

2023 Nursing Annual Report



Joe DiMaggio  **Children's Hospital**[®]

Hands that heal. Hearts that care.



2023 Nursing Annual Report

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We Stand Proud as a Magnet® Hospital

Joe DiMaggio Children's Hospital joined an elite group of hospitals worldwide when it achieved Magnet® recognition for the first time. The American Nurses Credentialing Center's (ANCC) Magnet Recognition Program® distinguishes organizations that meet rigorous standards for nursing excellence.

Only about 10 percent of hospitals nationwide earn Magnet status, and Joe DiMaggio Children's Hospital is one of only 48 children's hospitals in the country to receive this designation. Read more on page 3.





**Jineal Shinn,
MSN, RN,
NEA-BC,
Chief Nursing
Officer**



George Kalam, hospital-based school teacher, and Isabella De Francisco, BSN, RN, clinical nurse, with patient

Greetings from Chief Nursing Officer Jineal Shinn

It brings me great joy to announce that Joe DiMaggio Children’s Hospital has received its first Magnet designation from the American Nurses Credentialing Center. This honor is the culmination of our nurses’ commitment to excellence in everything they do. From delivering compassionate, expert care at the bedside to overcoming obstacles, growth and change to enhance our practices, they consistently embody the essence of what makes Joe DiMaggio Children’s Hospital a special place to work and receive care.

Throughout this multi-year process, we have faced many challenges, including a worldwide pandemic and a major hospital renovation and expansion. But through it all, our nurses have rallied together, maintaining a keen focus on what each of us could do to move forward. Through collaboration, empowerment and a deep loyalty to each other and the patients we serve, they have exceeded our expectations.

In addition to the Magnet honor, we received 13 exemplars for exceeding national benchmarks. This truly is a testament to their tenacity and dedication to push themselves to deliver extraordinary care. As you will see throughout this 2023 report, each exemplar was achieved through strategic, collaborative efforts aimed

at learning, innovating and striving for excellence and impact.

But the work doesn’t stop here. The journey to excellence and Magnet is just that—a journey. It is a daily commitment to remain curious, passionate and open-minded about ways we can continue to improve. Thanks to our Center for Nursing Excellence, shared governance structure and involvement from nurses in all areas and at all levels of the hospital, we have a solid foundation on which to grow.

Now, we will work together to create a new strategic plan that will guide us as we continue to move health forward for the children, adolescents and families we proudly serve. It truly is an honor to lead this dedicated, energetic and passionate team of nurses. I hope you enjoy reading about their efforts and accomplishments over the past year.

*To the nurses of Joe DiMaggio Children’s Hospital:
Thank you for your tireless efforts and devotion to our patients, the nursing profession and each other.
Congratulations on this well-deserved honor.*

Jineal Shinn





This honor is the culmination of our nurses' commitment to excellence in everything they do.





Joe DiMaggio Children's Hospital Achieves Magnet[®] Designation



Joe DiMaggio Children's Hospital has achieved Magnet recognition for its exemplary nursing professional practice, teamwork and superiority in patient care. The American Nurses Credentialing Center's (ANCC) Magnet Recognition Program[®] distinguishes organizations that meet rigorous standards for nursing excellence.

The ANCC cited 13 exemplars – an unusually high number, especially for a first-time organization – highlighting the hospital's continuous drive for excellence in nursing practice to achieve superior outcomes that outpace national standards.

“The exemplars cited by the Commission on Magnet Recognition underscore the entire team's dedication to pursuing zero harm and an outstanding experience for our patients and their families,” said Maria S. Panayotou, DNP, RN NE-BC, director of the Center for Nursing Excellence. “The Magnet Recognition Program serves as a path to excellence, which our team followed with a steadfast commitment to placing our patients and families at the heart of our focus.”

Above right: Jineal Shinn, CNO, Caitlin Stella, CEO, Maria S. Panayotou, director, Center for Nursing Excellence, Lisette Kaplan, director, Professional Development and Education



NURSING TEAMS HONORED WITH 13 MAGNET EXEMPLARS

12/13

In 12 out of 13 nursing units, teams outperformed the national benchmark for: Adequate Staffing, Foundation for Quality of Care, Professional Development Access and Interprofessional Rollup

100%

100% of inpatient units outperformed the national benchmarks for:

- › Hospital-Acquired Pressure Injury (HAPI) Stage 2 and above for the majority of 8 calendar-year quarters
- › Catheter-Associated Urinary Tract infection (CAUTI) the majority of 8 calendar-year quarters
- › Patient Engagement for the majority of 8 calendar-year quarters
- › Patient Education for the majority of 8 calendar-year quarters
- › Care Coordination for the majority of 8 calendar-year quarters.
- › Responsiveness for the majority of 8 calendar-year quarters

2
YRS

The Emergency Department outperformed the national benchmark for Median Minutes Time from ED Arrival to ED Departure for Discharged ED patients all 8 calendar-year quarters

100%

100% of ambulatory units outperformed the national benchmarks for the following for the majority of 8 calendar-year quarters:

- › Falls with Injury
- › Patient Education
- › Care Coordination
- › Courtesy and Respect
- › Careful Listening



The Journey to Excellence

Joe DiMaggio Children's Hospital embarked on its journey to excellence and Magnet recognition four years ago. Supported by its 2021-24 Nursing Strategic Plan, all nurses at the hospital joined together to create a culture that inspires excellence through a shared vision, professional excellence, interprofessional leadership and collaboration.

In February 2023, the team submitted its Magnet portfolio, which included 94 stories of excellence. These stories featured narrative and empirical outcomes and highlighted nursing excellence at all levels within the hospital. Nearly half of these stories (42) showcased collaboration with interprofessional partners.

A celebration was held to honor nurses for the achievements highlighted in the portfolio, especially their outperformance in all the required nursing-sensitive clinical and patient experience indicators and their outperformance in the national comparison of RN satisfaction.

Continuous Evolution

Throughout 2023, nursing teams and the Center for Nursing Excellence continued to support and refine structures and processes set forth as part of the journey to excellence. As such, many units and councils made significant strides in growth, empowerment of nurses, collaboration and patient outcomes and experience, as is showcased throughout this report.

In December, three appraisers from the ANCC spent three days at Joe DiMaggio Children's Hospital. They met with clinical nurses, interprofessional partners and community stakeholders. They toured Conine

“We have reached the pinnacle of nursing excellence. This is a tremendous honor and reflects years of hard work, dedication and commitment to our patients and each other.”

– Jineal Shinn, MSN, RN, NEA-BC, Chief Nursing Officer

Clubhouse, along with all inpatient and outpatient units, and the Garth Brooks Child Life Zone.

On the final day, several groups of nurses presented quality improvement projects and nurse-led research accomplished within the last four years including:

- Still Like a Statue: An interprofessional approach to empowering children in MRI to complete studies without the use of sedation
 - » Presented by: Clinical Nurses Lisa Flores, BSN, RN III, CPN, Sherea Bialek, BSN, RN IV, CPN, and Child Life Specialist Paige Cos, BS, CCLS II
- The Evolution of ‘Wipeout Wednesdays’: A Clinical Staff Engagement Initiative to Reduce CLABSIs in the NICU
 - » Presented by: Lina Puntervold, MPH, BSN, RN, CIC, Jenna Carroll, BSN, RN, and Ilyse Richman, BSN, RNC
- Beating the Clock: Aiming for 80 percent on-time start time in a new cardiac procedural unit
 - » Presented by: Daimi Batista, BSN, RN, Micha Delima, BSN, RN, and Teneise Hodges-Bembry

- Evaluation of Risks for Pleural Effusion as a Postoperative Complication after Congenital Heart Surgery in High-Risk Groups
 - » Presented by: Jaclyn Cambell, DNP, APRN, RN, CCRN, CPNP-AC, and Breanna Vandale, MSN, RN
- Vasopressors and the Development of Pressure Injuries in Pediatric Critical Care Patients
 - » Presented by: Lea Crestodina APRN, CWOCN-AP, CDCES

Celebrating Success

On January 18, 2024, the chair of the Commission on Magnet Designation, Sharon H. Pappas, PhD, RN, NEA-BC, FAAN, called a large group of assembled nurses and partners from throughout the hospital and Memorial Healthcare System, and announced that Joe DiMaggio Children’s Hospital earned its first Magnet designation.

Magnet designation is a milestone on the journey to excellence, symbolizing an unwavering and steadfast commitment to patients, families and collaborative teams. It reflects our dedication to honoring and valuing the daily efforts of our teams, who work tirelessly to provide the safest patient- and family-centered care, support, to empower our nurses and to advance the professional practice of nursing.

Now, Joe DiMaggio Children’s Hospital’s nursing team is poised for an exhilarating next chapter in its ongoing journey and evolution, igniting a path forward with a passionate commitment to unparalleled excellence.

NURSING STRATEGIC PLAN

2021-2024

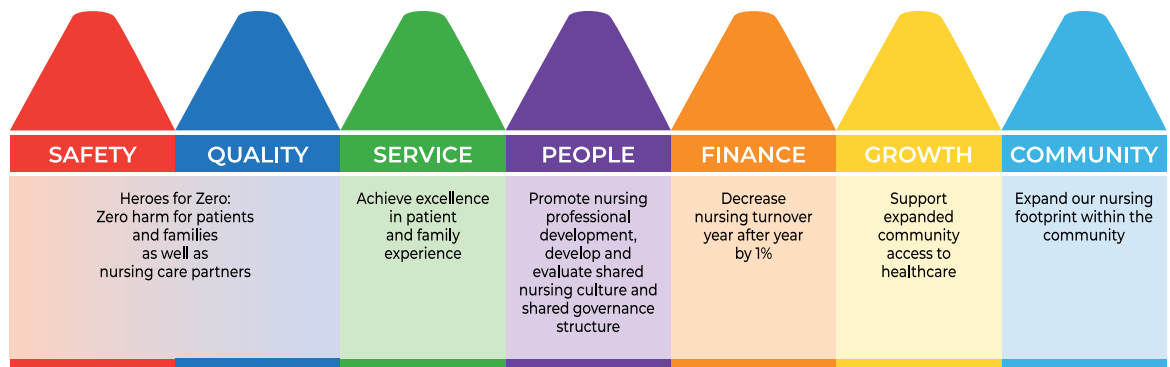
Vision:

As a community of nurses, we will create a culture that inspires the achievement of superior outcomes through a shared vision, professional excellence, interdisciplinary leadership and collaboration.

Mission:

Heal the body, mind and spirit of those we touch.

Pillars of Excellence & Strategic Goals





ELEVATING SAFETY & CARE

Reinvigorating the Patient Experience Through a Focus on Basics

The hospital's Quality Department, educators and the Center for Nursing Excellence held a hospital-wide Back to Basics fair for all nurses to rejuvenate and highlight key aspects of care that impact safety and the patient experience.

The fair – which held eight sessions to accommodate more than 1,700 employees – consisted of eight interactive stations on patient and non-patient-facing topics. These included key components of Memorial's culture of care, skin and wound care, infectious disease control, and nursing-sensitive data and benchmarking and why it's tracked.

Offering the Highest Levels of Neonatal Care

The Wasie Neonatal Intensive Care Unit (NICU) at Joe DiMaggio Children's Hospital continues offering the highest level of neonatal care. It is now designated as a Level IV NICU in Florida, the only Level IV in Broward County. The NICUs at Memorial Hospital West and Memorial Hospital Miramar are now designated Level III.

In June 2023, NICU nursing teams also helped bring innovative care to the bedside. They collaborated with cardiac surgeons to perform the first corrective surgery for patent ductus arteriosus (PDA) at the NICU bedside instead of transporting vulnerable premature babies to the operating room.

NICU nursing teams also:

- Implemented new initiatives to support neonatal outcomes, including the Supporting and Enhancing NICU Sensory Experiences (SENSE) program, the Neonatal Pain Agitation and Sedation Scale (N-PASS), and the early use of colostrum
- Expanded their Wipe Out CLABSI (central line-associated bloodstream infection) initiative to include patients on ventilators. The CLABSI rate is 0.583 (per 1,000 line days), lower than its goal of 0.75
- Participated in two Memorial Health System-led research studies, including one for Difficult Intravascular Access (DIVA)
- Collaborated with the Florida Perinatal Quality Collaborative, Vermont Oxford Network and the BPD Collaborative to enhance care



Above: Joe DiMaggio Children's Hospital's Cardiovascular Procedure Team
Left: Members of the Quality Department gear up for the Back to Basics sessions



Improving Efficiency, Experience and Safety in the ED

Joe DiMaggio Children's Hospital Emergency Department got an upgraded look and feel with new lighting and flooring. Teams also made additional improvements to enhance the flow, efficiency and experience for patients and their families seeking care.

In 2023, they:

- Moved triage closer to the lobby
- Added security team members as a visible presence
- Renovated holding rooms for children with special needs and behavioral health concerns
- Added more safety pads to decrease injuries due to falls
- Reestablished Purple Alert guidelines to activate hospital teams when multiple patients are awaiting inpatient beds
- Developed Rapid Triage guidelines to increase efficiencies and lower time to care
- Developed a Handtevy System® and ENT carts to streamline care and efficiency in emergencies

Leading with Heart

The Pediatric Heart Institute, now with services consolidated in its brand-new home, continues to outperform nearly all nursing-sensitive indicators. Nursing teams continue to collaborate on unit and team committees to improve and enhance processes that impact patient outcomes.

NICU nurses at Joe DiMaggio Children's Hospital are hard at work delivering the highest level of neonatal care

Accomplishments include:

- CVICU CLABSI rates reduced from an SPS rate of 2.71 CLABSI / 1,000-line days in Q1 2023 to 0.00 in Q3 and Q4 2023
- CVICU length of stay average (4 days) remained below the Pediatric Cardiac Critical Care Consortium's (PC4) benchmark of 6.5 days
- Despite being in a brand-new unit, the CV Procedural Unit improved first-case on-time starts from 65 percent to meet the national benchmark of greater than 80 percent for 6 consecutive months

Teams also implemented consistent hot debriefs to gather honest timely feedback and focus on team optimization for patient resuscitations. An RN-led quality improvement project focused on optimizing post-surgical Norwood procedure outcomes also led to changes in clinical practice.

Nurses also are now involved with a new inter-professional subcommittee focused on caring for single ventricle patients to advance outcomes.



SPOTLIGHT
Camille Casamiro,
BSN, RN, Clinical Nurse
Specialty I Inpatient

Camille Casamiro, BSN, RN, spent much of her childhood as a patient at Joe DiMaggio Children's Hospital. The care she received inspired her to become a nurse.

“Even though it’s not fun to be sick and in the hospital, the nurses always tried their best to make my experience the best they could. They took care of me at my lowest and celebrated with me as I improved.

Being able to become a nurse and work and learn alongside the people who took care of me has been an amazing experience. I’ve always felt special and safe at Joe D and strive to make my patients and their families feel the same way.”

Empowering Nurses to Improve Care

Our Pediatric Intensive Care Unit nursing team has begun benchmarking patient data and outcomes with other children’s hospitals using Virtual Patient Servers. With this innovative technology, our PICU started a project to evaluate Functional Status Scales (FSS) and their changes over time to improve care and outcomes.

Teams also collaborated with respiratory therapists to prevent unplanned extubation and with wound care RNs on skin injury prevention.

Helping Kids Bounce Back

In collaboration with Memorial Rehabilitation Institute at Memorial Regional Hospital South, Joe DiMaggio Children’s Hospital’s six-bed inpatient pediatric rehab unit is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF). It is the only rehabilitation program in South Florida to earn the accreditation for the comprehensive, integrated acute care inpatient rehab program.

In 2023, they were recognized for:

- 0.09 increase in average WeeFIM gains (functional assessment scoring)
- 0.6 decrease in length of stay days
- 3.5 percent increase in patient satisfaction based on Press Ganey surveys



Members of the IMCU and Rehab team celebrating successful CARF designation

OTHER HIGHLIGHTS

9+
YRS

Hematology/Oncology/Medical Inpatient Unit Four achieved 9+ years of having zero cases of hospital-acquired pressure ulcers

80%

Surgical Services met its goal of 80 percent first-case on-time starts



Medical Surgical Inpatient Unit focused on fall prevention to reduce potential harm related to developmental and non-developmental falls, resulting in a decrease in falls by 25%



The new Sedation Department became a member of the Society of Pediatric Sedation, working to obtain a center of excellence



6 ambulatory nurses were nominated for a Patient First Award



In 2023, Joe D was awarded the Pinnacle of Excellence-Patient Experience award from Press Ganey

HEARTFELT DEDICATION TO EXCEPTIONAL SERVICE

Supporting Families Through Surgery

Surgical teams at Joe DiMaggio Children’s Hospital are using a new app – the Little Journey App – to help prepare and support patients and their families before, during and after their procedure.



The hospital was a pilot participant for the app, which originated in the United Kingdom, to help educate families and reduce patient anxiety before a procedure. Nurses provided feedback regarding the app’s content and shared patient and family experiences with it. The app has now been integrated into pre-surgical calls, so families can download it ahead of their procedure and use it throughout their entire surgical experience.

Gold Level Award for ECMO Excellence

Joe DiMaggio Children’s Hospital was again recognized with the Center of Excellence Gold Level ELSO Award for Excellence in Life Support from the Extracorporeal Life Support Organization (ELSO). The award highlights programs that offer exceptional quality care in extracorporeal membrane oxygenation (ECMO) and boast processes and procedures that promote excellence.

Memorial Healthcare System is the only provider in Broward County providing ECMO – the most advanced form of life support – which is used to support failing organ systems for both children and adults.

New Sedation Department

The new Sedation Department at Joe DiMaggio Children’s Hospital was created in 2023 to ensure a standardized level of care for inpatient and outpatient procedures. The team works closely with all service providers and child life specialists to perform necessary procedures.

The hospital has invested in new MRI upgrades and now offers more services with sedation, including auditory brainstem response (ABR) and Botox/Dysport. The team also continues to collect data and work with children to perform MRIs without sedation/anesthesia when possible.

Expediting Care in the ED

Our Pediatric Emergency Department created a rapid flu and strep process to expedite patients’ discharge once they are diagnosed and safe to go home.

They also re-launched the Got Clear Care discharge communication tools, with scripting posted in each room for nurses and staff.

In addition, they maintained outperformance of the national benchmark for arrival to discharge time.

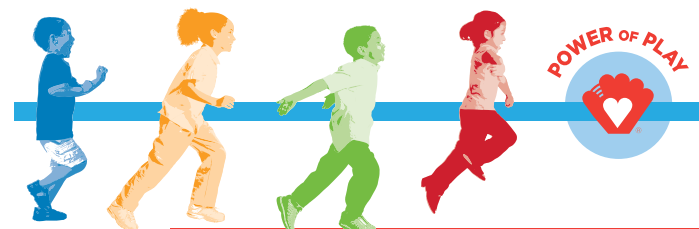
Recognized for Service

Our NICU and Pediatric Heart Institute received top scores from Press Ganey, a national survey company that queries patients to help health organizations improve patient care, experience and safety.

- The NICU achieved outstanding survey results
- Both the CVICU and CV procedural areas have remained in the top decile

More Room for Play

As part of Memorial’s Nursing Clinical Ladder Program, hospital nurses from unit four collaborated with Joe DiMaggio Children’s Hospital Foundation to remodel the patient playroom. The team also collected funding to purchase new video games for patients to enjoy. The projects were funded in part by the Anthony Rizzo Foundation.



NURTURING SUCCESS

Transitioning to Practice

All new nurses at Joe DiMaggio Children's Hospital are supported through a structured residency program for the first year of their careers as they transition from the classroom to the bedside.

As part of Memorial Healthcare System Nurse Residency Program, Joe DiMaggio Children's Hospital Nurse Residency Program is led by the Center for Nursing Excellence in collaboration with the hospital's unit-based educators. Through an evidence-based curriculum strategically designed to bridge academia and professional nursing practice, nurses are able to foster skills, confidence and connections with other nurses.

In addition to system-wide residency efforts, nurses in Joe DiMaggio Children's Hospital Nurse Residency

Program engage in various hands-on learning opportunities through high-fidelity simulation and interactive workshops. This includes time spent in Memorial's Simulation Center, which offers a place to cover basic nursing skills that nurses may not have had the opportunity to practice in their academic program. Residents also attend monthly seminars and preceptors provide guidance and mentorship.

All experienced nurses have access to Memorial's RN Fellowship Program, which now offers 22 adult and pediatric specialty tracks.

Welcoming Nurses to the Team

In 2023, Joe DiMaggio Children's Hospital welcomed new nurses to the team and decreased the support needed from outside travel and nursing agencies.

- The ED welcomed 46 new hires, including 19 NRPs, 4 NFPs, 14 staff RNs, 6 PCAs, 2 nurse externs and 1 paramedic, and witnessed several promotions on the team
- The NICU decreased turnover from 22.4 percent at the end of FY23 to 17 percent in FY24 and welcomed nurse externs to the staff
 - Inpatient units (3IP and 4IP) onboarded several new nursing leaders and transitioned 30 RNs to practice



SPOTLIGHT

**Sara Ricker, ASN, RN,
Clinical Nurse III, CVICU**

After nearly two decades as a nurse, Sara Ricker, ASN, RN, was recognized with the DAISY Award.

"After 19 years of truly doing what I love at the bedside, I was surprised by a coworker (and someone who feels like a sister) with a story about the care of one of our sweetest little patients. I was not expecting any recognition as this was not something I feel was out of the ordinary of how we all care for our patients. But nonetheless, I was honored to be recognized as a DAISY nurse for a job that I love to do."

"On a scale of 1-10, she is a 100 and wonderful with children and adults."

- The Pediatric Intensive Care Unit onboarded 65 new team members across the department (as well as Intermediate Care Unit and rehab)
- The Cardiac Intensive Care Unit welcomed 16 nurses
- Sarah Moore from the PICU graduated from the Memorial Healthcare System Educator Fellowship in 2023

New Cardiac Academy Helps Nurses Find Fit

Our Pediatric Heart Institute launched the new Cardiac Academy for nurse residents, which helps them foster and enhance their skills while finding their right fit within cardiac services.

During the academy, new nurses rotate throughout all four areas of pediatric cardiac care for 10 weeks. This allows them to experience the different units and participate in diverse didactic and simulation sessions.

After the rotations are complete, nurses are assigned to a specific cardiac area based on their interests and skills. The Institute holds a special “Match Day” to celebrate the new nurses and their placements.

“I love my nurse and am sad to leave her.”

“My nurse showed concern and kindness.”

“My son’s nurse made sure I was heard.”



The DAISY Award[®]

FOR EXTRAORDINARY NURSES

Nurses who go above and beyond to provide exceptional care continue to be recognized at Joe DiMaggio Children’s Hospital. In 2023, the hospital received 385 nominations for the DAISY Award and recognized five winners and one team.

“My nurse made me feel safe and loved.”

2023 Winners



Samantha Suppe, ASN, RN, CPN, IMCU



Anna Cook, BSN, RN, CPN, IMCU and Ashley Diaz, BSN, RN, IMCU



Veronica Jones, MSN, RN, RNC-NIC, Neonatal Intensive Care Unit



Sara Ricker, ASN, RN, Cardiovascular Intensive Care Unit



DAISY Nurse Leader: Breanna Vandale, MSN, RN, Pediatric Heart Institute



DAISY Team Winner: Pediatric Emergency Department



INVESTING FOR IMPACT

Patient-Centric Investments

Expansion plans are underway for the Wasie Neonatal Intensive Care Unit as the need for NICU beds continues to rise. Current plans include utilizing space on the hospital's new eighth floor, which was added on as part of the \$166 million expansion project completed in 2022, which doubled the hospital's size.

The NICU also invested in new equipment to improve safety, comfort and patient experience and outcomes. Investments include:

- 5 new intrahospital transport beds with power sources (Giraffe cribs) to safely transport newborns
- Nära® Stryker cribs
- 2 intrahospital shuttle cribs to recover babies post-op with full backup battery power
- Ultrasound-guided peripherally inserted central catheters (PICCs) to provide access needed for growth, development and survival
- Replaced NicView 2.0 cameras that allow parents to view their baby when they are away from the hospital

New Cost Centers Help with Tracking, Forecasting and More

Several departments throughout Joe DiMaggio Children's Hospital created new cost centers to help track spending, improve billing and workflow and forecast needs for supplies, labor and more.

In 2023, new cost centers were created for:

- NICU support teams (lactation, navigation, educators, etc.)
- The new Sedation Department
- Ambulatory, which divided the department into two cost centers, and as a result, was able to advocate for a part-time nurse and decrease overtime and supplies



Caitlin Stella, CEO of Joe DiMaggio Children's Hospital (far right), along with members of the Patient Financial Services team

Optimized Staffing to Support Inpatient Care

Nursing teams on inpatient units three and four began using acuity-based staffing, which assigns patients to nurses and providers based on their condition, level of care needed and staff competency. Tracked by charge nurses, this staffing model helped further examine and advocate for resource changes.

Inpatient unit four also was awarded funding through the Hyundai Hope on Wheels program to support an additional patient navigator for the unit.

Collaborating on Value Improvements

Nurses at the Pediatric Heart Institute and throughout Joe DiMaggio Children's Hospital continue participating in the latest iteration of Memorial Healthcare System's Value Improvement Program. The VIP aims to find savings, reduce redundancies and make healthcare more affordable, efficient and effective.

The initiative began in 2018 and engages staff in working together to identify new opportunities to reduce costs while still providing Memorial's nationally recognized brand of high-quality, patient- and family-centered care. The third and latest phase of the program – Reimagine 1.0 – focused on process changes and patient flow, exploring how patients are admitted and moved through the system.



THRIVING TOGETHER

Cultivating Excellence Through Professional Growth

Professional development and collaborative workgroups help engage and retain our nursing workforce while enhancing the exceptional patient and family care we've become known for.

In 2023, new dynamic training and programs helped nurses grow professionally and as a team as they embarked on innovative ways to move health forward.

Revamping Clinical Advancement

- Clinical nurses along with leaders redesigned the Clinical Advancement Program
- Their efforts brought the program to a new level, with additional professional development requirements for nurses seeking advancement
- Along with the redesign, the program now has a new name Cultivating High-Achieving Masters of Professionalism (C.H.A.M.P.)

ED

- Completed helicopter training with Miami-Dade Fire Rescue to prepare for large-scale events like Hurricane Ian
- Instituted 4-hour-long mini-courses to bring new education to staff
- The pediatric trauma team trained with the adult trauma team to integrate learning and team collaboration
- Registered nurses received ultrasound-guided IV training

NICU

- Collaborated with the growing Patient Family Advisory Council (PFAC) to enhance family communication and have family members participate and share at unit committees and staff meetings

Inpatient and Outpatient Units

- A nurse manager from inpatient unit four participated in the Re-Imagine Workgroup focused on rethinking the job descriptions and responsibilities for Patient Care Assistants as well as strategic succession planning meetings
- Interdisciplinary workgroups examined patient flow and efficiencies to address discharge delays, discharge planning and other challenges

Ambulatory

- 80 percent of nurses are currently in or applying to join the Clinical Ladder Program, a structured program for bedside nurses to progress in their roles and to contribute their expertise and skills

SPOTLIGHT

Cloe Chester, BSN, RN, Clinical Nurse II, Inpatient



When Cloe Chester, BSN, RN, decided to become a nurse, she knew she wanted to work at Joe DiMaggio Children's Hospital. In her two years, she's been named "Nurse of the Year" by residents and chosen to join and lead Joe Champions.

"Starting at Joe DiMaggio Children's Hospital as a new graduate nurse was nerve-racking for me as I attended nursing school during the COVID-19 pandemic. However, the Nurse Residency Program provided me with knowledgeable and patient preceptors who filled the gaps in my knowledge due to limited clinical experience. The program also included classes and skill boot camps to supplement any education we may have missed out on due to COVID-19. [The program instilled] confidence in me and prepared me to flourish as an independent new graduate nurse."

Heartfelt Progress

Our Pediatric Heart Institute – now in its new home on the sixth floor of Joe DiMaggio Children’s Hospital – continues to meet the growing needs in South Florida.

In 2023:

- Cardiac catheter and electrophysiology (EP) volumes rose by 2.5 percent compared to the prior fiscal year
- Cardiovascular OR volumes rose 30 percent compared to the prior fiscal year
- 560 interventional radiology (IR) procedures were completed in the new CVI suites in its first year
- CVICU average daily census rose from 8 to 17, made possible by the new unit and space
- More than 40 people were hired for the cardiac vascular procedural suites to support the opening of the operations
- More than 16 cardiac intensive care nurses were hired



Igniting Team Synergy with ‘Joe Talks’

Team leaders in the Pediatric Intensive Care Unit revamped their traditional shift huddles, transforming them from a mere information exchange to fostering dialogue and camaraderie.

Dubbed the ‘Joe Talks,’ these daily morning huddles bring together multidisciplinary teams (all nursing staff, physicians, residents, respiratory therapists, etc.) in the PICU and focus on furthering education, situational awareness and discussion of specific cases.

Charge nurses begin by discussing various patients and their status, upcoming planned procedures, and patient movement during the shift. A PICU Intensivist shares a case study that builds throughout the week. Nurses practice giving SBAR reports (that discuss a patient situation, background, assessment and recommendation), and teams learn about disease progression, treatment, and how to read X-rays and other reports.

The shift sparked more nurse engagement, retention, promoted bedside responsibility and more cohesive collaboration in the delivery of care.

Left: Clinical nurses on 3 Inpatient

Above: Journey to Excellence champions on education rounds



BEYOND HOSPITAL WALLS: CARING FOR OUR COMMUNITY

In addition to hospital-wide community outreach efforts and events, many nursing teams find unique ways to serve our community. Below are a few of their outreach efforts from 2023.

Pediatric Heart Institute

- Celebrated Heart Month by hosting an annual family picnic
- Partnered with the American Heart Association to donate infant CPR training kits
- Provided ventricular assist device (VAD) awareness and training for community first responders and schools
- Participated in a mission trip to Panama to offer heart surgeries for a week

Ambulatory

- Collected a basket for Women in Distress
- Participated in the Kidney Walk to support children on dialysis
- Supplied two students with back-to-school supplies

NICU

- Participated in March of Dimes, meeting their goal of raising \$5K
- Joined the Read-a-Thon fundraiser
- Embraced the bond between parents and their babies by joining a Kangaroo-a-Thon
- Participated in the annual Latch-a-Thon

ED

- Adopted four students and purchased their back-to-school supplies
- Purchased holiday gifts for two children

Inpatient and Outpatient Units

- Participated in the Diabetes Walk
- Joined Light the Night walks to drive out the darkness of cancer
- Adopted students for back-to-school and holiday drives



Top: Nurse managers Courtney Trace, MSN, RN, CPHON and Michelle Lugo, BSN, RN
Bottom: Clinical nurses from the CV Pre-Op and PACU

A FAMILY AFFAIR: EMBRACING CAREGIVERS AS VITAL MEMBERS OF THE TEAM

At Joe DiMaggio Children's Hospital, parents, caregivers and families are our partners. We welcome, encourage and elicit family involvement, feedback and learn from their unique perspectives and experiences to enhance and advance our care practices, procedures and the overall care experience.

Our robust Patient and Family Advisory Council (PFAC) has become an integral part of the hospital team. These patients and caregivers provide critical and unique input and feedback on projects, initiatives, patient communications and more. They also support other families receiving care and rally to support our team members.

In 2023, the PFAC shared their experience and provided education and training for:

- Nursing residents
- Medical students from the University of Miami and Florida International University rotating throughout the health system
- New employees at orientation
- The development of a PFAC for the Sickle Cell Clinic at Memorial Regional Hospital
- Statewide initiative focused on improving family engagement within health systems
- Nova Southeastern University grant to develop an online patient- and family-centered care educational model for the university's Health Science students
- The Nexus Summit 2023

Dedicated members of the Youth Advisory Committee



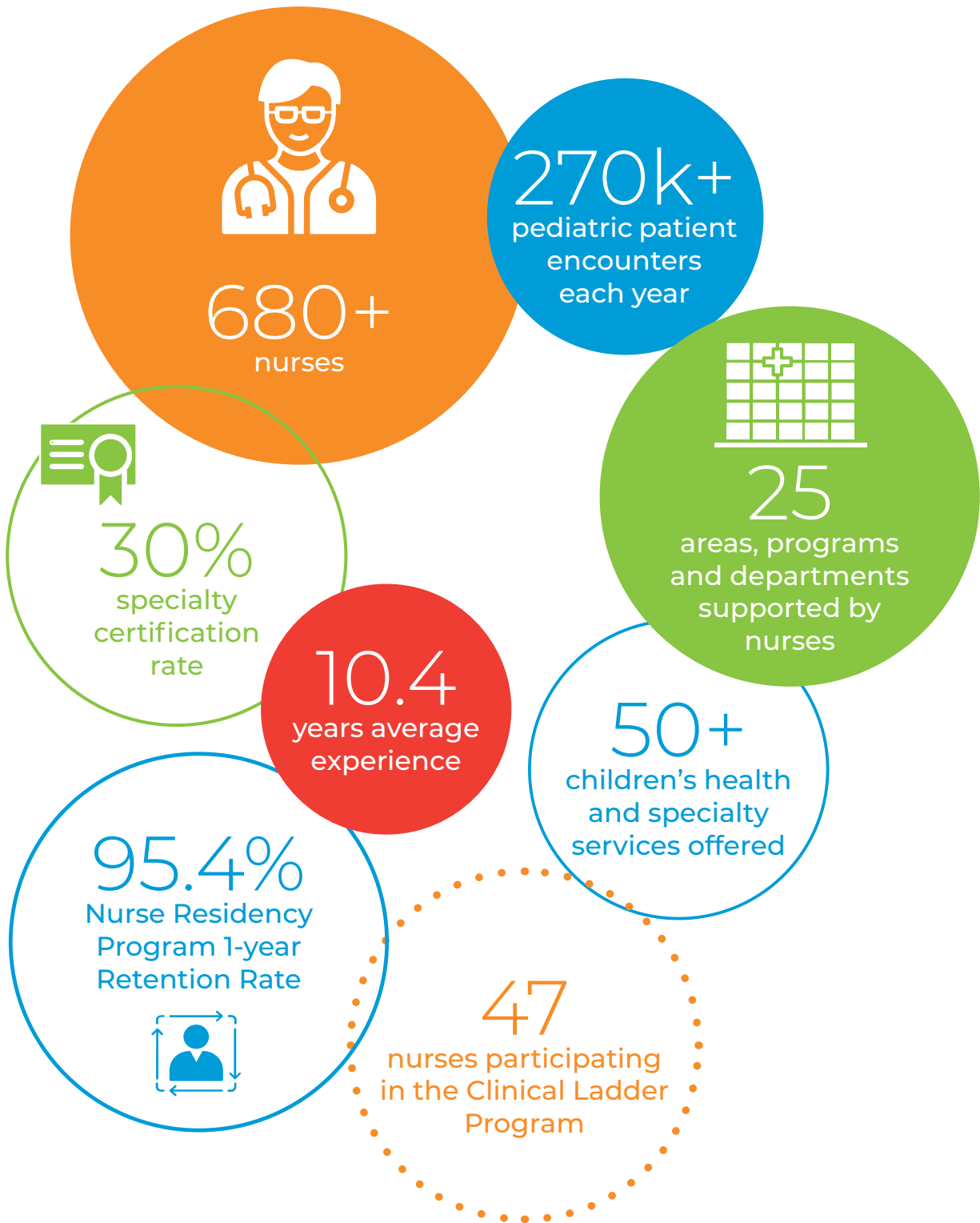
They also provided input on:

- Surgical site infection opioids brochure and a shunts brochure
- Infection control and peripheral IV assessment signage
- A quality improvement project on post-partum PTSD (screening, resources, referrals)
- Dog visitation guidelines and terrace guidelines
- Initial content for the Little Journey app for the surgical unit
- Bereavement committee needs (sympathy card, resources, etc.)
- Bathroom scent testing
- Selection of hallway pictures











Other PFAC highlights include:

- The **NICU Committee** held monthly events for parents and joined Culture, Critical Care and Shared Governance NICU meetings.
- The **Youth Advisory Council** met monthly to brainstorm, plan and execute activities for patients and their siblings (tie-dye shirts, bracelets, slime making, game night, etc.) and provided feedback on new breakfast items for the hospital menu.
- The **Behavioral Health Council** helped develop and participate in the yearly Behavioral Health Fair during Mental Health Awareness Week. They also provided feedback for a new outpatient behavioral health office.

OUR HEALING HANDS. CARING HEARTS. CULTURE OF EXCELLENCE.



AWARDS AND ACCOLADES

-  **American Nurses Credentialing Center (ANCC) Magnet Recognition Program® Magnet® Designation, 2024**
-  **Life Alliance Recognition, 2024**
-  **Level IV NICU designation, 2023**
-  **U.S. News & World Report – Best Children’s Hospital for Orthopedics (2023-24, 2022-23, 2020-21, 2019-20)**
-  **U.S. News & World Report – Best Children’s Hospital for Cardiology and Heart Surgery (2022-23, 2020-21)**
-  **Gold Level Award for Excellence in Life Support by Extracorporeal Life Support Organization, 2023**
-  **The Leapfrog Group – Top Children’s Hospital, 2020.**
 This is a distinction achieved only by an elite group of hospitals that meet the nation’s toughest standards for safety and quality
-  **Press Ganey – Guardian of Excellence: Patient Experience, Inpatient Pediatric Care**
-  **Press Ganey – Pinnacle of Excellence: Patient Experience, 2023**
-  **American College of Surgeons – Children’s Surgical Verification, Level I Accreditation, February 2021, three-year accreditation**
-  **American College of Surgeons – Verification as a Level II Pediatric Trauma Center, 2017, three-year accreditation. Memorial Regional Hospital verified as a Level I Trauma Center**
-  **Adult Congenital Heart Association–accredited Comprehensive Care Center, five-year accreditation, 2017**
-  **Children’s Cardiomyopathy Foundation–accredited Center of Care**



♥ Joe DiMaggio Children's Hospital Pediatric Emergency Room (ER) at Memorial Hospital Miramar is Florida's first **Certified Autism Center ER**

♥ **Commission on Accreditation of Rehabilitation Facilities, 2020**

♥ **United Network for Organ Sharing**-approved for Pediatric Kidney Transplant, 2020

♥ **American College of Radiology** Center of Excellence designation, 2020

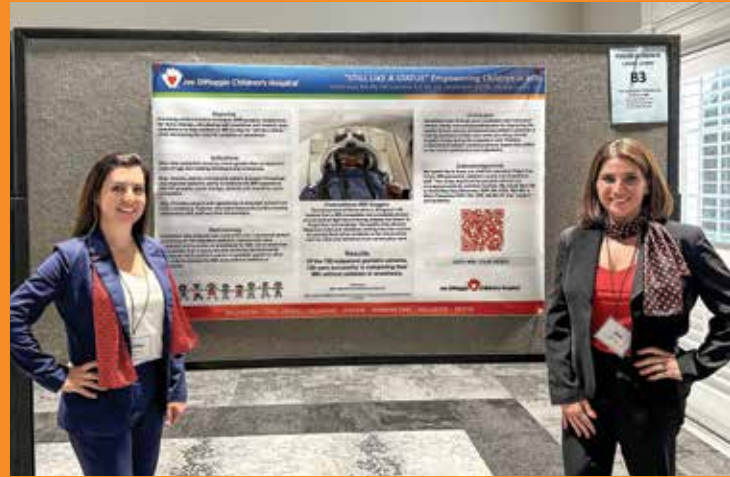
♥ Accreditation as a **Cystic Fibrosis Foundation Core Care Center** since 2014

♥ **JDCH Craniofacial Center** designated as Cleft Palate Team and Craniofacial Team by Commission of Approval Teams

♥ **United Network for Organ Sharing**-approved for Pediatric Heart Transplant since 2010



Center for Nursing Excellence, Education and Innovation team at the 2023 Nurses Week Celebration of Excellence poster competition



Jennifer Fezza, nurse manager, Lisa Flores, clinical nurse, Sedation Unit at the Florida Nurses Association Conference Poster Presentation Session

POSTER PRESENTATIONS

Still Like a Statue, a poster presentation, was shared at the Florida Nurses Association Nursing Research Conference in Orlando, Florida, in July 2023.

Legacy Mapping for Nurse Satisfaction, a poster presentation, was shared at the Florida Nursing Consortium in June 2023 and the Florida Nurses Association Nursing Research Conference in Orlando, Florida, in July 2023.

Predictors for Pleural Effusion Complication after Tetralogy of Fallot Repair Managed with a Single Mediastinal Chest Tube, a nursing-led poster presentation, was shared at the World Congress in Washington, DC, in August 2023.

Pleural Drainage Strategies in Tetralogy of Fallot Repairs and the Impact of Pleural Effusion Complications and Post-Operative Length of Stay, a nursing-led poster presentation, was shared at the World Congress in Washington, DC, in August 2023.

SHARED GOVERNANCE SPOTLIGHT

SHARED LEADERSHIP, SHARED SUCCESS

Joe DiMaggio Children's Hospital embraces a shared governance structure with nursing councils empowered to enhance, support and advance the nursing practice. In 2023, councils planned, evaluated and executed programs, projects and initiatives to improve processes, address trends and share their learnings to elevate care for all. Below are a few of their accomplishments.

Quality Council

- Performed 130 fall bundle observations, decreasing Solution for Patient Safety (SPS) rate of falls by 25 percent from CY 2022 to CY 2023
- Formalized weekly skin rounding in the NICU
- Modified the SPS fall bundle observation in the ED

Innovation Council

- Had after-visit summaries printed in multiple languages
- Provided Child Life with a new distraction and pain-minimizing device for venipuncture
- Standardized bereavement documentation throughout the hospital
- Created a Peds/NICU pre-op checklist to meet SPS criteria and a green dot to show requirements met

Practice Council

- Evaluated and enhanced intra-unit handoff through RN-to-RN observances

Professional Development and Education Council

- Supported national nursing certification by promoting review classes, study aids, and Memorial's certification reimbursement policy
- Developed advanced life support skills training, Blue Alert Boot Camp
- Introduced the "Pave the Way" Mentor Program for nurse residents



2023 shared governance bylaws and strategic planning workshop participants and facilitators

Research and Evidence-Based Practice (EBP) Council

- Presentation on EBP provided to Clinical Ladder committee
- Explored collaboration opportunities with local universities to further EBP and research efforts

Unit-Based Councils Snapshot

Three Inpatient Unit

- Collaborated with Surgical Services and leadership to create a family education brochure on appendectomy care
- Explored expanded meal choices for nighttime after the kitchen is closed, especially for parents

Pediatric Heart Institute

- A Clinical RN started a peripheral intravenous infiltration and extravasations (PIVIE) tracking project
- Rolled out Healthy Work Environment standards in the CVICU as set forth by the American Association of Critical Care Nurses

Ambulatory

- Hosted the Society of Pediatric Nurses South Florida chapter conference on "Be the Change" with about 40 attendees from Nicklaus Children's Hospital, Broward Health Salah Foundation Children's Hospital, Memorial Hospital West as well as home health nurses and the Joe DiMaggio Children's Hospital team



OUR IMPACT

Joe DiMaggio Children's Hospital

Only freestanding children's hospital in Broward County providing specialized care throughout South Florida

3 Children's Emergency Departments

Joe DiMaggio Children's Hospital
 Memorial Hospital West
 Memorial Hospital Miramar

3 Neonatal Intensive Care Units (NICUs)

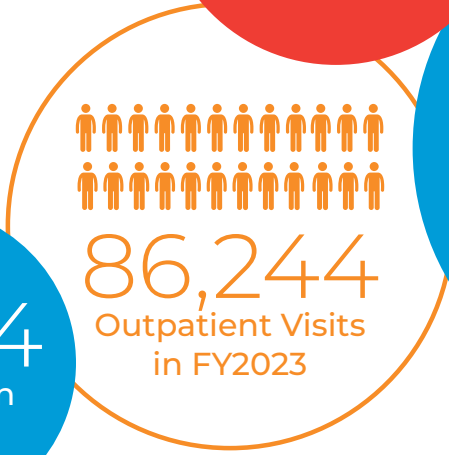
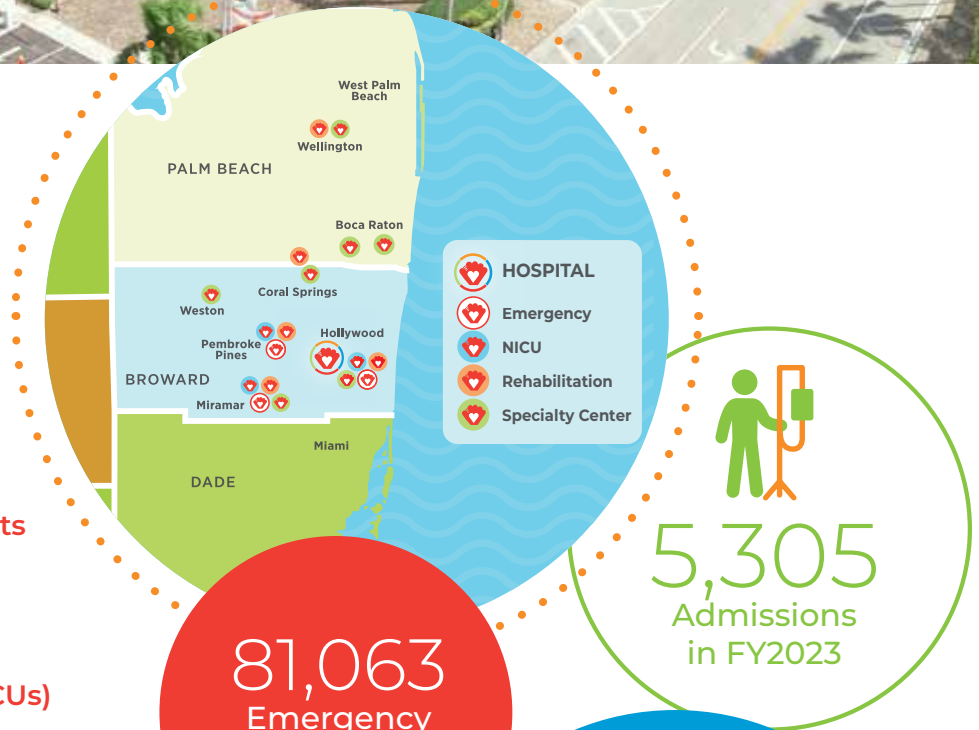
Joe DiMaggio Children's Hospital
 Memorial Hospital West
 Memorial Hospital Miramar

Children's Health Specialty Center

Palm Beach County

Outpatient Specialty Care Center

Memorial Hospital Miramar





Joe DiMaggio Children's Hospital®

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