



NURSING

Annual Report
FY23





A Letter From the Chief Nursing Officer

It was with great honor and enthusiasm that I joined the Children’s Hospital Los Angeles

team last year. I have had the privilege to serve in various nursing leadership roles across different health care settings and I am deeply inspired by the legacy of commitment and caring that defines the culture here at CHLA.

Nursing annual reports give us the opportunity to celebrate innovations, accomplishments and progress made by our clinical caregivers and researchers. To me, they also provide an insightful look into the tangible, relentless passion that nurses bring to the table while shaping the fabric of our entire hospital community.

My own years as a nursing professional have taken me from the Rocky Mountains to the Hawaiian Islands, and I have come to recognize a universal truth: it is vital for nurses to join patients along their healing journey, especially in pediatrics. Through compassionate care and interpersonal connection, our nurses not only attend the needs of a child and their family, they also help foster in each patient a greater sense of autonomy, hope and the knowledge to make choices that enrich their healthier futures.

I am immensely proud to be part of an organization where every nurse embodies this essence of patient- and family-centered care. To all our clinical care team members, I am truly grateful to each of you for the milestones you have achieved this past year. And I am excited about the countless accomplishments that lie ahead as we fulfill our vision of human caring, and human healing, together.

Mahalo nui loa,

Kelly M. Johnson, PhD, RN, NEA-BC
Senior Vice President, Chief Nursing Officer



A Message From the President and CEO

It is no exaggeration to say that along every touchpoint of a child’s journey with Children’s

Hospital Los Angeles, a nurse is there to provide expert care and extraordinary empathy.

Nurses play a critical role on every floor, every unit and every department at CHLA. From frontline clinical care and bedside research to nursing education and administrative leadership, nurses are advancing the hospital’s mission to create hope and build healthier futures for children. CHLA is a four-time Magnet-recognized organization because of our nurses’ commitment to transformational leadership, exemplary professionalism, and a culture of adaptability, innovation and empowering teamwork that leads to greater outcomes for our precious young patients.

This annual report covers a notable time frame—calendar year 2022. A few years into the COVID-19 pandemic, this was a particularly challenging time for essential health care workers all across the U.S., especially nurses. Many of those impacts persist today. I am proud and profoundly grateful that even while a major nursing shortage continues to impact hospitals nationwide, CHLA is committed to (and succeeding in) creating new career pathways for veteran nurses while developing the next generation of world-class pediatric caregivers.

To our amazing nurses, thank you; the entire CHLA enterprise stands with you to support you through triumph and adversity. To everyone else, if you take one thing away from this report, let it be that nurses are the heart and soul of everything we do at Children’s Hospital Los Angeles. And they continue to achieve at the highest levels on behalf of the patients and families who place their trust and hope in CHLA.

Warmest regards,

Paul S. Viviano
President and Chief Executive Officer

CHIEF NURSING OFFICER KELLY JOHNSON

In March 2023, Children's Hospital Los Angeles President and CEO Paul Viviano announced that a new Chief Nursing Officer had been identified to replace Nancy Lee, MSN, RN, NEA-BC, who retired after 7 years leading clinical services at CHLA. Kelly Johnson, PhD, RN, NEA-BC, assumed the role of Senior Vice President and Chief Nursing Officer in April 2023.

Johnson brings more than 40 years of nursing and nursing leadership experience to the job, including CNO roles at Children's Hospital Colorado, Stanford Children's Hospital, University of California, San Francisco Benioff Children's Hospital, and most recently, Queens Health System



Kelly Johnson presents Lynette Ramos, MSN-Ed, RN, NP-BC, CPN, PHN, with the 2023 Nursing Excellence Award for Structural Empowerment.



Kelly Johnson serves pancakes to a hungry staff member during Nurses Week 2023.

in Honolulu. Shaking off the Hawaiian sand, Kelly brought her aloha spirit with her to CHLA, leading Patient Care Services staff meetings regularly and joining Nurses Week events, including the Nursing Excellence Awards, the DAISY Nurse Tea Party, and serving staff members at the pancake breakfast.

Kelly is working to bring Jean Watson's Nursing Theory of Human Caring to CHLA, and using that foundation to re-envision the hospital's professional practice model. Nursing team members have been integral to nursing strategic planning discussions, both at PCS staff meetings and at Joint Council, with feedback from these sessions describing the process as "meaningful and impactful."

NURSING EXCELLENCE AWARDS

Each year during Nurses Week, CHLA recognizes outstanding nurses with the Nursing Excellence Awards. The awards are sponsored by the Nursing Excellence department and the Nurses Week Task Force to recognize nurses who exemplify the Magnet Model components of Transformational Leadership, Structural Empowerment, Exemplary Professional Practice, New Knowledge, Innovations, and Improvements, and Empirical Outcomes. In 2023, Clinical Partner and Physician Partner awards were added to recognize other team members who collaborate exceptionally well with their nursing colleagues.

Transformational Leadership Award

2022: LaNice Berry, MSN, RN, NEA-BC

Director of Ambulatory Services

2023: Nicole Olsen-Garcia, MSN, RN, RN-BC/NPD

Manager, 6 East

Structural Empowerment Award

2022: Cheryl Jaingue, BSN, RN, RNC-NIC

RN III Specialist, ECMO

2023: Lynnette Ramos, MSN-Ed, RN, NPD-BC, CPN, PHN

NPD Specialist

Exemplary Professional Practice Award

2022: Bianca Salvetti, MSN, RN, CNS, CPNP

Nurse Practitioner II, Adolescent Medicine

2023: Cathleen Salata, RN, CCRP

Clinical Research Nurse, CBDI

New Knowledge, Innovations, and Improvements Award

2022: Theresa Alquiros, MSN, RN, CPN

Nurse Care Manager, Heart Institute

2023: Jennifer Petrasanta, MSN, RN, RNC-NIC –

RN III, NICCU

Empirical Outcomes Award

2022: Amanda Philbrick, BSN, RN, CPN, AMB-BC

Nurse Care Manager, Gastroenterology

2023: Gene Calderon, MSN, RN, CLSSGB

Quality Improvement Coordinator III, Accreditation and Licensing

Clinical Partner Award

2023: Silvia Valencia

Medical Assistant, Adolescent Medicine

Physician Partner Award

2023: Tai-Wei Wu, MD

Physician, Neonatology



Left to right: 2023 Essay and Poem Contest first place winner Kate Gieschen, 4 East; 2023 Nursing Excellence Award winners Tai-Wei Wu, MD, Cathleen Salata, Gene Calderon, Lynnette Ramos, Jennifer Petrasanta, and Nicole Olsen-Garcia; Essay and Poem Contest second place winner Michael Lovings; CNO Kelly Johnson



Former CNO Nancy Lee celebrates clinical ladder advancement at a tea party with newly promoted RNs and the Role Development team.

STRUCTURAL EMPOWERMENT: NURSING PROFESSIONAL LADDER

The Nursing Professional Ladder (NPL) is an ongoing program to encourage, recognize and reward registered nurses in pursuit of professional development by evaluation of exemplary professional practice, transformational leadership, structural empowerment, and new knowledge and innovations. In July 2022 much-anticipated changes to the Nursing Professional Ladder were launched. The Role Development team worked with the NPL committee to update the program to better support nurses looking to advance up the clinical ladder and to mitigate biases in the selection process.

The process now begins with a letter of intent, in which the nurse submits their intent to apply for

the NPL, and their eligibility is confirmed by their manager. This step allows the Role Development team to identify who is working toward this promotion and provide support. Next, the candidate is assigned a peer mentor, who reaches out to assist the candidate in beginning their NPL journey. The candidate is also offered an optional workshop with time to work on developing a PDSA project, which is a new component of the application.

Previously, each quarter would yield 5 to 7 applications. Since the launch of this new process, applications have increased to 7 to 15 per cycle, and successful promotions have increased 100%. Peer mentorship plays a key role in this success, as applicants who utilize their mentor and follow their advice have a higher pass rate than those who do not. The Role Development team is now looking ahead to build organizational support for RN IVs, both by enhancing the pre-application workshop to meet their unique needs and to build opportunities and protected time for their work away from the bedside.

EXEMPLARY PROFESSIONAL PRACTICE: SICKLE CELL DISEASE NURSE CHAMPIONS

In the wake of the George Floyd murder and subsequent social upheaval in 2020, the interprofessional team members who care for our patients with sickle cell disease (SCD) noted the inequities faced by people of color in health care and were moved to improve care for this population. The team, primarily composed of social workers and nurse practitioners from the Cancer and Blood Disease Institute, performed a needs assessment and a literature review, and held focus groups to identify the needs of the population and the perceptions of nurses caring for them.

Using this information, the team developed a six-month curriculum for the Sickle Cell Disease Nurse Champion Fellowship. This innovative new fellowship will build knowledge and skills, and establish these nurses as leaders in the care of patients and families affected by sickle cell disease. Focusing on available treatments, inpatient and outpatient visits, antiracism work, and psychosocial issues resulting in disparities in care, the program aims to improve patient satisfaction, patient outcomes, quality of life and nursing performance.



Sickle Cell Nurse Champions



Each cohort collaborates with the Institute for Nursing and Interprofessional Research to identify strategies and interventions that most closely align with improved health outcomes for patients with sickle cell disease. The first cohort of nurses entered the program in 2021. Cohorts I-III completed a quality improvement project evaluating the use of daily weights on the inpatient units, barriers to care, and ways to improve compliance. Cohort IV completed an educational project to better understand patient and nurse perception of the Child Life specialist role, ways to enhance this collaboration, and interventions to implement while awaiting Child Life specialist availability.

Since its inception, the fellowship has grown to include nurses from both inpatient and outpatient Hematology-Oncology areas, float pool, medical-surgical floors and the Emergency Department. The program runs twice a year, with the most recent cohort graduating in October 2023. Currently there are 31 SCD Nurse Champions who are leaders in delivering culturally humble care and serving as clinical experts throughout the hospital. The team has already shared their work at a number of professional conferences across the country, and looks forward to sharing their outcomes and continued success as the program grows.

ACCOLADES AND ACCOMPLISHMENTS

Poster and Podium Presentations at Conferences Through Spring 2023

Deborah Harris, Hematology-Oncology
Anne Nord, Hematology-Oncology
Jennifer Pugh, Critical Care
Kamala Gipson-McElroy, Advanced Practice
Ashley Anderson, Clinical Services Education and Onboarding
Jennifer Baldwin, Center for Endocrinology, Diabetes and Metabolism
Debra Browne, Gastroenterology
Elizabeth Daley, Heart Institute
Trish Peterson, Hematology-Oncology
Tere Jones, Ambulatory Nursing Services
Ruth Lemus, Heart Institute
Marvin Mangahis, Infection Prevention
Hui-Wen Sato, Ahmanson Foundation Pediatric Intensive Care Unit
Laura Tice, 5 East
Priya Meyer, Clinical Services Education and Research
Kathy Van Allen, Fetal and Neonatal Institute

Publications Through Spring 2023

Maria Theresa Alquiros, Heart Institute
Danielle Arbios, Ahmanson Foundation Pediatric Intensive Care Unit
Jennifer Baird, Clinical Services Education and Research
Christine Uddin, Clinical Excellence
Margaux Chan, Clinical Services Education and Research
Hui-Wen Sato, Ahmanson Foundation Pediatric Intensive Care Unit
Paula Belson, Anesthesiology Critical Care Medicine
Meaghan O'Meara, Anesthesiology
Cole Pourciau, Anesthesiology

Great Catch Winners in 2022

January – Sharee Anzaldo, Michael Rokovich and Stefanie Proia, Surgical Admitting
February – Sabrian Yep, PICU
March – Nicole Rohr and Nicole San Pedro, CTICU
April – Veena Villamor, 4 East
May – Joanna Mahal Paulson, PACU
July – Joy O'Hara, 6 West
August – Samantha Sta. Ana, 5 East
September – Megan Westfall, ECHO/Cardiac Catheterization Laboratory
October – Irina Vaynerman, Surgical Admitting
November – Michelle Kozeniewski, Hematology-Oncology
December – Ileana Vasquez, 6 West

Great Catch Winners in 2023

February – Amanda Price, RN
March – Allison Young, RN
April – Virginia Culla, RN
May – Shawna Harer, RN
June – Yulee Ahn, RN

GEM Award Winners in 2022

January – Breanon Beard, Social Work
March – Stacy Mendoza, Emergency Services
April – Ashley McGinnis, Ahmanson Foundation Pediatric Intensive Care Unit
May – Mayra Gomez, Patricia and John Merrell Bone Marrow Transplant Unit
September – Michelle Knutson, Emergency Services
November – Erin Murphy, Emergency Services

GEM Award Winners in 2023

January – Chloe Reichert, Child Life
February – Rebekah Askew, CTICU
March – Audrey Santos, Duque 6 Rehab
April – Wendy Barahona, NICCU
May – Christian Sire, Path and Lab Medicine
June – Mahboubeh (Roya) Mirmojarabian, NICCU

Daisy Award Winners in 2022

January – Catrice Troy, Duque 5
February – Allyssa Cayago, Neurology
March – Melissa Acayan, Infusion Center
April – Irene Austria-Ramos, Pediatric Surgery
May – Bridgette Robinson, Infusion Center
June – Mayra Quijano, 6 East
July – Arianna (Dugas) Myers, 5 East
August – Denise Weibel, Steven & Alexandra Cohen Foundation Newborn and Infant Critical Care Unit
September – James Christopher Peterka, Thomas and Dorothy Leavey Foundation Cardiothoracic Intensive Care Unit and Helen and Max Rosenthal Cardiovascular Acute Care Unit
October – Shu-Yin Wang, Vascular Access Team
November – Mary Beth Chatfield, 6 West
December – Susan Tatoy, Infusion Center

Daisy Award Winners in 2023

January – Mary Kate Henke, Duque 5
February – Kristyn Richards, NICCU
March – Roland Merida, Pulmonology Clinic
April – Liana Lorusso, CV Acute
May – Erika Reyes, CV Acute & CTICU
June – Niña Nacpil, CTICU



ACADEMIC ADVANCEMENT

DNP

Denise Henry, *Nursing Resources*
 Cole Pourciau, *Anesthesiology*
 Bianca Salvetti, *Adolescent and Young Adult Medicine*

BSN

Ophelia Diaz, *Nephrology*
 Jennifer Bertoldo, *5 West*

MSN

Theresa Reyes, *Float Team*
 Stephanie Brady, *Clinical Services Education and Onboarding*
 Joy Ericson, *Duque 5*
 Amy Girguis, *Clinical Nutrition and Lactation*
 Brianna Jones-Estrada, *Float Pool*
 Faye Ong, *Operating Room*

Jamie Orellana, *Maurice Marciano Family Foundation Emergency Department and Trauma Center*
 Krystle Tran, *6 West*
 Sarah Colaco, *Thomas and Dorothy Leavey Foundation Cardiothoracic Intensive Care Unit*
 Joan Pritchard, *Float Team*

NURSES WITH BACHELOR OF SCIENCE IN NURSING DEGREE OR HIGHER

2017	88%
2018	89%
2019	91%
2020	92%
2021	93%
2022	94%

ELIGIBLE CHLA NURSES WITH NATIONAL CERTIFICATION

2017	47%
2018	61%
2019	63%
2020	59%
2021	63%
2022	58%

STATISTICAL REPORT

FY22-23



150
NURSE
PRACTITIONERS

166 NEWLY GRADUATED NURSES IN THE VERSANT® RN RESIDENCY PROGRAM DURING 2021



PERCENTAGE OF NURSE LEADERS WITH NATIONAL BOARD CERTIFICATION: **88%**

AVERAGE TENURE OF A CHLA NURSE:
11.7 YEARS

55 EXPERIENCED NURSES IN THE RN TRANSITION FELLOWSHIP