

2024

**NURSING  
ANNUAL  
REPORT**





**The Healers Touch**  
*Dedicated to the extraordinary and compassionate  
Nurses and Caregivers of  
Providence Saint Joseph Medical Center  
~In Memory of Jeffery Jones, RN~  
May 2020*

# Letter from the CNO

Dear Colleagues and Community,

This year marks Providence Saint Joseph Medical Center's 80<sup>th</sup> anniversary, a milestone that reminds us of our rich history and the countless lives we've touched over the decades. It's a celebration of our legacy of compassion, innovation and exceptional care — qualities that continue to define who we are today.

As I reflect on my first months as PSJMC's chief nursing officer, I am filled with gratitude for the warm welcome I have received and inspired by the incredible work of our nursing team. I am honored to have this opportunity to serve the Providence team, our patients and our community.

As I focus on building relationships, I have already learned so much through listening to and shadowing our exceptional nurses as well as through many meaningful discussions during "Cup of Joe with the CNO," Transformational Leadership Meetings and in-the-moment daily interactions. Thank you for reaching out via text and email. It is a joy to work with each of you.

This year's annual report celebrates a journey of "transformation." It reflects how we've grown, adapted and elevated care in 2024. Together, we've embraced change as we innovate, improve and strengthen our impact. These pages showcase not only what we've accomplished but also the transformational journey we've undertaken as an organization committed to excellence.

As the proud mother of five and grandmother to 10, I carry a personal understanding of what it means to care deeply for others. That perspective fuels my dedication to fostering an environment where our nurses and staff feel supported, valued and empowered to grow.

Thank you for being part of this transformative year. Your commitment to exceptional patient care and our shared Mission inspires me every day.

I look forward to what we'll continue to achieve together in the years ahead.

Warm regards,



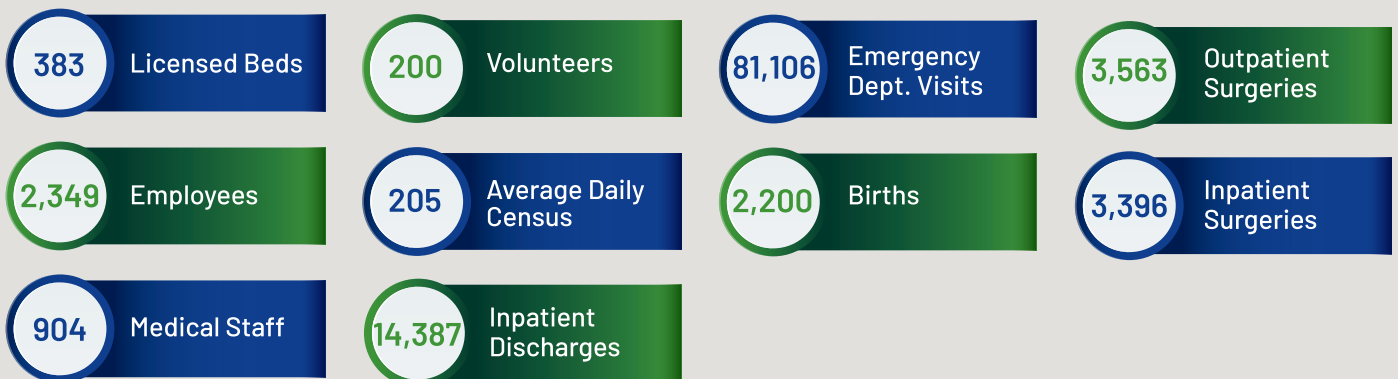
Michelle Hook, MSN, RN, NE-BC  
Chief Nursing Officer





Providence Saint Joseph Medical Center (PSJMC) opened February 1, 1944, thanks to the generous support of medical, business, civic and faith-based leaders. What began as a single-story, 100-bed hospital is today a renowned medical center offering distinguished care in many specialties with inpatient, outpatient and emergency services. One thing that has not changed over the past eight decades is our commitment to offering world-class, compassionate care to our community.

## 2024 By the Numbers



# 2024 Recognition Highlights

PSJMC's dedication to excellence was recognized with numerous prestigious accolades, reflecting our unwavering commitment to exceptional patient care, including:

- U.S. News & World Report named us a **Best Regional Hospital in the Los Angeles Metro Area** for 11 types of care, including gynecological and colon cancer surgeries, heart attack and heart failure, and neurology, among others.
- Newsweek honored us as one of **America's Best Hospitals** for neurological, maternity and orthopedic care.
- Practice Greenhealth recognized us as a **Partner for Change** for exceptional performance in environmental sustainability initiatives, including waste reduction, mercury elimination and sustainable sourcing, demonstrating our commitment to caring for our planet.
- Healthgrades awarded us the **Patient Safety Excellence Award** for the third consecutive year.

These recognitions underscore the remarkable impact of our interprofessional teams, innovative practices and dedication to delivering the highest-quality care to our patients and community.



## Preceptor Highlights

### Preceptors in the Spotlight

At PSJMC, we are committed to fostering the next generation of health care professionals. Throughout this report you'll see highlights of some of our exceptional preceptors — experienced clinicians who provide hands-on training, knowledge and encouragement to help newcomers transition into their roles with confidence. Their expertise and passion for teaching not only strengthen our team but also ensure the highest quality of care for our patients. We are proud to celebrate their contributions and the lasting impact they have on the future of health care.

Sabrina Ittidecharchoti,  
BSN, RN – 6NE

Why do you enjoy  
precepting?

I love precepting because I like to help new grads feel empowered and give them the resources they need to succeed. We all remember the feeling of being new grads and how scary it could be at times. I like helping new grads not have to feel that way.



# Mission, Vision, Promise and Values

## Our Mission

As expressions of God’s healing love, witnessed through the ministry of Jesus, we are steadfast in serving all, especially those who are poor and vulnerable.

## Our Vision

Health for a Better World.

## Our Promise

“Know me, care for me, ease my way.”

## Our Values



COMPASSION

*Jesus taught and healed with compassion for all.*  
–Matthew 4:24

We reach out to those in need and offer comfort as Jesus did. We nurture the spiritual, emotional and physical well-being of one another and those we serve. Through our healing presence, we accompany those who suffer.



DIGNITY

*All people have been created in the image of God.*  
–Genesis 1:27

We value, encourage and celebrate the gifts in one another. We respect the inherent dignity and worth of every individual. We recognize each interaction as a sacred encounter.



JUSTICE

*Act with justice, love with kindness and walk humbly with your God.*  
–Micah 6:8

We foster a culture that promotes unity and reconciliation. We strive to care wisely for our people, our resources and our earth. We stand in solidarity with the most vulnerable, working to remove the causes of oppression and promoting justice for all.



EXCELLENCE

*Whatever you do, work at it with all your heart.*  
–Colossians 3:23

We set the highest standards for ourselves and our ministries. Through transformation and innovation, we strive to improve the health and quality of life in our communities. We commit to compassionate, safe and reliable practices for the care of all.



INTEGRITY

*Let us love not merely with words or speech but with actions in truth.*  
–1 John 3:18

We hold ourselves accountable to do the right things for the right reasons. We speak the truth with courage and respect. We pursue authenticity with humility and simplicity.



## The Heart of PSJMC Nursing

PSJMC nurses and nurse assistants are compassionate and skilled caregivers who are deeply committed to their profession, their patients and families, and the community we serve.

In 2024, our nursing team embraced the theme of transformation, empowering each other to align with our Mission and reinvigorate our roles as leaders in care delivery. From spearheading interdisciplinary improvement projects to participating in shared governance councils, our nurses actively collaborate across every level of the organization to refresh processes and create innovative, industry-leading best practices.

This spirit of dedication is not just evident in our clinical expertise but also in the compassion and connection we bring to every patient interaction. Whether easing the way for patients and families during vulnerable moments or shaping the future of health care through professional development, our nurses exemplify our organization's values.

**Together, we are redefining excellence in nursing – one interaction at a time.**

# Nursing Professional Practice Model

Our Professional Practice Model (PPM) is grounded in two complementary nursing theories: Jean Watson’s “Philosophy of Nursing,” based on her theory of human caring, and Patricia Benner’s novice-to-expert theory, based on her book, “From Novice to Expert: Excellence and Power in Clinical Nursing Practice.” The PPM depicts how nurses grow into nursing practice and how they communicate and relate to patients, families, communities and the interprofessional team.



## The five components of our Professional Practice Model include:



# Magnet Recognition: A Blueprint for Nursing Excellence

PSJMC proudly achieved the highly esteemed Magnet recognition in 2020, a distinction held by less than 10% of hospitals in the United States. This designation reflects our unwavering dedication to nursing excellence, world-class patient care and a commitment to creating an environment where caregivers thrive.

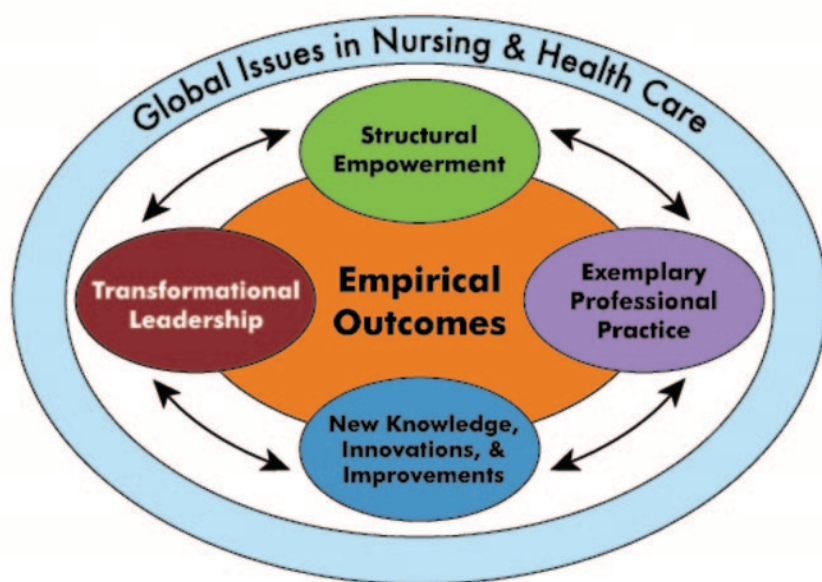


Magnet recognition is not just an achievement; it reflects who we are as an organization. At PSJMC, the principles of the Magnet Model are woven into the fabric of our culture, driving transformation and guiding everything we do. This philosophy inspires us to deliver the highest-quality care, foster staff engagement and empower nurses to innovate and lead.

Achieving Magnet status requires a rigorous evaluation process, including a comprehensive site visit to validate how PSJMC embodies the Forces of Magnetism, the core components that define nursing excellence. These principles – transformational leadership; structural

empowerment; exemplary professional practice; and new knowledge, innovation and improvements – are deeply embedded in our culture, shaping an environment where nurses, in collaboration with the interprofessional team, lead with purpose, drive and scientific discovery and translate evidence into practice.

The following pages illustrate how PSJMC has embraced and integrated the Magnet Model into our everyday work. From shared governance initiatives to groundbreaking research and exceptional patient outcomes, our commitment to nursing excellence ensures that Magnet principles are not just upheld – they are the foundation of everything we do.



**The Magnet Model is built on four key components, which are the foundation for nursing excellence, guiding organizations in creating an environment where caregivers thrive and patient outcomes excel.**

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# Transformational Leadership: Driving Change & Innovation



At Providence Saint Joseph Medical Center, transformational leadership is the driving force behind meaningful change, innovation and the pursuit of excellence. Our leaders inspire a shared vision of growth and progress, cultivating trust, transparency, and collaboration across all levels of nursing. By embracing strategic planning and fostering a culture of empowerment, transformational leadership enables our nurses to lead with purpose, effect change, and advance patient care to new heights.

In alignment with our commitment to transformation, PSJMC has established new platforms to engage and empower our nursing community, including the Transformational Leadership Committee and the Nurse Executive Committee. These committees provide vital spaces for collaboration, shared decision-making, and the alignment of leadership strategies with frontline experiences. Additionally, initiatives like "Cup of Joe with the CNO" foster open dialogue, mutual respect, and connection between nursing leaders and staff, strengthening relationships and encouraging the exchange of ideas that shape our future.

As a Magnet-designated organization, PSJMC embodies the transformative principles of Magnet excellence — transformational leadership, shared decision-making and professional practice. In this section, we highlight how these principles empower our nursing team to deliver innovative, patient-centered care while elevating the patient and caregiver experience.

## Eddy Herrera, RN – Float Pool

*Helping new hires develop confidence and competence is something I find very rewarding.*

*Teaching others also allows me to refine my own skills while shaping how new nurses approach patient care and patient safety.*





# Transformational Leadership: Driving Change & Innovation

## Charting the Course

### Providence Strategic Plan 2022-2025

Destination Health 2025 is the theme for the Providence Strategic Plan, offering a comprehensive vision for delivering compassionate, innovative and equitable health care to the communities we serve. Built on three key tenets, the plan is driven by initiatives that enhance patient care, advance health equity and propel innovation in health care delivery.

#### STRENGTHEN THE CORE



By 2025, Providence will deliver a compassionate and simplified experience for patients and consumers featuring affordable, equitable, whole-person care through innovative, digitally enabled access models, with world-class outcomes for all.

Providence's caregiver experience will ensure that our diverse workforce feels included, developed and inspired to carry on the Mission.

#### BE OUR COMMUNITIES' HEALTH PARTNER



By 2025, Providence will improve health outcomes in the communities we serve by expanding value-based care, advancing health equity, prioritizing vulnerable populations and focusing on education, housing and the environment.

Providence will be recognized as a leading voice and catalyst for improving health for all and activating like-minded community members and partners through advocacy and philanthropy.

#### TRANSFORM OUR FUTURE



By 2025, Providence will be recognized as the most innovative health organization serving our communities and beyond. With strategic and capital partners, Providence will invest in core, diversified and adjacent businesses.

Through research, data and technology, decreasing variability and modern support services, Providence will transform care delivery and serve as a model for all other health systems.



# Transformational Leadership: Driving Change & Innovation

## PSJMC Nursing Vision & Strategic Plan 2025-26

In 2024, PSJMC developed its Nursing Vision & Strategic Plan for 2025-26, setting a clear path for the future of nursing excellence. This comprehensive plan was shaped through collaboration across all nursing divisions, guided by the leadership of our new chief nursing officer, Michelle Hook. Focused on fostering a supportive workplace, enhancing patient safety and delivering world-class care, this strategic framework will drive our continued commitment to innovation, professional growth and outstanding patient outcomes.

### Best Place to Receive World-Class Care

#### Patient Safety & Quality

- Sepsis and stroke bundle compliance
- Reduced readmission rates
- Chasing zero hospital-acquired conditions
- Timely emergency department and in-patient throughput
- Ensuring the right patient is in the right place at the right time "safe narcotic practices"
- Maintain ≥ 80% of RNs with BSN degree or higher

#### Service Excellence

- 5-star patient experience
- Promotion of a culture of safety for an optimal patient experience
- Ensure nurses respond timely to patient calls and needs
- Finding the opportunities to create moments of impact throughout each patient's stay

### Best Place to Work

#### Workplace Safety

- Reduce workplace violence
- Place the right staff at the right time in the right place
- Provide appropriate training to assist staff in response
- Ensure appropriate equipment is available for staff

#### Joy in the Workplace/ Staff Engagement

- Relationship development
- Ensure inclusion and a sense of belonging for all
- Rewards and recognitions at all levels
- Shared decision-making
- Professional development opportunities
- Responsibility for productivity goal setting



# Transformational Leadership: Driving Change & Innovation

## Nursing Leadership Committees at PSJMC: *Fostering Excellence and Strategic Vision*

Nursing leadership committees play a pivotal role in fostering collaboration, inspiring professional growth and ensuring alignment with our aim of delivering world-class care. These committees provide essential platforms for nurse leaders to exchange ideas, build relationships and advance patient-care excellence, embodying the hospital's commitment to empowering its nurse leaders and creating an environment where caregivers can thrive while delivering exceptional care to every patient.



### Nurse Leadership Meeting

Designed for nurse managers, directors and assistant nurse managers, the Nurse Leadership Meeting fosters team building, professional development and leadership growth. Members enhance their leadership skills through discussions and book studies while driving initiatives that promote nursing excellence. In 2024, we read, discussed, and lived out "The 21 Indispensable Qualities of a Leader" by John C. Maxwell.



### Nurse Executive Council

Comprised of nursing directors and higher-level leaders, the Nurse Executive Council (NEC) provides strategic direction for nursing services. This council oversees key areas such as quality care, patient safety, staff development and innovation. By implementing evidence-based practices, promoting a culture of excellence and supporting research, the NEC ensures PSJMC delivers high-quality care and fosters a positive work environment.



### Transformational Leadership Meeting

Open to all charge nurses, this meeting focuses on building strong relationships within the nursing division, mentoring future nurse leaders and inspiring excellence. By aligning with the PSJMC Nursing Vision and Strategic Plan, the group aims to make PSJMC a "Best Place to Work" and the "Best Place to Receive World-Class Care."



# Structural Empowerment: Building a Foundation for Excellence

Structural empowerment is the cornerstone of our nursing practice, creating an environment where nurses are inspired and supported to reach their fullest potential. Guided by the Magnet Model's framework, we prioritize providing the resources, opportunities, and recognition necessary for nurses to thrive in their roles. Through a commitment to continuous professional development, participatory decision-making and interprofessional collaboration, PSJMC fosters a mindset of growth and innovation that drives both individual and organizational success.

Structural empowerment is evident in the diverse achievements and initiatives that define our nursing community. From supporting and celebrating educational milestones to honoring excellence, we recognize and support our nurses' dedication to professional advancement. A culture of recognition, collaboration and professional growth empowers nurses to provide exceptional care, contribute to health care innovation and enhance patient outcomes.

The following pages explore how PSJMC's commitment to structural empowerment strengthens our team and supports our quest for excellence.

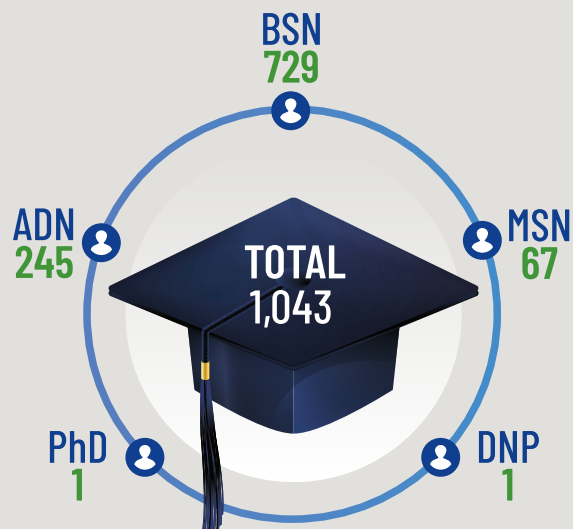
## Degrees and Certificates

We recognize and celebrate the expertise that all our nurses bring to patient care. While every nurse plays a vital role, we are committed to fostering a culture of continuous learning by encouraging higher levels of education and specialty certifications.

Research shows that hospitals with more BSN-prepared nurses experience improved patient outcomes, including lower mortality rates, fewer medication errors and higher patient satisfaction. Certifications further enhance nursing practice by allowing caregivers to specialize in specific areas, providing more tailored care for patients with complex needs.

Our nurses' commitment to advancing their education and earning specialty certifications strengthens our ministry as a whole — elevating professional growth, boosting confidence in clinical decision-making and ensuring excellence at every level. To support our nurses, we offer certification review courses, tuition reimbursement, and other resources that empower them to advance their skills and careers.

### Degree Distribution



**MAGNET  
RECOGNIZED**



**AMERICAN NURSES  
CREDENTIALING CENTER**

# Structural Empowerment: Building a Foundation for Excellence



The program was hosted by the following committee and council chairs (from left):

**Martha Inofuentes-Likins, MSN, RN, OCN, CMSRN** – Professional Advancement and Recruitment Committee

**Mary Halverson, BSN, RN** – Coordinating Council for the Unit Based Councils

**Denise Waldrop, BSN, RN, PCCN** – Professional Advancement and Recruitment Committee

**Kelly Sutton, BSN, RN, PCCN** – Clinical Practice and Quality Outcomes Council

**Reese Dillon, RN** – Nursing Research Committee

**Trisha Saul, PhD, RN, PMGT-BC, EBP-C** – Divisional Director of Research and Nurse Scientist

**Ashley Castleberg, MSN, RN, CSMRN, CBN** – Clinical Practice and Quality Outcomes Council

**Sarah Sumner, PhD, RN, CCRN, OCN, CHPN** – Nursing Research Committee

## Shared Governance Reboot

In 2024, PSJMC reaffirmed its commitment to shared governance by hosting a Shared Governance Reboot course. This initiative brought together unit-based council chairs, co-chairs, secretaries, nurse managers, and nursing leaders to strengthen their leadership skills and deepen their understanding of shared governance.

The course emphasized the alignment between PSJMC's shared governance model and its Magnet journey, empowering participants to lead with purpose and implement evidence-based practices. Through collaboration, attendees developed unit-specific SMART goals to advance the PSJMC Nursing Strategic Plan, reinforcing the organization's dedication to engaging caregivers and driving nursing excellence.

As part of shared governance, several key councils drive initiatives that enhance clinical practice, professional growth and nursing research. Each council plays a distinct role in advancing PSJMC's Nursing Strategic Plan and fostering a culture of excellence.



# Structural Empowerment: Building a Foundation for Excellence

## Shared Governance Councils

The **Clinical Practice and Quality Outcomes Council** is dedicated to advancing nursing excellence through evidence-based practice, research and continuous improvement initiatives. Focused on standardizing care, enhancing clinical processes and evaluating new products, the council plays a vital role in elevating both nursing practice and patient outcomes. Projects include code blue drills, standardized pre-op checklists, a QR-code suggestion platform, behavioral-health education and training, and product committee support. Additionally, the council is working to streamline communication by organizing hospitalist lists for unit support. Led by Chair **Ashley Castleberg, MSN, CBN, MSRN, GRN, RN**, and Co-Chair **Kelly Sutton, BSN, RN**, this council is committed to fostering a culture of quality, safety and innovation in nursing practice.

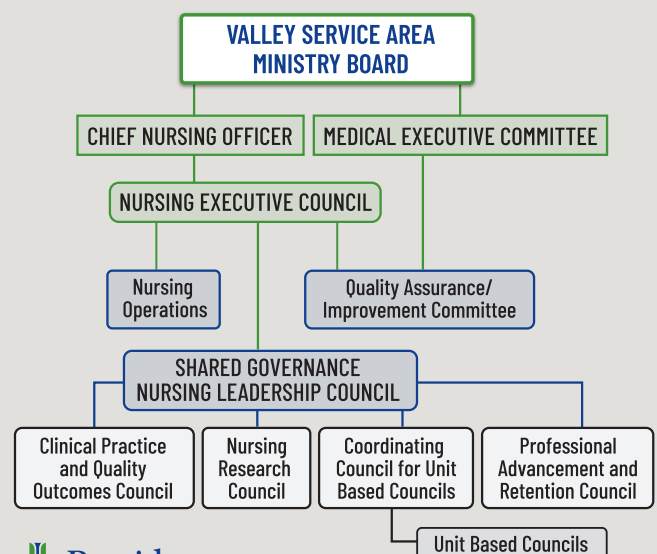
The **Professional Advancement and Retention Council** (PARC) proactively supports nursing growth, satisfaction and retention by fostering career pathways and engagement. Through initiatives like DAISY Award voting, mentorship, professional certification promotion and Nurses Week celebrations, PARC enhances the nursing experience while addressing workforce challenges. Led by Chair **Denise Waldrop, BSN, RN**, and Co-Chair **Martha Inofuentes-Likins, MSN, RN, OCN, CMSRN**, the council is dedicated to strengthening and sustaining the nursing profession.

The **Nursing Research Council** fosters an ethos of clinical inquiry, empowering nurses to engage in research, evidence-based practice and quality-improvement to enhance patient outcomes and advance professional practice. By providing mentorship and support, the council builds nurses' skills and confidence in clinical scholarship. In 2024, the council focused on initiatives such as a quality-improvement project to reduce workplace violence and a research study examining evidence-based practice competency among nurses. Led by Chair **Reese Dillon, RN, RNC**, and Co-Chair

**Sarah Sumner, PhD, RN, CCRN, OCN, CHPN**, the council plays a vital role in elevating nursing practice through innovation and discovery.

The **Coordinating Council for the Unit-Based Councils** (CCUBC) serves as a central forum for aligning unit-level initiatives with hospital-wide nursing standards. By reviewing monthly Unit-Based Council minutes and prioritizing key issues, the CCUBC ensures that process improvements and evidence-based practices are effectively integrated into patient care at the unit level. Led by Chair **Mary Halverson, BSN, RN**, and Co-Chair **Katie Laughlin, BSN, RN**, the CCUBC strengthens the voice of frontline nurses, fostering excellence in clinical practice and enhancing patient outcomes.

## Organizational Shared Decision-Making Structure





# Structural Empowerment: Building a Foundation for Excellence

## DAISY Award: Recognizing Excellence

The DAISY Foundation, established in 1999 by the family of J. Patrick Barnes in remembrance of his passing at age 33, introduced the DAISY Award to recognize outstanding nurses worldwide. Honorees are celebrated for their extraordinary dedication and profound impact on countless lives.

PSJMC is proud to be a DAISY Award partner, honoring nurses who exemplify excellence through clinical proficiency and compassionate care, embodying the Providence Mission. In 2024, six individual nurses were recognized with DAISY Awards for their exceptional contributions. Additionally, DAISY Team Awards were presented to the Skin & Wound Assessment Team (SWAT) and NICU team, honoring their extraordinary teamwork and commitment to meeting patient and family needs.



*Skin and Wound Assessment Team*



*NICU Multidisciplinary Team*



*Kristina Macalutas, BSN, RN*



*Flor Chavez De Dios, BSN, RN*



*Rosanne Balouch, RN*



*Michael Taing, BSN, RN*



*Taylor Saruk, BSN, RN*



*Mirka Woytas, BSN, RN*



# Structural Empowerment: Building a Foundation for Excellence

## Transition Into Practice Program

PSJMC's Transition into Practice (TIP) program provides residency and fellowship opportunities to help newly graduated as well as experienced registered nurses transition into new practice settings. TIP offers structured, evidence-based education and support, ensuring nurses gain the knowledge and confidence to succeed in their new roles. Graduates earn a certificate of completion after mastering a rigorous curriculum focused on evidence-based practice and clinical excellence.

In 2024, 104 participants graduated from the TIP program, a testament to the dedication and guidance provided by the program's leaders, preceptors and clinical education

specialists. This achievement highlights TIP's effectiveness in facilitating successful nurse integration into new practice settings while promoting career growth and long-term satisfaction.

As part of the TIP program, participants may engage in one of two tailored tracks: Core Fundamentals, designed for newly graduated RNs, or CAFÉ, which supports experienced nurses transitioning into new specialty areas. Both programs provide structured, evidence-based education and support to ensure a smooth and successful transition into their respective roles.

### Breakdown of 2024 TIPs

UNIT	CORE	CAFÉ	TOTAL
ICU 9	10	19	
ED 15	3	18	
4 North Neuro	12	N/A	12
5 South	12	N/A	12
3 North Tele	9	N/A	
9 Float Pool	9	N/A	9
7 NEB	6	N/A	6
6 NEB	5	N/A	5
5 NEB	4	N/A	4
NE L&D	2	1	3
Surgery	1	1	2
NICU	2	N/A	2
Mother & Baby	N/A	2	2
4 NEB	1	N/A	1
<b>TOTAL</b>	<b>87</b>	<b>17</b>	<b>104</b>



### Supporting the Well-Being of New Nurses

PSJMC's nursing professional-development specialist collaborates with the spiritual care team to provide debriefs and check-ins for new TIPs graduates, reinforcing the importance of self-care in nursing.



# Structural Empowerment: Building a Foundation for Excellence

## Transition Into Practice Program

### Core Fundamentals

Core Fundamentals provides newly graduated RNs with a structured transition from academia to professional nursing practice. Over 12 months, participants engage in 32 hours of lectures, simulations, case studies and group discussions guided by the Transition Stages Model by Boychuk-Duchscher. Accredited by the American Nurses Credentialing Center's Practice Transition Accreditation Program, Core meets rigorous, evidence-based criteria, ensuring excellence in residency training. In 2024, 87 nurses graduated from the program across three cohorts, building a strong foundation for their nursing careers.



### CAFÉ: Clinical Academy Fellowship Essentials

CAFÉ supports experienced nurses transitioning into new specialty areas through six targeted classes. Using peer-led learning circles, CAFÉ fosters a culture of safety, professional growth and career advancement during their first year. In 2024, 17 nurses in three cohorts completed the program, successfully advancing their expertise in new specialties.





# Structural Empowerment: Building a Foundation for Excellence

## Baldwin Endowment: Investing in the Future

The Kay and Mary Lou Baldwin Endowment Fund for Nursing supports nursing education through scholarships for PSJMC caregivers pursuing nursing degrees or advanced education in various nursing specialties. Recipients are selected based on financial need and their commitment to professional growth within the medical center.



### 2024 Recipients (from left):

Sharmaine Laurel, BSN, RN, CCRN, SCR  
Kathleen Nuíque, BSN, RN  
Ann Lin, BSN, RN  
Jennifer O'Neill, BSN, RN  
Natalia Lianova, BSN, RN  
Rachel Silver, BSN, RN  
Brenda Baldwin, Benefactor  
Bryan Homyak, MSN, RN, NE-BC  
Deborah Bruce, BSN, RN, CEN, MICN  
Adrienne Bagamaspad, BSN, RN, SCR

### What this support means to recipients:

*"My purpose is to become the best nurse I could possibly be and share my accomplishments, passions and knowledge with others to help them reach their full potential as well."*

– Ann Lin, BSN, RN

*"My aspiration to continue my education is driven by my commitment to making meaningful improvements in the nursing profession, ultimately enhancing health care delivery and patient outcomes."*

– Rachel Silver, BSN, RN

*"I am confident that my passion for nursing, combined with the knowledge and expertise gained from my education, will enable me to make significant contributions to the field."*

– Deborah Bruce, BSN, RN, CEN, MICN



# Structural Empowerment: Building a Foundation for Excellence

## National Certified Nurses Day



We proudly recognized the invaluable contributions of our certified nursing caregivers distributing snacks, treats, thoughtful gifts and personalized recognition letters from festively decorated carts. Posters showcasing the names of certified nurses were prominently displayed at caregiver entrances, ensuring their dedication was acknowledged and celebrated throughout the medical center.

**Certified Nurses Day reminds us of the vital role these caregivers play in setting the standard for excellence in patient care.**





# Structural Empowerment: Building a Foundation for Excellence



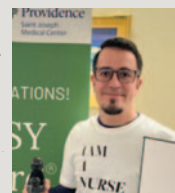
## Magnet Champions Attract Excellence

Magnet Champions play a vital role in PSJMC's journey toward Magnet accreditation. These dedicated nurses serve as advocates for nursing excellence by educating their peers about the Magnet Recognition Program, fostering engagement in Magnet-related initiatives and supporting the implementation of best practices. They act as liaisons between leadership and frontline staff, ensuring clear communication and collaboration. By promoting a culture of continuous improvement and high-quality patient care, Magnet Champions help sustain PSJMC's Magnet designation.

Justin Pendleton, BSN, RN – 3N

### Why do you enjoy precepting?

The reason I precept is to help make a positive impact on our new grad RNs. I can honestly say my preceptors during my transition into practice have helped guide me into the professional that I am today, and that's what I strive to do for others.





# Structural Empowerment: Building a Foundation for Excellence

## Fostering a Culture of Inclusion and Belonging

Guided by the belief that “health is a human right,” we cultivate a culture grounded in acceptance, understanding and unwavering dedication to “Health for a Better World.” **Bryan Homyak, MSN, RN, NE-BC**, a visionary nurse leader in our NICU and co-chair of the Providence LGBTQIA+ SoCal Caregiver Resource Group, continues to inspire and impact ministries across the region.

Here’s a look at some of the 2023 milestones that highlight our ongoing commitment to education and celebration of the LGBTQIA+ community.



### Annual Los Angeles Pride Parade

More than 75 Providence nurses and caregivers proudly marched in the largest Los Angeles Pride Parade to date, spreading love, joy and the message of inclusion that defines us as an organization. Together, we celebrated diversity and reaffirmed our commitment to acceptance and belonging for all.



### Care of the LGBTQ+ Patient

**Adrienne Bagamaspad, BSN, RN, SCRNP**, and **Bryan Homyak, MSN, RN, NE-BC**, delivered a comprehensive presentation to PSJMC health care leaders on best practices when caring for LGBTQ+ patients and caregivers. Because it was delivered online this year, a larger number of attendees were able to engage with this important topic.



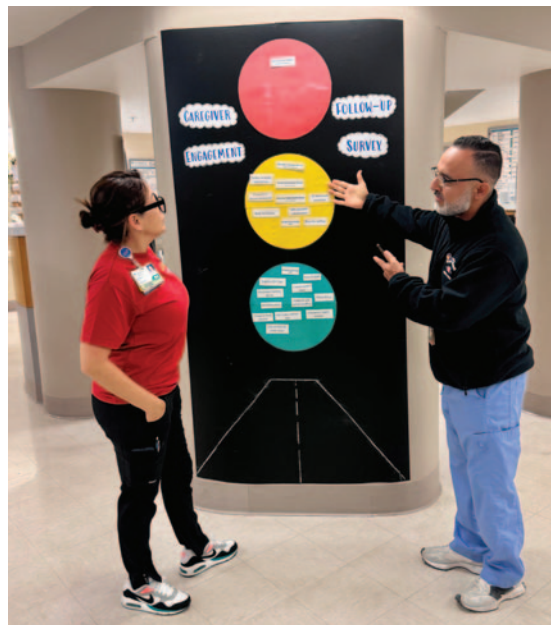
## Exemplary Professional Practice: Exceptional Care

Exemplary professional practice is essential for delivering exceptional, patient-centered care. Our nurses, guided by a commitment to clinical excellence and interprofessional collaboration, embody the principles of advocacy, autonomy and innovation. By focusing on individualized patient needs and utilizing their clinical expertise, they ensure that every patient receives compassionate, high-quality care tailored to their unique circumstances.

In our pursuit of continuous improvement, we aim to exceed national benchmarks. Our unwavering focus on nurse engagement and empowerment drives caregivers to deliver the best possible outcomes for patients and their families.

At PSMJ, exemplary professional practice signifies not only excellence in nursing but also our collective commitment to advancing health care and creating an environment where both patients and nurses thrive.

The following pages highlight how our nurses put this commitment into action, demonstrating their dedication to evidence-based care, collaboration and continuous improvement. Through their expertise and compassion, they set the standard for excellence, ensuring the highest-quality outcomes for our patients and community.



*The ICU uses a stoplight report to visually track key performance indicators, ensuring quick and effective decision-making. Green means on track, yellow signals caution, and red highlights areas needing urgent attention.*

### PSJMC Hosts First-Ever Pressure Injury Prevention Education Fair

In recognition of Pressure Injury Prevention Day, the wound ostomy department hosted its inaugural Pressure Injury Prevention Education Fair, bringing together staff and experts to advance patient care. The event featured eight vendor booths showcasing the latest in pressure injury-prevention products, along with hands-on education and in-service opportunities. Attendees engaged in live product demonstrations and reviewed key policies and guidelines, reinforcing PSJMC's commitment to best practices in wound care.





# Exemplary Professional Practice: Exceptional Care

## Huddling and Walking Foster Collaboration

In 2024, PSJMC's chief nursing officer (CNO) introduced transformative initiatives to deepen engagement with nursing caregivers and enhance patient outcomes. These efforts, including Walk in Your Shoes and Daily Line Huddles, reflect a commitment to fostering collaboration, understanding, and continuous improvement in nursing practice.

Through Walk in Your Shoes, the CNO actively shadows nurses across units, gaining firsthand insights into their daily experiences, challenges and processes. This initiative strengthens relationships, informs strategic decisions and demonstrates an unwavering dedication to supporting nurses in their vital roles.

Meanwhile, Daily Line Huddles have been pivotal in driving improvements in patient safety, including reducing hospital-acquired infections through a focused approach to central lines, catheters and wound care. By creating a structured space for real-time communication and problem-solving, these huddles empower teams to deliver exceptional, evidence-based care.

Together, these initiatives underscore PSJMC's dedication to empowering its nursing caregivers, transforming care delivery, and advancing its goal of providing world-class patient care.





# Exemplary Professional Practice: Exceptional Care

## Driving Excellence in Infection Prevention

At PSJMC, patient safety is central to everything we do. One of our key priorities is reducing hospital-acquired infections; and thanks to the dedication of our teams and targeted interventions, we've seen remarkable progress.

Over the past year, our commitment to best practices, daily huddles, and evidence-based protocols has led to significant reductions in hospital-acquired pressure injuries and central line-associated bloodstream infections (CLABSI), along with extended streaks of CAUTI- and C. diff-free units.

Catheter-associated urinary tract infections (CAUTIs) occur when bacteria enter the urinary tract through a catheter, potentially leading to serious complications. Clostridioides difficile, more commonly known as C. diff, is a bacterium that causes severe diarrhea and colitis, often linked to prolonged antibiotic use in health care settings. Both infections pose serious risks to patients, making prevention efforts critical to overall safety and quality of care.

Perhaps most notably, house-wide CLABSI cases steadily declined throughout the year, culminating in zero cases in Q4 – a direct reflection of the impact of the Daily Line Huddles, which began in September 2024. These huddles have strengthened infection-prevention practices across the board, contributing not only to our CLABSI reduction but also a **facility-wide achievement of 100 days CAUTI-free**. The results speak for themselves: Focused teamwork and vigilance have the power to transform patient safety.

### The numbers tell a powerful story:

Hospital-acquired pressure injuries have dropped dramatically, cutting incidents by more than half from Q1 to Q4.



01

Six units have gone more than 330 days without a CAUTI, with three standout units surpassing 900 days and one exceeding four years!



02



03

C. diff prevention efforts are proving effective, with two units maintaining infection-free streaks of more than 300 days.



04

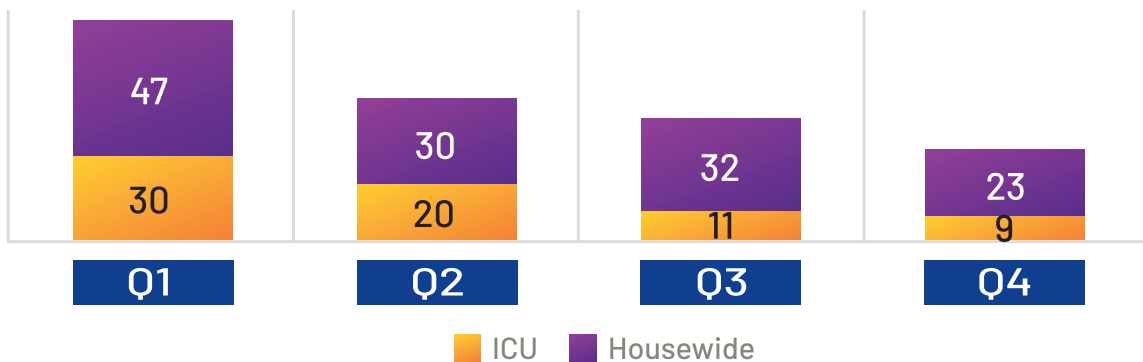
CLABSI-free units are setting new records, with four surpassing 1,100 days and one unit leading the way at an incredible **seven years** CLABSI-free.



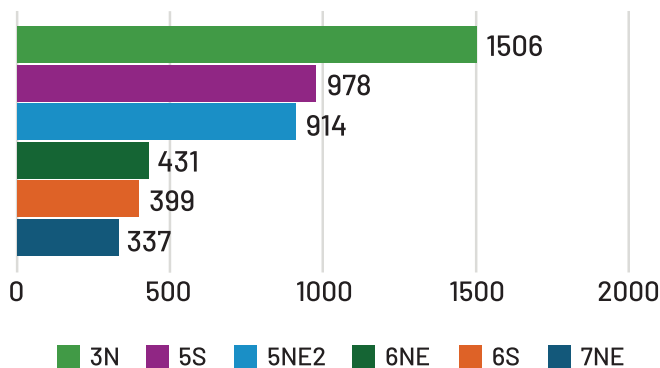
# Exemplary Professional Practice: Exceptional Care

## Impressive Infection-Prevention Achievements

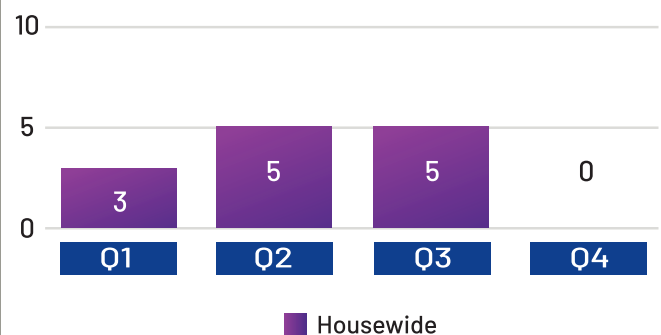
ICU HAPI CASES by QUARTER



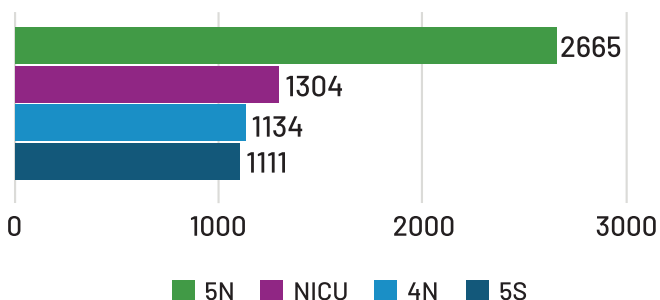
CAUTI-Free DAYS



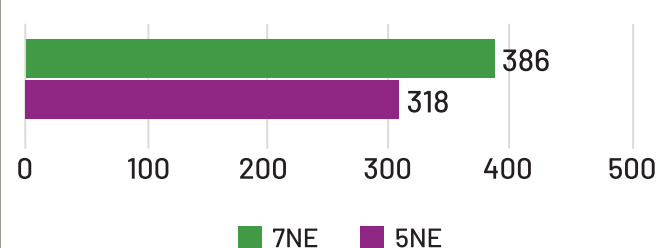
PSJMC CLABSI Cases by Quarter



CLABSI-Free DAYS



C.diff-Free DAYS





# Exemplary Professional Practice: Exceptional Care

## Across the Ministry: Celebrating 100 Days CAUTI-Free





# Exemplary Professional Practice: Exceptional Care

## CLABSI-Free Celebrations



NICU celebrates three years CLABSI-free



The 5S team celebrates two years CAUTI-free and three years CLABSI-free

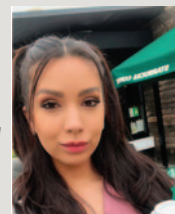
Susie Macias, BSN, RN, CEN -  
Emergency Department

*I really enjoy sharing all that I have learned in the past 19 years. I like to share it with these new nurses to help prepare them to be good and smart nurses here in the ER.*



Ramona Friend, BSN, RN -  
3N

*I remember being a new grad in the first float pool group in 2019. I had some of the best preceptors and constantly felt so much support. As I became more comfortable as a new nurse, I knew I would want to give back that same support. It brings me joy to show support in any way possible.*





# Exemplary Professional Practice: Exceptional Care

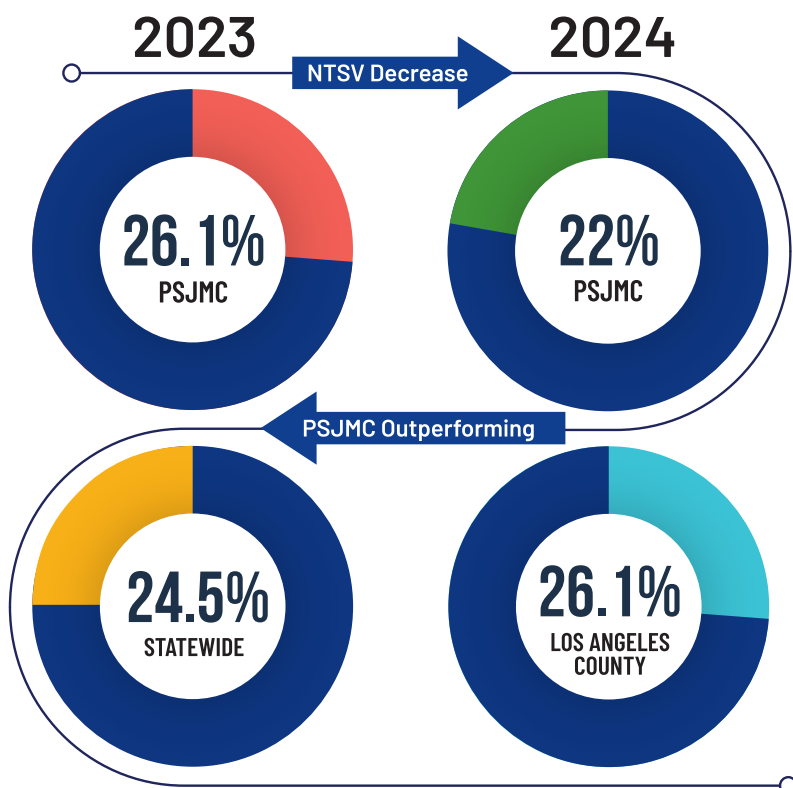
## Lowering C-Section Rates

PSJMC has made noteworthy strides in improving maternal care, as reflected in a reduction in the Nulliparous Term Singleton Vertex (NTSV) cesarean birth rate. This measure tracks first-time mothers delivering a full-term, single baby in a head-down position — cases where vaginal delivery is typically the safest option.

In 2024, PSJMC achieved an NTSV rate of 22%, a significant drop from 26.1% in 2023. This rate also outperforms both the statewide average (24.5%) and Los Angeles County (26.1%). This success stems from two key initiatives:

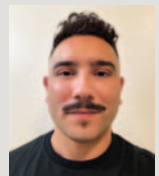
- 1 The implementation of a laborist second-opinion process.
- 2 Daily check-ins by the chief medical officer with nurses, physician leaders, and care teams to assess NTSV status and create appropriate action plans for each labor.

Through collaboration and continuous improvement, our interprofessional labor and delivery team is enhancing outcomes for mothers and babies alike.



**Cristian Gonzales,**  
BSN, RN -  
Emergency  
Department

*I enjoy precepting because I believe it is more than just imparting knowledge; it is about inspiring change.*





# New Knowledge, Innovations & Improvements

In 2024, transformation defined nursing at PSJMC. Nurses led the way in pioneering new knowledge, embracing innovation, and driving meaningful improvements in patient care. Groundbreaking research, dynamic presentations, and the integration of emerging technologies like AirTap advanced both practice and patient outcomes. Inspired by a culture of inquiry and continuous learning, we continue to shape the future of health care while redefining exceptional, evidence-based care. An unwavering commitment

to progress ensures that PSJMC remains a leader in transformative nursing excellence.

The following pages highlight how our nurses are turning innovation into action. Through groundbreaking research, technology-driven solutions, and process improvements, they are enhancing patient care and shaping the future of nursing. Their dedication to discovery and advancement reinforces PSJMC's role as a leader in evidence-based, transformative care.

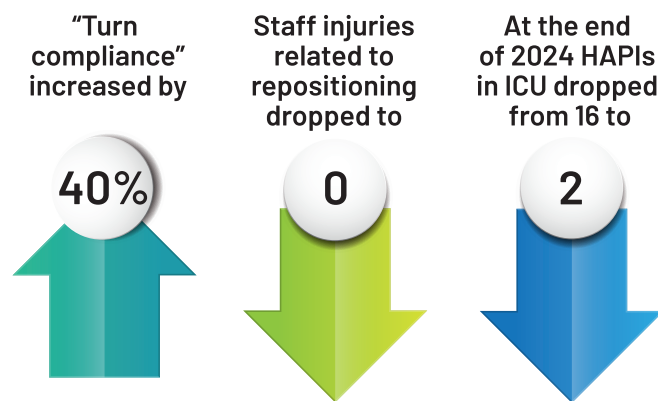
## Elevating Patient Care With AirTap

As an organization constantly striving for excellence, PSJMC is committed to innovation that enhances both patient outcomes and staff well-being. In late 2023, the ICU took a significant step forward by fully implementing the AirTap patient-positioning system, revolutionizing how patients are repositioned and protected from hospital-acquired pressure injuries (HAPIs).

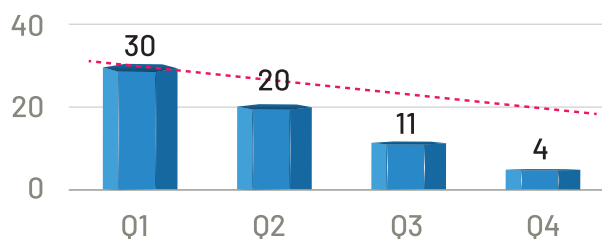
Developed by Stryker, AirTap utilizes air-assisted technology to minimize friction, reduce strain on staff and improve patient safety. It includes state-of-the-art features designed to help regulate moisture and offload pressure from high-risk areas, creating a safer and more effective approach to pressure-injury prevention.

AirTAP is another example of how the team at PSJMC is transforming patient care – ensuring better outcomes, greater comfort, and a safer environment for all.

**The results speak for themselves. Over the course of 2024:**



### ICU HAPI CASES by QUARTER





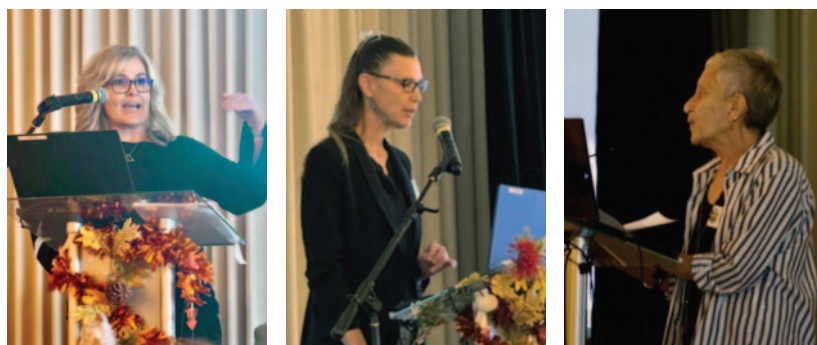
# New Knowledge, Innovations & Improvements

## Podiums, Posters and Publications

PSJMC nurses are continually working to advance caregiving through research, scholarship and professional presentations, driving transformation in patient care and the nursing profession. In 2024, nurse leaders shared their expertise at prestigious conferences, including the San Fernando Valley Chapter of the American Association of Critical Care Nurses Acute Care Fall Symposium and the ANCC Magnet Conference, where **Sarah Sumner, PhD, RN, CCRN, OCN, CHPN**, presented her research on moral injury and resilience in ICU nurses. Additionally, PSJMC nurses contributed to the body of evidence-based practice with completed and ongoing research studies, including the CHANT Survey by **Reese Dillon, BSN, RN**, and a study on RN caregiver beliefs and competencies in evidence-based practices by **Debbie Buffham, MSN, RN, NEA-BC, CEN**. These efforts reflect our commitment to innovation, professional development and elevating nursing excellence.



### Multigenerational Dynamics in Nursing: Understanding our Differences to Unit Teams



Speaking at the San Fernando Valley Chapter of the American Association of Critical Care Nurses Acute Care Fall Symposium. Left to right: **Debbie Buffham, MSN, RN, NEA-BC, CEN**; **Sarah Sumner, PhD, RN, CCRN, OCN, CHPN**; and **Randy Sanoff, BSN, RN, CCRC, CNRN, SCRn, CHFN**.



**Sarah Sumner, PhD, RN, CCRN, OCN, CHPN**, delivering a presentation based on her research, "Moral Injury, Moral Resilience and the Work Environment in ICU Nurses" during the ANCC Magnet Conference.



# New Knowledge, Innovations & Improvements

## Elevating Care Through Research and Inquiry

Research and innovation are vital components of Magnet certification, reflecting our unwavering commitment to **evidence-based practice** and **continuous improvement**. Through rigorous inquiry, our caregivers explore critical issues that impact patient outcomes, work environments, and professional development. The following table highlights the diverse research efforts undertaken at PSJMC, showcasing our dedication to advancing knowledge, improving care, and shaping the future of nursing practice.

Nursing Research Study Title	Researcher	Date Approved	Date Completed
Nurses' experiences and perceptions of using online resources for patient and family education	Sarah Sumner, PhD, RN, CCRN, OCN, CHPN	1/31/2019	3/26/2022
Dietary, sleep, and exercise habits of registered nurses (RNs) working full time, 12-hour day or night shift	Randy Sanoff, BSN, RN, CCRC, CNRN, SCRNP, CHFNP	9/8/2020	11/18/2022
Caregiver perceptions of the influence of hospital-based chaplains on emotional well-being	Sarah Sumner, PhD, RN, CCRN, OCN, CHPN	1/25/2022	12/12/2023
Morale injury and self-reported work performance in hospital nurses during the global pandemic	Sarah Sumner, PhD, RN, CCRN, OCN, CHPN	3/24/2022	11/28/2022
The relationship between moral injury, moral resilience, and the healthy work environment of ICU nurses	Sarah Sumner, PhD, RN, CCRN, OCN, CHPN	5/10/2023	11/15/2023



# New Knowledge, Innovations & Improvements

## Expanding Knowledge Through Conference Attendance

PSJMC nurses embrace opportunities to advance their professional development and enhance patient care by attending a variety of prestigious conferences.

These events provided invaluable education, networking and collaboration opportunities, allowing caregivers to stay at the forefront of contemporary nursing practices. Conference attendance in 2024 included:

### **American Nurses Credentialing Center Magnet Conference –**

Recognized as a global gathering to showcase the rigor of contemporary nursing, this conference celebrates high-quality nursing practices and health care systems. Fifteen PSJMC caregivers attended, gaining insights to further elevate nursing excellence.

**Simulation User Network** – This conference offers best practices for simulation training programs across health care disciplines. Attendees **Kim Mazziotti, BSN, RN, PCCN**, and **Shona Elsberry, MSN, RN, PHN, RNC-MNN, RNC-OB, C-EFM, NPD-BC**, brought back actionable strategies to enhance simulation training.

**American Association of Critical-Care Nurses' 50<sup>th</sup> Annual National Institute & Critical Care Exposition** – Considered the premier event for critical and progressive care nursing education, this conference was attended by **Arlene Niver, BSN, RN, CCRN, SCRn**; **Marie Foster, BSN, RN, CCRN**; **Ana Villalobos, BSN, RN, CCRN**; and **Becky Yang, RN, CCRN**, who returned inspired to implement new ideas in critical care.

**The Association for Nursing Professional Development Aspire Convention** – Focused on evidence-based, this event provided **Debbie Buffham, MSN, RN, NEA-BC, CEN**, and **Sandy Martir, MSN, RN, NPD-BC, OCN**, with tools to further enhance professional development programs at PSJMC.





# New Knowledge, Innovations & Improvements

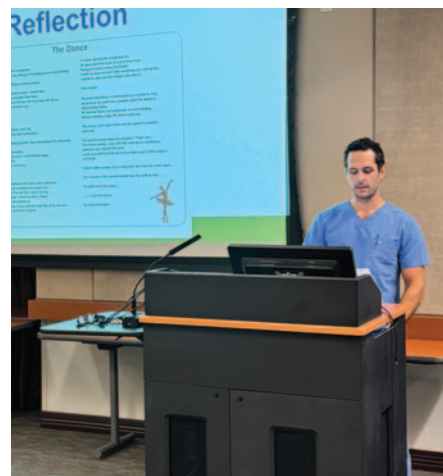
## Skills Fair: *Sharpening Skills, Elevating Care*

From June to August 2024, nurses from medical-surgical, telemetry, float pool, and acute rehab units participated in the Annual Skills Fair. With 14 in-person sessions, this hands-on event ensured every nurse stayed up to date on essential competencies.



## From Inquiry to Impact: *Growing Tomorrow's Nursing Experts*

Fostering the next generation of nurses means equipping them with the skills to think critically, apply evidence-based practice, and drive meaningful change in patient care. Participants in the Transition Into Practice CAFÉ program must complete unit-specific research projects, transforming clinical questions into impactful studies. These projects are then developed into poster presentations and shared with PSJMC caregivers, reinforcing a culture of inquiry and lifelong learning. By engaging in research early in their careers, nurses gain confidence, contribute to clinical excellence, and lay the foundation for continued professional growth.





# New Knowledge, Innovations & Improvements

## Empowering the Next Generation Through Training and Mentorship



**Kelly Sutton, BSN, RN, PCCN - Float Pool**

*Precepting is my contribution to “easing the way” for new nurses. I remember how difficult of a transition it was for me to go from student to independent RN. The amazing preceptors I had along the way helped build my confidence to get to where I am today. It's so rewarding to help others during that transition, and I appreciate every opportunity I'm given to be a part of a preceptee's experience.*



**Scott Park, BSN, RN -  
Emergency Department**

*Precepting allows me to share my knowledge and experiences with new nurses and have an impact in their career journeys. A new nurse is very similar to a lump of coal, constantly applying immense pressure (safely of course) to them and, in time, turning them into a precious nurse diamond.*



**Adrianna Lopez, BSN, RN - 5NE**

*I love teaching new nurses because they come excited to learn everything about our nursing profession. They teach me just as much about the profession as I teach them. For example, they teach me to be a better communicator. They remind me of how far I've come as a nurse and where I need to continue to grow. Plus, I get to create meaningful relationships with them.*



**Jackie Serranzana, RN and  
Jessica Quinonez, BSN, RN -  
Surgery Department**

*We find it incredibly rewarding to watch our new nurses advance in their practice and achieve success.*



**Gabriela Calderon, BSN, RN -  
6NE**

*I believe everyone should have a safe space to ask questions. I really enjoy helping my coworkers because sometimes things get rough on the floor, and it's nice to have the extra help.*

# PSJMC Nurses:

## *Transforming Lives One Interaction at a Time*

At PSJMC, our nurses epitomize the very heart of compassion and care. They extend their nurturing touch far beyond the confines of our facility, profoundly impacting the lives of our patients, their families and the broader community. In this section we shine a light on the extraordinary contributions of our nursing team, who not only foster the health and well-being of those we serve but also cultivate a vibrant sense of community and camaraderie within our organization.



### Community Education

From health fairs to public seminars, PSJMC nurses work tirelessly to educate the public, promote healthy lifestyles, and provide essential health care services, demonstrating their commitment to fostering a healthier, well-informed community.



#### Sidewalk CPR

PSJMC nurses teamed up with the Burbank Fire Department to offer “Hands-Only” Sidewalk CPR training to community members.



In June 2024, PSJMC nurses provided community stroke education, including blood pressure screenings and risk assessments.



PSJMC caregivers worked with the Armenian National Committee of America Burbank at Health and Wellness Day.



Nurses offered stroke education during the third annual Community Health and Wellness Day at the ACF Beshir Marirossian Burbank Youth Center.

# PSJMC Nurses: Community Outreach and Education



A dedicated interprofessional team from PSJMC, including many passionate nurses, proudly participated in the 2024 American Heart Association's Heart and Stroke Walk. Together, they walked in support of heart-health awareness, stroke prevention, and the commitment to improving lives in our community.



## Breast Cancer Awareness Month

Throughout October, our caregivers take the lead in promoting breast cancer awareness with extended mammogram hours, a vibrant "Go Pink" lighting event and survivor celebration, impactful community presentations, and more. Together, we honor survivors, inspire hope, and encourage proactive care in the fight against breast cancer.



# PSJMC Nurses: *Showing Appreciation*

## EMS Week

In celebration of the 50<sup>th</sup> anniversary of National EMS Week, PSJMC's Emergency Department expressed heartfelt gratitude to EMS workers for their tireless dedication to patient care and community education. Recognizing their seamless partnership with the PSJMC team, we honored their selfless commitment to quality care with refreshments and appreciation throughout the week. The 2024 theme, "Honoring Our Past. Forging Our Future," perfectly reflects the vital role EMS workers play in shaping the future of emergency medicine.



## Employee Service Awards

The annual Employee Service Awards celebration honors the dedication, achievements, and longevity of PSJMC caregivers. This event is a testament to the strong interprofessional relationships that extend beyond the workplace, reflecting a shared commitment to excellence and teamwork.



## Hospital Week and Nurses Week

While only a week out of the year, Hospital Week and Nurses Week celebrate the dedication and compassion our caregivers provide yearlong. Fun activities, delicious food, and well-deserved pampering marked a week of honoring the invaluable contributions of those who make a difference every day.



# PSJMC Nurses: Supporting the Gift of Life



The interprofessional team at PSJMC recognizes that organ and tissue donation is a profound act of generosity and compassion. In collaboration with OneLegacy, ICU and OR nurses, physicians, respiratory therapists, lab and imaging professionals, clinical social workers, case managers, and technicians work tirelessly to honor the wishes of donors and their families while offering hope to those in need. Their expertise and commitment ensure that every donation is handled with the utmost care and dignity.

In 2024, these lifesaving efforts provided the **gift of life** to 10 individuals, the **gift of healing** to 16, and the **gift of sight** to 11. A total of **37 organs were recovered**, with **14 successfully transplanted** and **10 used for research**, further advancing the future of transplantation and medical treatment.

The dedication of our caregivers and the selflessness of donors and their families continue to make a lasting impact, transforming lives through the ultimate act of giving.

*In recognition of Donate Life Month, the center proudly hosts an annual flag-raising ceremony and a series of activities to raise awareness about the importance of becoming an organ and tissue donor.*

## Donation Outcomes

10

Gift of Life



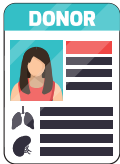
16

Gift of Healing



11

Gift of Sight



## Organs Recovered and Transplanted Summary

Recovered

Transplanted

Research

Heart	1	0	0
Lungs	2	2	0
Livers	7	6	0
Kidneys	19	6	2
Pancreas	8	0	8
Intestines	0	0	0

# Looking Ahead:

## *Our Vision for Nursing Excellence*

As we reflect on the remarkable transformations achieved in 2024, we turn our focus to the future with a clear and ambitious vision for 2025-26. At PSJMC, we are committed to becoming both the best place to work and the best place to receive world-class care. This forward-looking strategy reflects our dedication to fostering an environment where both caregivers and patients thrive.

### Best Place to Work

The heart of our nursing vision is to create a workplace where safety, joy and inclusion flourish. Our priorities include reducing workplace violence, ensuring staff are equipped with the right resources at the right time, and providing the training necessary for the most safe and supportive work environment possible. We are also committed to fostering relationships, promoting shared decision-making, and offering professional-development opportunities that empower our team to grow and excel. By recognizing contributions at all levels and encouraging teamwork, we aim to reinforce a culture where every nurse feels valued, included and inspired.

### Best Place to Receive World-Class Care

Our patients remain at the center of everything we do. In the coming years, we will continue to support patient safety through sepsis and stroke-bundle compliance, reduced readmission rates and a "chasing zero" approach to health care-acquired infections. Through timely care delivery and safe practices, we will ensure that patients receive exceptional, personalized care. By embedding service excellence into every interaction, we strive to create meaningful moments of impact and elevate the patient experience to a five-star standard.

**With these priorities guiding us, the future of nursing at PSJMC is bright and filled with opportunity. Together, we will continue transforming care – empowering our team, improving outcomes, and shaping a healthier tomorrow.**



# Through the Lens: A Look Back at 2024



## United in Purpose

Engaging, learning and growing together.



## Interprofessional Teamwork

Interprofessional collaboration drives outcomes, making PSJMC the best place to receive care.



## Team Spirit

NICU nurses representing their favorite teams during jersey Fridays.



## Generations of Care

Mother and daughter receive DAISY recognition.



## Mass for the March

PSJMC's first ever pride-themed mass was the highest attended service in recent memory.





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