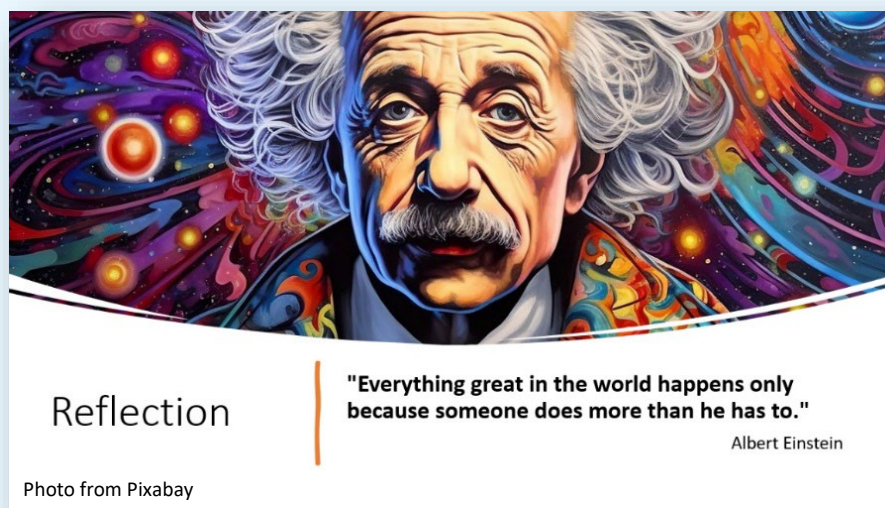
Marlena Montgomery, MSN, MBA, RN, CEN, FACHE, chief nursing officer at Sharp Coronado Hospital, has recently been appointed to the executive board of the ACNL. Her term is 2024-2026. Created and embraced by nurse leaders, ACNL's purpose, vision, and values reflect the principles that guide the organization. They are the foundation for the work we do today and provide purpose and direction for the organization as we look to the future. ACNL is the professional nursing organization that equips nurses to lead self, others and systems.

Carmen N. Spalding, PhD, RN, CHSE-A, director for simulation and innovative learning at the James S. Brown Simulation Center, is completing her four-year tenure as vice-chair for the Federal Medical Simulation Affinity Group (FMSAG) in the Society for Simulation in Healthcare (SSH). The FMSAG's mission is to "improve patient outcomes by maximizing staff knowledge, skills and abilities through simulation. She states, "It has been a tremendous honor to be part of the leadership of this international affinity group within SSH. During my tenure, we were able to influence several changes in healthcare simulation over the thousand plus group members representing governmental entities around the world."

Sharp Nurses on Boards and Committees (Cont'd)

Susan Stone, PhD, RN, FACHE, NEA-BC, senior vice president of health system operations and system chief nursing executive has served on the San Diego Blood Bank (SDBB) Board of Directors since 2019. Dr. Stone is passionate about improving health care for all and through the work of the SDBB, not only do they assure this vital resource is available when needed they are also an integral leader in advancing health and wellness through medical innovation. Dr. Stone rejoined the Planetree International Board of Directors in October 2023. She previously served on the Planetree International Board of Directors from 2013 to 2019. She is honored and excited to rejoin this talented team of healthcare executives who work tirelessly to improve the patient experience worldwide through collaboration and partnership using a comprehensive performance framework to evaluate excellence in person-centered care.

Deanna White, MSN, RN, NE-BC, director of acute care at Sharp Chula Vista Medical Center, currently serves on the Health Sciences High School and Middle College Board of Directors for the 2022-2023 school year. The school is a unique place and its partnership with SHC is unprecedented. She states that this role "allows me to get outside of the hospital walls and experience all the passion that is put forth by our educators in preparing our community students to work in healthcare and similar fields." Many of the students have a year of college credits by the time they graduate high school. They experience valuable hands-on learning outside the classroom. "I am excited to be involved in developing more pathways to help the students obtain jobs at Sharp HealthCare."



New Doctoral Degrees Conferred to Sharp Nurses

Congratulations to the following Sharp nurses who received their doctorates this past summer. Sharp employs 54 doctorate-prepared nurses, and six nurses are currently studying in doctoral programs.

Molly Howard, DNP, APRN, ACNS-BC, CCRN-K

Interim Nurse Manager, Progressive Care

DNP, University of Minnesota

Scholarly Project: Encoding Cardiac Surgery Enhanced Recovery After Surgery (ERAS) Guideline to Omaha System Taxonomy (2023)

Tatjana Ilich, DNP, BSN, RN

Clinical Nurse, Med-Surg 3N

DNP, USD Hahn School of Nursing and Health Science

Scholarly Project: [Implementation of the Diet Readiness Test to Assess Self-Efficacy and Education Effectiveness in Overweight Women](#) (2023)

Stacy Nilsen, PhD, MSN, RN, ACNS-BC, CNS

Clinical Nurse Specialist, 3N Medical-Surgical

PhD, USD Hahn School of Nursing and Health Science

Dissertation: [The Registered Nurse Experience Delivering Care to a Difficult Patient: A Qualitative Study](#) (2023)

Sharp Sweeps Awards at 2023 Planetree International Conference

At the 2023 Planetree International Conference on Patient-Centered Care: "Building Humanism and Trust: Strategies that Work," several individuals and entities from Sharp were recognized for their extraordinary achievements in patient-centered care.

- Susan Stone, PhD, RN, FACHE, NEA-BC, senior vice president of health system operations and system chief nursing executive, received Planetree's Lifetime Achievement Award. Planetree's Chief Executive Officer (CEO), Susan Frampton, expressed her congratulations in these words: "Susan has not only fostered the successful spread of person-centered care throughout the Sharp system, she has also had many leadership roles there, including as chief executive officer of Sharp Coronado Hospital (SCH) and now as chief nursing executive for the entire system, and contributed to the system's amazing reputation. She has a special place in our hearts as a part of the Planetree family. During Susan's illustrious career she's conducted research on the impact of the Planetree model on patients' outcomes, authored articles in peer-reviewed journals highlighting the results of that research, and served on the Planetree International board of directors that she has just re-joined last month. She has generously hosted groups of healthcare executives from all over the world helping them to understand the benefits of person-centered care in action."
- Cathy McJannett, MN, RN, CEN, HTCP/I, volunteer and retired emergency department nurse, received the Planetree Caregiver of the Year Award. She was also the recipient of lifetime status from the Emergency Nurses Association (ENA) as a certified emergency nurse and member of ENA.
- Marlena Montgomery, SCH's chief nursing officer, and Marlys Kimmey, former human resources director, were graciously invited back to present the impactful outcomes of their innovative approach to introducing new employees to SCH. This groundbreaking initiative, developed in collaboration with the hospital's patient advisors, was spotlighted at both the 2022 Planetree conference and a subsequent Planetree webinar. The team shared compelling results from the partnership, revealing significant improvements in various outcome measurements and inspiring others to explore unconventional avenues for engaging members of Patient and Family Advisory Councils in meaningful person-centered practices.
- Marla Poston, MSN, RN, CEN, TCRN, NE-BC, director of patient care services and Nic Breeland, MSN, RN, director of clinical and ancillary services at SCH, received a Poster Presentation Award, highlighting SCH's Night Shift Council in their presentation titled "A Seat at the Midnight Table." This topic garnered significant interest from healthcare organizations seeking ways to connect with and empower night shift staff. Additionally, a poster featuring the Siesta Project, a groundbreaking initiative in acute care aimed at improving patients' sleep and overall rest during the night, secured first place in the "Caring Made Visible" category.
- Victoria Risovanny, manager of patient relations and volunteer services at SCH, received the esteemed certification of Fellow in Person-Centered Care and was honored among peers from around the world as a member of the distinguished Planetree Class of 2023.
- Sharp Grossmont Hospital and Sharp Chula Vista Medical Center were acknowledged as Planetree Gold Certified.

(Adapted from *Leadership Connections from Sharp Coronado Hospital*, October 20, 2023.)



New Manager of the Sharp Grossmont Hospital Emergency Department

Julie Williams, CNS, RN, MSN, CEN, has accepted the position of emergency department (ED) manager for Sharp Grossmont Hospital (SGH) effective October 1, 2023. Julie has a master of science degree in Nursing Leadership and Administration and a post-master's clinical nurse specialist certification. She is currently enrolled in a PhD nursing program at the University of San Diego School of Nursing and Health Science.

Julie has worked at SGH ED in many roles starting as a health care partner in 2008 and advancing to a new graduate nurse, advanced clinician, senior specialist and clinical nurse specialist. Julie is a Lean Six Sigma Green Belt and was SGH Employee of the Year in 2020. Julie has participated in many successful ED projects such as E-Cardiopulmonary Resuscitation Certification, ED Throughput, 2023 Emergency Nurses Association Lantern Award nomination and, most importantly, growing and cultivating the ED staff who care for the San Diego community.

Congratulations, Julie!

(Adapted from New Sharp Grossmont Hospital Manager of the Emergency Department, *Grossmont Communications*, September 29, 2023.)

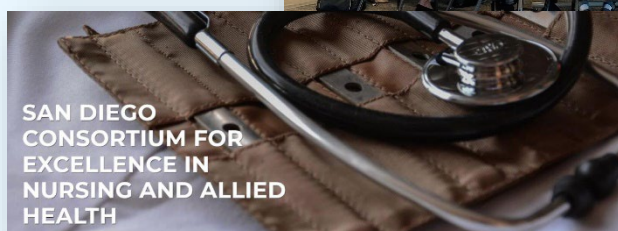


Julie Williams, MSN, RN, CNS, MICN, CEN

Fall 2023 Professional Development Activities

Lifelong learning is a tenet of professional nursing. Sharp supports nurses in their professional growth through continuing professional development. The Terrence and Barbara Caster Institute for Nursing Excellence collaborated with and sponsored several professional development activities that occurred in Fall 2023.

- Mentor Orientation: August 29, 2023, 27 registrants
- Precepting with Pride: September 26, 2023, 59 registrants
- Mentor Orientation: November 14, 2023, 51+ registrants
- Nursing Leadership Academy: Cohort 3, September 2023 - June 2024, 43 nurse leaders
- Vizient Conference: "Fostering Leadership Development and Succession Planning with a Leader Capability Model": Laurie Ecoff and Melissa Vivas, September 21, 2023
- 9th Annual Interprofessional Research & Innovations Conference: Navigating Toward Health Equity Through Advocacy: Sponsored by the Sharp Collaborative for Inquiry and Innovation, September 29, 2023
- Sigma 27th So Cal Odyssey Research Conference: Be Bold, Nursing Innovations in Education, Research, and Technology, October 5-6, 2023 (held at the Sharp Prebys Innovation and Education Center)
- Advisory Board Nursing Executive Center: Fostering Resilient and Adaptive Leaders, October 25, 2023
- Sharp Behavior Standard World Café: October 30, 2023
- WOW Poster Webinar: Association of California Nurse leaders, October 31, 2023
- American Nurses Association Review Course: Nurse Executive-Board Certified, November 3, 2023
- 16th Annual Collaborative Evidence-Based Practice Institute Conference and Graduation: Cultivating Health and Evidence: A Journey Towards Wellness, November 14, 2023



9th Annual Sharp HealthCare Interprofessional Research and Innovations Conference

"You can speak well if your tongue can deliver the message of your heart." John Ford

American film director John Ford foretold the future by predicting the focus of the presenters at the 9th Annual Sharp HealthCare (SHC) Interprofessional Research and Innovations Conference on September 29, 2023. The dedication, commitment and heart of individuals and teams shone through the research, processes, and outcomes as the conference returned to an in-person format with a virtual option. There were many first-time presenters, encouraged and supported by colleagues to disseminate their efforts across the organization.

SHC Chief Executive Officer Chris Howard welcomed attendees to the recently opened Sharp Prebys Innovation and Education Center at the Spectrum Boulevard offices followed by keynote speaker Dr. Anna Valdez, professor at Sonoma State University and editor of the *Journal of Emergency Nursing*. The title of Dr. Valdez' presentation was, "From Discussion to Action: The Path to Health Equity." Exploring the 4As model, she defined how accountability, action, assessment, and awareness might look for individuals and organizations. The key to creating an equitable future is the inner work to reflect on interactions and attitudes, for which Dr. Valdez provided questions for personal reflection. The energetic presentation concluded with personal and organizational accountability strategies that were based on transparency and dialogue. A total of 8 research studies were disseminated from a variety of professionals, ranging from workforce studies to clinical care. Attendees learned about 10 different evidence-based practice and innovation projects across the system and were able to consider potential adoption at different sites. Fifteen poster presentations rotated throughout the conference both in a quiet space and virtually. Twenty-two works of art also graced the virtual landscape, with a number of art works on-site in the conference space (see examples below).

A timely presentation in an interview format provided basic information on artificial intelligence (AI) and its application to healthcare. Melodie Daniels, PhD, RN, CNS, NPD-BC is the chair of the SHC Collaborative for Inquiry and Innovations, which hosts the annual conference. She was joined by Linda Travis Macomber, associate professor at National University to discuss the history, advantages and disadvantages of AI and its use in clinical practice. Using common examples from everyday life, the presenters demonstrated how AI can enhance healthcare professionals' existing skills and thinking. The presenters also showed search capabilities of ChatGPT for training and Magnet writing - very exciting content!

The closing speakers were Dr. Amy Adome, senior vice president and chief clinical and transformation officer, and Chris Tomac, director of clinical analytics and data strategy. The two leaders outlined the regulatory rationale for focusing on health equity and how this aligns well with the mission and values of SHC. Using five social drivers of health, Sharp is in the process of analyzing different groups of patients for potential disparities in outcomes on existing measures. Much work remains to be done to prepare Sharp physicians, other providers, and staff to communicate the rationale and value of sharing non-medical information to improve overall care. Dr. Adome and Chris encouraged listeners to reach out to colleagues and community members to gain a better understanding of what patients and families need after healthcare encounters. They also emphasized the cultural humility necessary to address equity concerns. This valuable information provided a vision for future action and concluded the 2023 conference.

"Knowledge speaks, but wisdom listens." Jimi Hendrix



Resin Artworks by Sharp Metropolitan Campus Art for Healing

Holding It Together, by Molly Quillin-Ewan, ICU Nurse



Sharp Top in Southern California Nurse Satisfaction

Recently, *MIT Sloan Management Review*, a publication that covers management practices among influential thought leaders in business and academia, released a Nursing Satisfaction Index, which compared how nurses evaluated their experiences at leading health care organizations across the country. In Southern California, SHC received the highest rating.

Susan Stone, Sharp's senior vice president of health system operations and system chief nursing executive, says she is extremely proud of the high marks. She attributes Sharp's success to the professional nursing practice environment nurtured and advanced over many decades.

"With our organizational goal to be the best place to work, practice medicine and receive care, we have put in place structures and processes to advance and improve," Stone says. "We have created a culture of engagement and empowerment and have prioritized the voice of our team members." This, Stone says, translates not only to nurse satisfaction but also to extraordinary care for Sharp's patients and their family members.

Sharp's organizational support and senior leadership stood out as key reasons for the hospital system's high index rating. The system's lack of a toxic culture and level of nurse workload also received high marks. "Through the feedback given in collaborative decision-making groups composed of nurses and nurse leaders, an annual employee engagement survey, employee focus groups, and listening and learning tours, we have created ongoing improvement plans," Stone says. "And as a Magnet-designated and Planetree Gold-Certified organization, we use these nationally and internationally recognized guidelines to inform and enrich our organizational culture of support."

Ruel Salvador, a lead clinical nurse at Sharp Coronado Hospital, has been with the organization for over 20 years. He knows firsthand how valuable such support can be. Salvador joined Sharp as a surgical technologist in 2002 while finishing his bachelor's degree in biochemistry at the University of California, San Diego. After graduating, he was promoted to lead surgical tech in 2007 and encouraged to go to nursing school to further his education. Currently, he is working on a master's in leadership and management. With hospitals and health care systems reporting some of the highest nurse turnover rates in recent history since the beginning of the pandemic — as high as 30% in some states — Stone says retaining nurses is key. Creating a culture of support, where nurses can thrive and advance their careers, is a priority at Sharp, she says. "The pandemic brought more stressors to the nursing field and led to a lot of nurses working extended hours to care for patients," Salvador says. "Sharp supported a healthy work environment despite this adversity."

Stone reports the health system listens to the voice of team members to ensure workload remains acceptable. "We also monitor workload on an ongoing basis with productivity; acuity; and local, regional and national benchmark comparisons to validate and verify we have appropriate assignment of work throughout the enterprise."

The organization has also developed extensive programs dedicated to advance and support nurses. These include a nationally renowned nursing residency program for newly licensed nurses; programs for nurses who strive to increase their practice by level of care; a leadership academy for nurses interested in moving into leadership positions; mentor preceptor programs; benefits to enable college enrollment; and an annual scholarship program that distributes nearly \$200,000 each year to nurses to advance their education.

"The Nursing Satisfaction Index results confirm that if you are beginning your nursing career or looking to advance your nursing career, selecting Sharp as your employer of choice provides you the opportunity to make your career dreams come true," Stone says. "With partnership, engagement and teamwork, our nurses are transforming health care and their own lives."

(Adapted from Sharp Top in Southern California for Nurse Satisfaction, *Sharp Health News*, December 6, 2023.)



Sharp Scores High on Leapfrog Hospital Safety Grades

Congratulations are in order as Sharp hospitals have once again scored high in national safety grades announced by The Leapfrog Group, a national organization that tracks and promotes progress in the quality and safety of American health care.

The Leapfrog assessment includes up to 30 evidence-based measures, including patient satisfaction scores, all currently in use by national measurement and reporting programs — and rates how well hospitals protect patients from errors, injuries and infections.

The announcement of the new Leapfrog Hospital Safety Grades, which assign A, B, C, D and F letter grades to hospitals nationwide, included the following marks:

- “A” for Sharp Chula Vista Medical Center
- “B” for Sharp Coronado Hospital
- “A” for Sharp Grossmont Hospital
- “A” for Sharp Memorial Hospital.

These latest national recognitions demonstrate the continued dedication and commitment of all Sharp staff and caregivers. Thank you for your vigilance and dedication to making Sharp the best place to work, practice medicine and receive care.

(Adapted from *Congratulations to Sharp Hospitals: Fall 2023 Leapfrog Hospital Safety Grades Released*, November 6, 2023.)

Brown Simulation Center Update

The Brown Simulation Center staff have been busy in establishing simulation resources for the Sharp enterprise. The staff:

- Continue to offer tours to multiple groups with an effort to develop partnerships and support the Foundation.
- Plan to publish an annual report in the spring to highlight the exciting work since the center opened. Additionally, the team is fine tuning policies and procedures and creating a strategic plan for the goal of accreditation.
- Continue to partner with systems patient safety to explore potential ways simulation can help address patient safety issues within SHC.
- Hosted a large, international simulation event called ReAnimate with over 100 attendees. For more information, visit [Reanimate Conference - Hands-On ECMO Training](#).
- Supported the beta testing of a new mobility scale where potential end users engaged in a simulated exercise employing the tool for establishing patient mobility goals and communication among interdisciplinary teams. The simulations gave end-users an opportunity to test the tools and evaluate the education they’d received in advance. Through the simulation the design team obtained invaluable feedback and may have even eliminated the need for piloting these tools in the hospital prior to go-live!

The Brown Simulation staff wish you and yours Happy Holidays!



Sharp Honors Spirit of Caring Award Recipients

The Daniel L. Gross Spirit of Caring Award was established in 1987 by the late James C. Haugh, Chairman Emeritus of Sharp HealthCare (SHC), as a memorial tribute to his wife, Sally, to honor the exceptional care she received at Sharp. His gift, along with the memorial gifts of many others has allowed Sharp to continue to recognize and celebrate exceptional caregivers for the past four decades. In 2020, the Haugh family generously renamed Spirit of Caring for Dan Gross - a registered nurse and former EVP/COO, who retired from Sharp in 2020 after four decades of service - to acknowledge his legacy at SHC.

Each year, employees across SHC are invited to nominate caregivers who embody that same “spirit of caring.” Each recipient of this prestigious award receives \$2,000 to further their educational and professional growth; and are honored throughout Sharp for their unflinching commitment to provide outstanding care to patients and their families. Of this year’s exceptional nominees, four employees have been chosen by the Spirit of Caring selection committee. On December 11, the 2023 Daniel L. Gross Spirit of Caring Award recipients were presented their awards and scholarships during a special awards luncheon with executive leadership. They are:

- Debra Bettis, ALS Nurse, NICU, Sharp Grossmont Hospital for Women & Newborns
- JP Conly, Clinical Nurse, Chemical Dependency, Sharp Mesa Vista Hospital
- Ghislain Labonté, Chaplain, Sharp HospiceCare
- Jonathan Gurrola, Advanced Clinician, 4 West Trauma, Sharp Memorial Hospital.

(Adapted from 2023 Daniel L. Gross *Spirit of Caring* Award Recipients, December 22, 2023.)



*Debra Bettis, ALS Nurse, NICU,
Sharp Grossmont Hospital*



*JP Conly, Clinical Nurse, Sharp
Mesa Vista Hospital*



*Ghislain Labonté, Chaplain,
Sharp HospiceCare*



*Jonathan Gurrola, Advanced
Clinician, 4 West Trauma, Sharp
Memorial Hospital*

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