



A Letter From the Chief Nursing Officer

Many times during this pandemic, I have found myself at a loss for the words to describe

the impact on nurses. Before the pandemic, there were phrases and buzzwords like value-based care, changing reimbursement models, increased consumerism, and effective workflows that were focus areas for leaders in nursing.

These phrases are distant memories. They were relegated long ago in favor of phrases like “flatten the curve” and “stop the spread.” Eighteen months later, these phrases have lost their luster too and left us searching for words to describe vigilance and exhaustion levels and a restless and incessant urge to find hope and meaning.

Nurses have experienced loss in every sphere of life. For me, these losses have caused me to dig deeper and to go places where words were not able to shield me or define what I might find. At one point I asked myself to remember why I became a nurse; I knew that the answer would be pivotal to fueling my path forward.

The truth is that I joined sisters and brothers in health care because I wanted to choose ... life. In remembering that I chose life I recognized that it holds grief, anguish, weariness and vigilance within it, just as it holds awe, inspiration, hope and the promise of better days ahead.

If you are a nurse experiencing any of these emotions, they are a testament to your human spirit. And I urge you to take this moment to remind yourself that you have achieved tremendous victories during this time. You have kept people alive and families safe. You have given people hope.

Nurses have long been among the most trusted professionals in our society. This year we have been reminded of why this is the case. And the reminder has prompted me to take this opportunity to use words like proud, humbled and honored to describe how I feel about working alongside a team that has met the unexpected with so much strength, and the challenges of this time with such boundless courage.

Thank you.

Nancy J. Lee, RN, MSN
Senior Vice President, Chief Nursing Officer
and Chief Clinical Officer



A Message From the President and CEO

There is no career in this world like that of a nurse. No other profession requires such a

breadth of knowledge, precision and vigilance, combined with a depth of compassion, empathy and patience.

These are the qualities I see in every nurse at Children’s Hospital Los Angeles.

This year has brought a second wave of an unprecedented storm that has included daunting challenges. The level of gratitude that we have for the impact of our nurses is unfathomable. During this period of time, hope was rekindled by the availability of vaccines, but that led to an abrupt resurgence in patient demand as families began bringing their children back to the hospital after delaying care for months. This wave has only intensified with the beginning of the school year and the appearance of new, more contagious coronavirus variants.

Yet, standing firm in the middle of this tumultuous storm are our nurses, advanced practice providers, nurse practitioners and other clinical team members. They have been on the frontlines of COVID-19 screening, testing, vaccine distribution and patient care, as well as among the leadership of our COVID-19 Command Center aiding in the data-driven decision making that has kept our community safe. They have conducted important pediatric research leading to safer practices and successful outcomes. They have empowered colleagues and continued to pass on their expertise by training new generations of clinical care professionals as well.

And of course, while braving uncharted territory every day—never more so than during this past year—our nurses have continued to excel at helping patients and their families feel comforted and in competent hands.

The work of our amazing, invaluable nurses can be found throughout this year’s Nursing Annual Report. I am deeply grateful for them and very proud to be able to share their achievements with you.

Warmest regards,

Paul S. Viviano
President and Chief Executive Officer

MONITORING AND SCREENING

On March 25, 2020, the Children's Hospital Los Angeles Monitoring and Screening Unit (MSU) opened at 7 a.m. on the fourth floor of the Mary Duque Building. The unit opened to patients who were COVID-19-positive or awaiting the results of their COVID tests. CHLA nurses were asked to aid in the planning and oversight of the unit. These nurses worked with their nurse managers, Facilities, Environmental Services and the Hospital Medicine team to set up rooms, protocols and workflows to safely admit and properly manage these patients.

Converting and opening a unit on short notice was a unique experience, and the nurses were the backbone of the MSU's success. There were many changes they implemented to keep themselves, staff, patients and families safe, especially during the early days as information about the coronavirus was just emerging. They worked with their leaders to minimize exposures, conserve the use of personal protective equipment (PPE), and ensure quick transfers off the unit if a patient was negative for COVID-19.

To conserve PPE and limit exposure, nurses on the unit quickly honed many of their skills, including IV insertions, lab draws and transporting patients without assistance. They were creative in their care by utilizing the computer messaging system so that a nurse could request that supplies be brought to them in a patient's room, instead of having to leave the room to get them. These Duque 4 rooms had unique cupboards that opened to the room from the hall so items could be passed into the room more safely than through an open door. They also used these cupboards to pass the dirty linens and trash out of the room until Environmental Services were properly trained to enter and service these rooms safely.

In the beginning, modes of transmission of coronavirus were not yet clearly defined, so the nurses advocated to have in-house laundered scrubs for use during their shifts, booties to cover their shoes, and hair nets to cover their hair. Team members were asked not to leave the unit during their shift, so leaders arranged coffee and snacks for their breaks. These nurses also had the important job of keeping up with Command Center emails and communication to ensure that all new policies and updates were incorporated quickly into their daily practice. They worked together to keep each other informed, up-to-date, and safe.

"In a time when COVID scared everyone, the MSU team was able to provide excellent care for the patients who needed it," says Rachael Latham-Frisbie, BSN, RN, CPN, Clinical Nurse on the MSU. "Through the stress and unknown, teamwork and resilience prevailed. I have never been part of such a hardworking team, and am so proud that we took this challenge head-on in a time of such uncertainty."

Nurses in the MSU emphasize the excellent teamwork in the unit, as well as with MSU care partners, assigned respiratory therapists and the Hospital Medicine team. They leaned on each other for support and strength and worked together to keep the patients, families and staff safe during this frightening time.

"Their humility, dedication and compassion have demonstrated that they are true heroes," says Shiloe Cagle, BSN, RN, CPN, Lead Nurse for Duque 4. "They answered the call to care for our patients' emotional and physical health during a pandemic that is threatening all of us. They chose to commit to their promise to care, heal and help others before thinking of themselves."

RESPONDING TO COVID-19

In March of 2020, the COVID-19 pandemic challenged our organization to provide care for our patients and families while simultaneously implementing new and continuously evolving standards of infection prevention. Patients, families, staff members and anyone coming to the hospital had to be appropriately screened for symptoms or recent exposure. Testing needed to be available and timely for symptomatic patients and staff and for pre-procedure clearance. Information dissemination had to keep up with the rapidly evolving knowledge available from the Centers for Disease Control and Prevention and the California Department of Public Health. In response, Nursing Resources staff were creatively deployed to meet these needs and keep the hospital operating safely.

The initial screening process was lengthy, and secondary screening was necessary for anyone who did not pass the initial screen. Nursing Resources led this process, with the valuable support of nurses from throughout the hospital. When an app was launched to handle screening questions and improve the entry process, these same nurses guided staff through the process at the front door each day to ensure a smooth and safe entrance into the building.

“Nursing Resources staff have been leaders in this pandemic by showing up every day to support keeping everyone who enters the CHLA campus safe,” says Gayle Luker, MSN, RN, CPN, NEA-BC, Director of Acute Care Services.

Another important aspect of our pandemic response was the implementation of COVID-19 testing. A clinic was set up quickly in the Rodney building parking garage, and nurses and care partners from the Nursing Resources team sprung into action to manage the clinic and perform the testing. The leadership

of the Nursing Resources team was unwavering, providing testing to nearly 500 individuals each day.

“The Nursing Resources team has been instrumental in supporting one of our primary safety strategies of testing to identify individuals who are COVID-19-positive,” says Edahrline Salas, MA, BSN, RN, NP-BC, HACP, CLSSGB, CPPS, CPHRM, Manager of Infection Prevention and Control. “The Nursing Resources team quickly jumped in to help run our drive-through testing clinic and perform specimen collections, and they quickly adjusted to the need to test hundreds of patients and families on any given week since the beginning of the pandemic. Doing so has helped our patients, families and team members from the start to take the appropriate precautions, to contact trace as needed, and to ultimately keep COVID-19 from spreading.”

Nursing Resources were also crucial in spearheading leadership and communication in the pandemic response Command Center.

“I don’t know what we would have done without the fabulous Nursing Resources team providing much-needed leadership and support for the COVID-19 Hospital Command Center,” says Marisa Glucoft, MPH, CIC, HACP, Executive Director of Accreditation and Licensing, Infection Prevention and Emergency Management. “The Nursing Resources team rose to the occasion in so many ways, supporting screening, testing, phone calls, emails, vaccines, staffing and more. Several Nursing Resources team members were also valued members of our Command Center leadership team, providing much-needed input and advocating for the bedside nurse’s perspective to aid our decision-making. I was so inspired to see so many of our Nursing Resources team members stepping up in every possible way to support Command Center efforts. I commend them for their leadership, their flexibility, their courage, and their support for all of our CHLA patients and team members.”

COVID-19 AMBASSADORS

2020 was an eventful year full of unprecedented changes and nearly constant updates and revisions of policies, procedures, restrictions and guidelines. Communication of these changes and updates was challenging but necessary to maintain a safe environment for staff, patients and families. The COVID-19 Ambassadors program was launched in September 2020 to provide timely communication of COVID policies, empower staff members with up-to-date information, combat knowledge deficits, and ease confusion.

Ambassadors were recruited from areas across the hospital, as all departments and work areas were affected by the pandemic and the ongoing changes it caused. The Infection Prevention and Control team, including Infection Preventionist Julie Bernard, BSN, RN, mobilized these clinical staff members quickly to meet the organization's needs. The program launched with 133 ambassadors including 98 nurses, as well as care partners, physicians, and ancillary and support staff.

During the peak winter surge, Julie sent ambassadors weekly emails full of PowerPoint presentations, videos and lists to help them disseminate new information to their co-workers. They also participated in surveys that allowed a safe space for ambassadors to bring questions and concerns from their work area back to leadership. As the surge passed and updates became less frequent, ambassador emails were reduced to biweekly and then monthly.

"The Ambassadors are the COVID-19 superusers, and were put in place to support team members with their unit-specific expertise," says Nancy Lee, RN, MSN, Senior Vice President, Chief Nursing Officer

and Chief Clinical Officer. "This has been so very successful due to the extra effort of these staff."

The COVID-19 pandemic created so many challenges for staff throughout the organization. Knowledge deficits compounded stress and fear in a time of crisis. The COVID-19 Ambassadors program utilized clinical staff to provide ongoing education and updates as well as a place to ask questions and gain understanding of the evolving evidence and recommendations. We are grateful for all the work that the COVID-19 Ambassadors did and continue to do to keep our hospital safe.

NURSING EXCELLENCE AWARDS 2020

In celebration of Pediatric Nurses Week, CHLA held the inaugural Nursing Excellence Awards ceremony on Oct. 8, 2020. The awards were developed by the Nursing Excellence department and the former Clinical Services Recruitment and Retention Council to recognize nurses who exemplified the Magnet Model components of Transformational Leadership, Structural Empowerment, Exemplary Professional Practice, New Knowledge, Innovations and Improvements, and Empirical Outcomes.

Arlene Deseo, BSN, RN, Neurological Institute Structural Empowerment Award

Deseo has been a part of the Multidisciplinary Neuromuscular Clinic since its inception. She has spoken at national conferences on how she developed the program's infrastructure, which is now considered to be the gold standard by multiple organizations. Her nomination recognized her professional achievements as well as her impact on the positive culture of the department.

**Denise Henry, MSN, RN, NE-BC,
House Supervisor**

Transformational Leadership Award

The colleague who nominated Henry described her as “someone who exemplifies all aspects of a leader: proactive, knowledgeable, and able to build connections. She’s advocated for resources, supported nursing units and our organizational goals.”

**Elaine Butterworth, BSN, RN, CPN,
Children’s Orthopaedic Center**

Exemplary Professional Practice Award

Butterworth’s nomination from a colleague in Orthopaedics noted that she is known for “providing the highest quality of health care for our children. She is the keystone, a horizon and an invaluable team member to the department and the CHLA staff community. ... She sees the potential value and goodness of each interaction in our everyday with clear focus on providing the highest quality of care for all patients and families at CHLA.”

**Lucy Dautrich, BSN, RN, CPN, Heart Institute
New Knowledge, Innovations and Improvements Award**

Dautrich’s nomination described her as “the backbone of the Heart Failure Program. ... She is an absolute star and a critical element to the development of the entire program.”

**Christina Cook, MSHCM, RN,
Neurological Institute**

Empirical Outcomes Award

Cook was described as “the gold standard in nursing care. ... She is always willing to go the extra miles for any patient. ... She drives change. She is a true role model for excellence and outcome-based nursing care.”

**Desiree Ritter, BSN, MHA, RN, NE-BC,
Nursing Resources**

The CNO Award for Excellence in Leadership

Ritter, Clinical Services Director of Nursing Resources, was noted to be “a great listener and

an advocate for all the needs of the CHLA nursing staff. ... She is a servant leader. During this stressful and ever-changing time, her leadership has brought peace to our team. ... Her style of leadership encourages and empowers nurses.”

David Schmidt, MSN, RN, CNS, CPN, PICU

The CNO Award for Excellence in Leadership

Schmidt was chosen because he is widely regarded to be “the heart and the soul of the Pediatric ICU. ... He has a vast knowledge and makes a connection with every patient, family and team member. He is a humble servant leader, a champion for patient safety and performance improvement, and constantly leads by example.”

These nurses were nominated by other nurses, physicians and interprofessional colleagues. All of the nominees clearly exemplify how we do our best together. When 2020 was designated by the World Health Organization as “The Year of the Nurse,” we could never have foreseen what that truly would come to mean or what the year would bring for all of us. Despite the challenges the year brought, CHLA nurses have risen to the occasion and delivered consistent, excellent care. These awards remind us of the power we have to create hope and build healthier futures for our patients and for each other.



Kathleen Palas of Nursing Resources hands out a wristband during COVID symptom screening.

ACCOLADES AND ACCOMPLISHMENTS

Great Catch Winners in 2020

January – Kristina Schultz, 4 East
February – Rachel Roxbury, 6 West
March – Arvin Almacin, 5 East
April – Grace Xiao-Qing Huang, Duque 5
May – Orline Lee, PICU
June – Ruby Almanza, Infusion Center
July – Hanna Guilas, 6 East
August – Jennifer Flores and Elizabeth Haertlein, Steven & Alexandra Cohen Foundation Newborn and Infant Critical Care Unit (NICCU)
September – Margaret Thornton, ED
October – Eduardo Lopez, Operating Room
November – David Choe and Dylan Mochizuki, Hematology-Oncology Clinic
December – Shirley Anderson, Pathology and Lab Medicine

GEM Award Winners in 2020

May – 4 East
June – PICU (featuring nurses Katie Moore, Caitlyn Takeda, Shelby Hamilton and Jessica Thies)

Daisy Award Winners in 2020

January – Nick Homeyer, CTICU
February – Carly Pacer, Duque 5
March – Trang Vu, CV Acute
April – David Pichardo, VAT
May – Megan Quinn, 6 East
June – Erika Dolezal, 5 West
July – Sophia Padilla, Patricia and John Merrell Bone Marrow Transplant Unit (BMT)
August – Nazik Kamar, BMT
September – Ani Yeremian, Helen and Max Rosenthal Cardiovascular Acute Unit
October – Michelle Marrs, Cardiovascular Acute
November – Margaret McCormick, 6 East
December – Meghan Drastal and Dylan Dontanville, 6 East

Poster and Podium Presentations at Conferences in 2020

Melissa Anderson, Operating Room
Ashley Anderson, Operating Room
Norma Corona, Operating Room
Paula Guzman, Operating Room
Adriana Savadjan, Operating Room
Natalie Talamantes, Operating Room
Alysse Thomas, Operating Room
Karin Tuan, Operating Room
Hyunah (Hannah) Bae, NICCU
Paula Belson, Anesthesiology
Jasroop Dhir, Operating Room
Michael Le, Operating Room

Catherine Goodhue, Pediatric Surgery
Yvette Goodridge, Pain Management
Sarah Green, Hematology-Oncology
Sarah Heinonen, Pulmonology
Deborah Jury, Pain Management
Jacquelyn Keegan, Hematology-Oncology
Erin Cooper, Hematology-Oncology
Jennifer Donkin, Hematology-Oncology
Wendy Leung, Hematology-Oncology
Anna Kitabjian, Care Coordination
Katie Kuhlman, Operating Room
Victoria Noble, Operating Room
Ruth Lemus, Heart Institute
Renee Lucci, Operating Room
Natalie Talamantes, Operating Room
Jess Reyes, Operating Room
Mayra Martinez, Operating Room
Danielle Arbios, Ahmanson Foundation Pediatric Intensive Care Unit (PICU)
Emily Gray, PICU
Stephanie Davis, BMT
Sophia Padilla, BMT
Shayda Abadi, 5 West
Lindsey Armstrong, 5 West
Shakara Gales, 5 West
Jessica Yupangui, 5 West
Alexis Akeyson, Maurice Marciano Family Foundation Emergency Department and Trauma Center (ED)
Jennifer Alvarez-Cardenas, ED
Kayley Barron, ED
Xzasha Dixon, ED
Erica Figueroa, ED
Annette Gonzalez, ED
Valerie Arellano, 4 East
Alina San, 4 East
Brianna Stitt, 4 East
Jenna Thompson, 4 East
Hannah Bae, NICCU
Natalie Mata, NICCU
Jamie MacDonald, NICCU
Allician Perez, NICCU
Tori Romero, NICCU
Constance Colvin, PICU
Brittany Allen, PICU
Samantha Wilkin, PICU
Sabrina Yep, PICU
Adrienne Cruz, Duque Medical-Surgical (Med Surg)
Justine Cortez, Duque Med-Surg
Kaitlin Hardcastle, Duque Med-Surg
Idaliz Javier, Duque Med-Surg
Kayla Plotnick, Duque Med-Surg
Diana Xicotencatl, Duque Med-Surg
Dominique Dueker, Heart Institute

David Santamaria, Heart Institute
Kyla Morwood, Heart Institute
Bernadette Tombo, Heart Institute
Arianna Dugas, 5 East
Jennifer Fehr, 5 East
Gilliane Rivera, 5 East
Madison Fischer, PICU
Sarah Klahr, PICU
Robin Mertens, PICU
Angelica Plascencia, PICU
Malia Servito, PICU
Rebecca Flores, 6 West
Hannah Ruotsala, 6 West
Ryan Franco, 4 West
Shawna Tice, 4 West
Kenidi Gales, 6 East
Jessica Licea, 6 East
Paul Meza, 6 East
Simonne Brissenden, 6 East
Katherine Kuhlman, Operating Room
Victoria Noble, Operating Room
Lisa Ochoa, Float Team
Marisa Cousino, Float Team
James Peterka, Heart Institute
Cassidy Herro, Heart Institute
Vianca Towres, Heart Institute
Nicole Perez, Heart Institute
Danielle Reid, 6 East
Savannah Rogers, 6 East
Amanda Wiles, 6 East
David Zelaya, BMT
Taylor Doornbos, BMT
Coral Hernandez, BMT
Lauren Trajano, BMT

Publications in 2020

Paula Belson, Anesthesiology
Maria Bautista-Durand, Trauma Program
Catherine Goodhue, Pediatric Surgery
Sarah Green, Hematology-Oncology
George Higgins, Anesthesiology
Jenny Johnston, BMT
Anna Kitabjian, Care Coordination
Sheila Kun, Pulmonology
June Nicole Rees, 4 East
Diane Altounji, 4 West
Susan Reid, Hematology-Oncology
Jessica Ward, Clinical Services Education and Research
Anna Evans, Interventional Radiology
Jennifer Baird, Institute for Nursing and Interprofessional Research
Paula Murray, Hematology-Oncology
Katie Meyer, Disaster Resource Center
Gina Newman, Hematology-Oncology

ACADEMIC ADVANCEMENT

MSN

Margaux Chan, Clinical Education
 Erin Lowerhouse, Duque Medical-Surgical
 Teresa Archuleta, Duque Medical-Surgical
 Mary Ellen Farr, Surgical Admitting
 April Punsal Gacuya, 5 East
 Yanira Haston, Heart Institute
 Kim Lindstadt, PICU

Norma Renteria, Family Resource Center
 Alexandra Rio, 5 West
 Nicole Smith, CTICU

MS

Lynnette Ramos, 5 West

MPH

Elizabeth Daley, CTICU

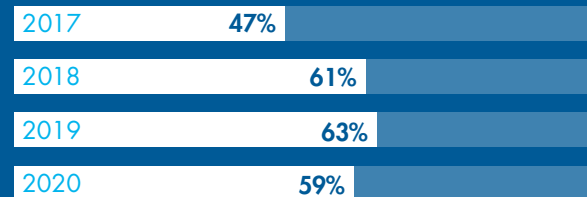
DNP

Mira Ahn, Post-Anesthesia Care Unit
 Sarah Green, Hematology-Oncology
 Jennifer DeVera, Operating Room
 Yvette Goodridge, Pain Medicine

NURSES WITH BACHELOR OF SCIENCE IN NURSING DEGREE OR HIGHER



ELIGIBLE CHLA NURSES WITH NATIONAL CERTIFICATION



STATISTICAL REPORT

Fiscal Year 2020



150
 NURSE
 PRACTITIONERS

113 NEWLY GRADUATED NURSES IN THE VERSANT® RN RESIDENCY PROGRAM DURING 2019

40 EXPERIENCED NURSES IN THE VERSANT® TRANSITION RN FELLOWSHIP PROGRAM DURING 2019



PERCENTAGE OF NURSE LEADERS WITH NATIONAL BOARD CERTIFICATION: **91%**



AVERAGE TENURE OF A CHLA NURSE: **12.7 YEARS**