



Nursing

ANNUAL REPORT

2008



ChildrensHospitalLosAngeles

International Leader in Pediatrics

COMPASSION LEADERSHIP EXPERT CARE COMMUNITY SERVICE



CHILDRENS HOSPITAL LOS ANGELES:

A 2008 Overview

- Licensed patient beds: **286**
- Average daily census: **247.7**
- Annual patient admissions: **10,771**
- Approximately **50%** of all admissions are patients under the age of **4**
- Patient days: **89,724**
- Average number of days in the hospital: **8.46**
- Annual Emergency Department and Trauma patient visits: **92,253**
- Annual Transport patients: **1,896**
- Annual inpatient surgeries: **6,259**
- Annual outpatient surgeries: **8,676**
- More than **100** pediatric subspecialty services
- **318,594** patient visits to **48** outpatient clinics
- Approximately **2,800** patient visits at the community sites through the Department of Adolescent Medicine

OUR NURSES

- Average length of CHLA tenure for our RN's: **12.4** years
- Our expert nurses taught approximately **965** nursing students in 2008
- **52.5 %** of our nurse leaders have a national certification
- **35.6 %** of our nurse leaders are certified as Advanced Practice Nurses
- We have **63** Nurse Practitioners
- We have **11** Clinical Nurse Specialists
- We have **3** Nurse Anesthetists



In This Issue

Dearest CHLA,

It is a pleasure to be a part of the process of upholding professionalism and quality service at CHLA. The purpose of this report is to present the outstanding work that you do that confirms why we achieved Magnet Recognition by the American Nurses Credentialing Center. We hope that this will inspire you to continue your commitment toward excellence by developing and implementing innovative practices that would improve patient-family care and outcomes.

Sincerely,

Margaux Chan, RN, BSN

Susan Crandall, RN, BSN

Magnet Program Managers

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Welcome



When we began the Magnet application process, I thought the goal was to achieve Magnet designation because it is the highest recognition for nursing excellence. On February 20, 2008, my vision changed.

On this very special day, Childrens Hospital Los Angeles was granted Magnet designation. At the moment we achieved our goal, I realized that this was just the beginning for us – we have a great responsibility as nurses to maintain the highest level of excellence at all times. I am so proud of each and every one of us nurses, because without our hard work, without our vision for excellence, without our commitment to our profession, we would not be here today.

We work at a hospital with a unique and special mission – taking care of the sickest, most seriously injured children. We take our responsibilities to these young, fragile patients very seriously. As nurses, we are committed to learning through advanced degrees and certifications, and we bring the knowledge we gain in the classroom directly to our patients. Many of our nurses are involved in research, again bringing the most advanced information to the children in their care. As nurses, we are also teachers – for our families, for our nursing students and our RN residents. In addition to our clinical expertise, our nurses are also committed to providing family-centered care in a nurturing environment. Our parents know that we are here to answer their questions, address their concerns and guide them in navigating the management of their child's health. Beyond the walls of Childrens Hospital Los Angeles, our nurses are community advocates, volunteers and leaders in national and international nursing organizations.

The journey we took to become a Magnet hospital gave us a wonderful opportunity for self-examination. We met the high standards required of us to be granted this honor. And now, each one of us has the responsibility to uphold these standards every day. I am so proud to be a part of this hospital and to work amongst a group of colleagues whose commitment to excellence never wavers.

Mary Dee Hacker, RN, MBA

Chief Nursing Officer and Vice President of Patient Care Services



A Magnet *Celebration*



Front row (L-R): Susan Cline, Magnet Program Director, Mary Dee Hacker, CNO, Richard Cordova, CEO

CHLA's journey to Magnet Recognition was a three-year process that began in April 2005 as the hospital began gathering the necessary documentation to gain the coveted designation from the American Nurses Credentialing Center (ANCC). Susan Cline RNC-NIC, MSN, MBA, Magnet Program director, with the support of Mary Dee Hacker, RN, MBA, chief nursing officer and vice president of Patient Care Services, submitted the Magnet application which included the verification of CHLA's eligibility for Magnet Recognition, the CNO's curriculum vitae, the current organization chart and evidence of utilization of a nationally benchmarked nursing satisfaction survey. Cline then recruited a hospital-wide Magnet Steering Committee to gather evidence that the hospital provides the best in nursing care and upholds the tradition of professional nursing practice.

"This was a great time for our nurses to shine," says Cline. "They do so much for our patients and touch so many lives and we wanted to celebrate each and every one of their accomplishments."

More than 100 nurses from different departments participated in Magnet workshops and created the nursing mission, vision, model and slogan – "It's What We Do!" Each nurse on the team became known as a "Magnet Champion" and was responsible for educating their unit. They also participated in many comprehensive hospital-wide educational fairs to increase the hospital's knowledge of what Magnet recognition means. Many of the champions were instrumental in composing the final written document, which ran 3,496 pages in 13 spiral-bound volumes.

ANCC appraisers spent three days at CHLA during their site visit, speaking with front-line nurses and touring various hospital units. On the morning of February 20, 2008, CHLA staff members received the much anticipated phone call from the ANCC – CHLA had received the esteemed Magnet Recognition.

It is an honorable accomplishment to achieve Magnet Recognition. Less than five percent of health-care organizations nationwide have earned this recognition and less than three percent of these organizations are freestanding pediatric hospitals. "Being a part of this community is the greatest pride in my life," said a tearful Hacker following the announcement. "This truly is a day of celebration."



CHLA's Pinning Ceremony Honors Extraordinary Work Throughout the Hospital

During the "Journey to Magnet" it became obvious that Magnet recognition is not just about the nurses, but also about all of CHLA. To honor the extraordinary work that the entire staff performs every day, the administration at CHLA made a considerable decision to purchase a Magnet pin for every employee of the hospital, both nursing and non-nursing, and to invite all of CHLA to the pinning ceremonies held on Wednesday, May 7, 2008. The first ceremonies were held at 5 a.m. for the night shift employees at the story corner in the lobby. Two ceremonies were held during the day, and then a forth was held again for the night shift. During all ceremonies, nurses and non-nursing staff received their Magnet pins and recited the CHLA Magnet Oath, which focuses on pledging to uphold the CHLA culture of distinction. At one of the ceremonies, special recognition was given to Mary Dee Hacker, chief nursing officer and Susan Cline, RNC-NIC, MSN, Magnet Program director, for their hard work and dedication during the long Journey to Magnet. The following special guests who provided extraordinary support were honored:

Janet Ayala	Gail Margolis
Rich Cordova	Robin Moore
Steve Garske	Bill Mason
Miguel Gonzalez	Jack Pettker
Rod Hanners	James Stein
Julie Kroner	Carol Taketomo
Cheryl Lew	Kenneth Wildes
Chris Lomax	Roberta Williams
Claudia Looney	Sajjad Yacoob

Magnet Recognition Plaque

During a special ceremony held in the lobby of CHLA on May 8, 2008, Mary Dee Hacker, CNO and Richard Cordova, CEO unveiled the Magnet recognition plaque, the crystal obelisk and the frame describing Magnet recognition to our patients and families. During the celebration each unit was given a framed copy of CHLA's Magnet announcement featuring the children throwing confetti, to display with pride.



Mary Dee was honored with a special CNO Magnet pin with diamonds imbedded in it. This was a collective gift from all of her nurse managers. Mary Dee was the first CNO in the country to receive this special pin.



The CHLA Magnet Oath

As a member of this Magnet Hospital, I pledge to uphold the CHLA culture of distinction. I will advocate and support the further advancement of excellence in my practice. As an integral part of the CHLA community, I will continue to promote collegial interdisciplinary teamwork. Utilizing the Forces of Magnetism, I will strive to provide even higher quality family-centered care. I will constantly endeavor to advance my expertise through life-long learning. Lastly, I do swear to do all in my power to maintain the highest standards and practices of my profession.

Written on 5/7/08 by our nurses: Renee Garcia, Susan Crandall, Susan Cline, Chris Lins, Shirley Hammers, Renee Flores, and Mary Dee Hacker.

CHLA Nurses Take Part in the 2008 ANCC National Magnet Conference



We want to give a special thanks to a member of our Board of Trustees, whose generous donation made this trip possible. We thank him from the bottom of our hearts. While many of our nurses were attending this conference, there was a wonderful Magnet celebration held at CHLA on October 16, from 5 a.m. to 9 a.m. Approximately 800 employees were treated to a chocolate fountain with skewers of fresh fruit and treats for dipping. A large screen displayed pictures of our employees, which were taken during the Magnet process. A special thank you to Sharon Chinn, Phan Dang, Pattie Soltero, Beth Zemetra, Leilani Reddy and Karen Livingston for organizing this beautiful celebration.



"I thought that I was attending a conference, but it felt more like a **celebration.**"



Being a part of the ANCC National Magnet Conference was an incredible moment that we will cherish for years to come. We had the honor of sending 50 of our nurses to attend the Magnet Conference held in Salt Lake City, Utah from October 15 – 17, 2008. The annual conference, organized by the American Nurses Credentialing Center (ANCC), attracted 5,200 attendees. The moment that they announced the hospitals that achieved Magnet status in 2008 was so exhilarating for us. This conference gave us the opportunity to celebrate our Magnet achievement with our colleagues throughout the country. We passed out bookmarks featuring our CHLA logo and our Magnet oath and we paraded our CHLA Magnet banner.



One of the highlights of the conference was networking with many people from all over the nation, including staff from other children's hospitals. We exchanged information and shared many ideas with them. Since the conference is also attracting more international hospitals, we enjoyed meeting nurses from other countries such as the United Arab Emirates, Lebanon, Norway, Finland, Canada, Australia and New Zealand.

"It renewed my faith in **nursing** and reminded me of why I became a nurse."

The New Magnet Model

In 2008, the ANCC announced the 5 new Magnet Model components. They streamlined the old 14 Forces to five to reduce redundancy and to focus on the organizations' continued development towards excellence and its quality outcomes.

The new components are:

Transformational Leadership

The healthcare environment is experiencing many changes as the world fluctuates economically, socially and politically. This is a new view of leadership where the leader must be able to envision the future and must influence and transform people to meet the demands of the future. It would be this vision that would create enlightenment within the organization so that as a whole, they can embrace and support the modern changes. The leader must be aware of potential obstacles and must be innovative in resolving these situations.

Structural Empowerment

Through the combination of the policy and procedure, the organizational structure and professional development, the leader influences the people in the innovative goals to achieve optimal patient outcome and promotion of health within the community. The desired outcomes are achieved by the empowerment of the staff, providing education, direction and recognition of their efforts.

Exemplary Professional Practice

This is a comprehensive understanding of the role of nursing and its collaboration with interdisciplinary teams to provide excellent service to the patient, families and community. The exceptional service is reflected by the utilization of nursing theoretical models, standards of care and the application of evidence based practice. The goal is to achieve positive outcome through innovative professional practice.

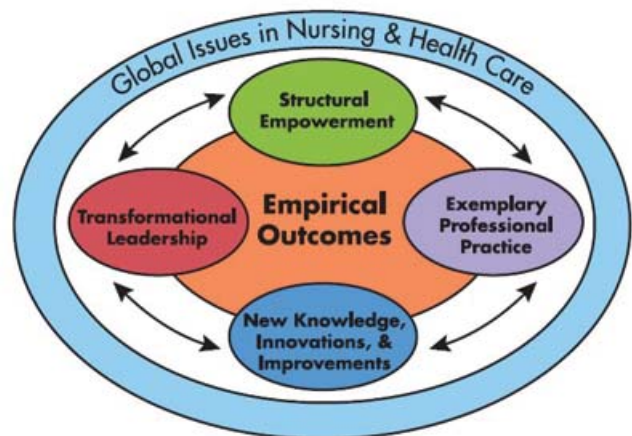
New Knowledge, Innovation and Improvements

The development of inventive ideas and pioneering new methods of care is what an innovative leader envisions. To develop new concepts or to improve systems and practices, the scientific method is an important tool to validate or null an idea and evaluate the results.

Empirical Quality Results

Currently the ANCC's focus is on the positive outcome of quality of care and how these outcomes compare to benchmarks. The outcomes will be categorized in terms related to nursing, the workforce, patient and family outcomes and organizational outcomes. Like a report card, it is these quantitative outcomes that would demonstrate to CHLA and the ANCC Magnet Recognition Program our continued endeavor towards excellence. Therefore, it is imperative for CHLA to make evident that we exceed the requirements needed for re-designation.

Global Issues in Nursing & Health Care



Reference: American Nurses Credentialing Center. (September 2008). Overview of ANCC Magnet Recognition Program. New Model: A New Model for the ANCC's Magnet Recognition Program. [Pamphlet]. Silver Spring, MD.

Model Components

Forces of Magnetism

Transformational Leadership

Force 1: Quality of Nursing Leadership

Force 3: Management Style

Structural Empowerment

Force 2: Organizational Structure

Force 4: Personnel Policies and Programs

Force 10: Community and the Healthcare Organization

Force 12: Image of Nursing

Force 14: Professional Development

Exemplary Professional Practice

Force 5: Professional Models of Care

Force 6: Quality of Care: Ethics, Patient Safety and Quality Infrastructure

Force 7: Quality Improvement

Force 8: Consultation and Resources

Force 9: Autonomy

Force 11: Nurses as Teachers

Force 13: Interdisciplinary Relationships

New Knowledge, Innovations and Improvements

Force 6: Quality of Care: Research and Evidence Based Practice

Force 7: Quality Improvement

Empirical Quality Outcomes

Force 6: Quality of Care

Magnet Recognition Program The Gold Standard for Nursing Excellence

The Magnet Recognition Program was developed by the American Nurses Credentialing Center (ANCC), based primarily on research conducted by the American Academy of Nursing, to recognize healthcare organizations that provide the very best in nursing care and uphold the tradition of professional nursing practice.

The word “Magnet” has become a philosophy and a symbol within the nursing profession for transforming work environments, for continuous pursuit of the best that we can be. Magnet designation, therefore, is not the apex, it is not static, it is not unit-based. It is an institution-wide commitment to a culture within which excellence flourishes.

Awarded to Childrens Hospital Los Angeles
February 20, 2008

Versant RN Residency in Pediatrics at Childrens Hospital Los Angeles

Few professional assignments are more rewarding than pediatric nursing in an acute care environment, but the challenges facing new graduate nurses are formidable. The level of care required by acutely ill and injured children combined with today's increasingly complex technological environment require a tremendous amount of knowledge from new graduate nurses. These young nurses must not only have the finest education, but also extended clinical experiences under the guidance of skilled nurses and appropriate support systems. By having access to all the necessary tools, these graduates will be able to make the successful transition from student to professional nurse.



At Childrens Hospital Los Angeles, we understand the needs of new graduate nurses as they integrate into the profession. To meet those needs, our RN Residency in Pediatrics, created by nurses in July 1999, is a 22-week program that provides new graduate nurses with a comprehensive clinical and learning experience to prepare them for work in an acute care environment. Since the success of our program, the RN Residency has become the national model for graduate pediatric nursing programs in the United States.

Program objectives:

- Enhance new graduate development
- Increase commitment and retention
- Provide safe and confident care to patients
- Create a culture of professionalism and support

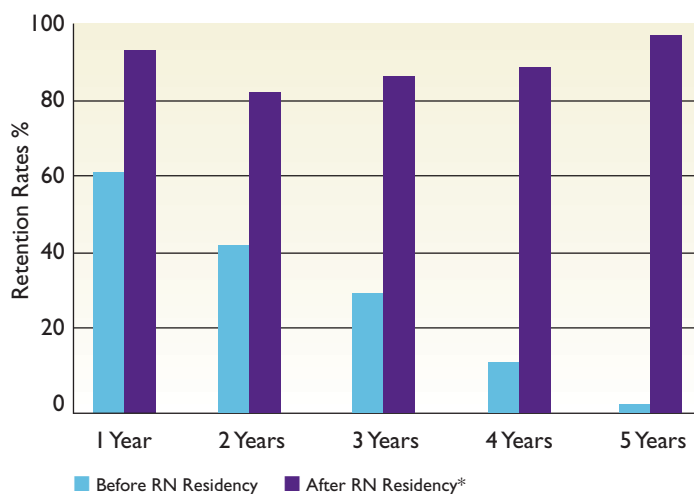
Program components:

During the 22-week program, our RN Residents spend 75% of the program time receiving one-to-one precepted training in the clinical setting. Our preceptors are experienced bedside pediatric nurses who are specially trained to provide expert clinical guidance to the resident. These preceptors also work with their manager to provide the RN Resident with feedback on their performance and set future goals. Our RN Residents spend the remaining 25% of the program time in the classroom and skills labs. These sessions are taught by our expert pediatric nurses and other multidisciplinary subject matter experts (SMEs). Along with this core curriculum, each nursing unit offers specialty classes related to the patient population specific to that unit. Overall, the curriculum provides these nurses the tools necessary to make the transition from new graduate RN to specialty pediatric RN. In addition to classroom and clinical time our RN Residents are supported by Mentors and Debriefers. Meeting in small groups six times during the program, mentors are there to help guide the residents in their career development and provide them with the tools needed for them to grow professionally. Debriefing groups meet five times during the program where a Nurse Manager and Social Worker facilitate supportive debriefing and self care sessions. In these forums residents vent their stresses and share their experiences in a supportive and non-judgmental environment. Lastly, our Residents participate in "looping" throughout the hospital. The looping experience is an individualized rotation/orientation to all appropriate hospital areas relevant to your selected unit. After 10 years, many of the program participants (preceptors, SMEs, mentors, debriefers and education managers) are graduates of our RN Residency program.

Retention rates:

To date over 580 nurses have graduated from the RN Residency program since 1999 and over 69% are still employed at Childrens Hospital Los Angeles. This chart displays CHLA's retention rates for 1–5 years of employment both before and after the inception of the RN Residency program.

New Graduate Nurse Retention Rates



*Data cumulative from July 1999 - March 2008

“Having a debriefer allowed me to vent my feelings, gave me the sense that I wasn’t alone and helped rebuild my confidence.”

Program enhancements and updates:

The RN Residency Steering Committee analyzes data gathered from class evaluations, program evaluations, and focus groups to make the necessary changes to grow and improve our program. To facilitate teamwork and group cohesion amongst the new nurses, classroom committees were developed. Through these committees, they not only learn about group dynamics, but they begin to feel a sense of commitment to the program and CHLA. Also, to improve the classroom experience, instructors or SMEs (subject matter experts) are supported with workshops and one-on-one sessions on how to improve their lectures.

SMEs are encouraged to incorporate interactive components to their lectures, such as, group work, case studies, or games. These enhancements have not only strengthened the curriculum, but have helped the RN residents apply the information learned during class to their bedside practice. As of December 2008, 35 new graduate nurses are projected to start our RN Residency program in March 2009.



Advanced Education – A CHLA Priority



Supporting nurses who pursue excellence is a top priority for CHLA, which has made a strong commitment to Professional Development for all nurses. Advanced education emphasizes the utilization of critical thinking. Data, assessment/action, response and plan or “DARP,” based on the scientific methods, is practiced and documented by CHLA nurses. This critical thinking concept strengthens the nurses’ quest for higher education and application of other similar scientific method based nursing models or theories in their care plans and research.

“I began to look at situations from a different perspective,” says Rica Morzov, RN, BSN, a 2007 graduate. “I looked at different options and saw more ways of solving a problem. I can see the difference in my practice after obtaining my BSN degree.”

To encourage more nurses to pursue BSN or MSN degrees, CHLA offers educational financial support, through their partnership with California State Universities. The RN to BSN program is funded by the

hospital, allowing students to take classes online, in the hospital or at the university campus.

CHLA nurses also have the support of their managers and directors, who allow flexible scheduling to accommodate school schedules. Cheryl Rubin, RN, ADN is currently in the RN-BSN program and working full time. Her manager understands her desire for a higher level of nursing education. “It’s my personal need to know as much as I can and to know I will have more opportunities,” she says.

Educational managers and directors also communicate with the staff regarding other educational opportunities such as scholarships, workshops and certification programs to benefit their practice. As more nurses advance their education, CHLA will continue to enhance its commitment to nursing excellence.

New Degrees in 2008:

BSN:

Margaret Hoyt	Care Coordination
Teresa Archuleta	6 East
Sydney Gardner	6 East
Marcia Lee	6 East
Afton Shrimp	6 East

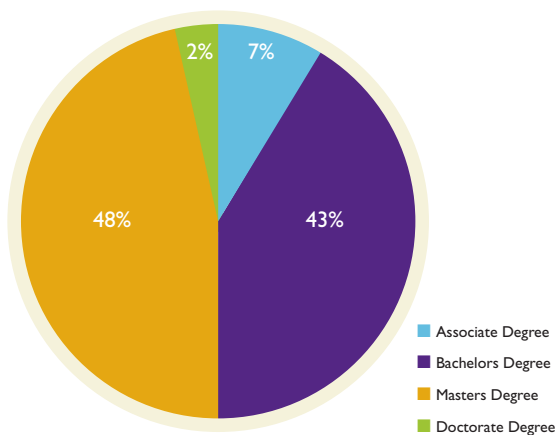
MSN:

Adrian Brambila	6 East
Emy Chai	Pediatric ICU
David Kruger	Cancer Center

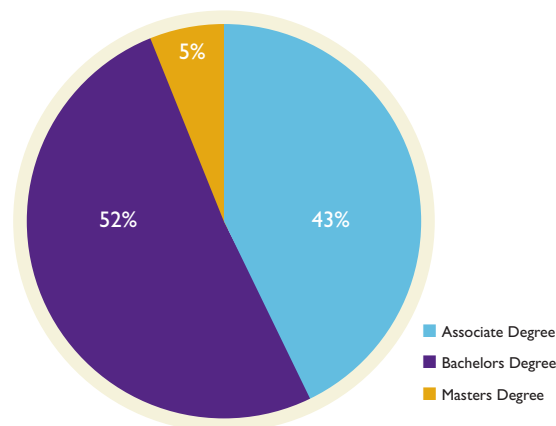
MAN:

Rachel Blackburn	Care Coordination
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Nurse Leaders



Direct Patient Care Nurses



Professional Development – Certification

Congratulations to the following nurses who received new certifications in 2008

Critical Care Registered Nurse (CCRN):

Alejandra Brisenio	Pediatric ICU
Elizabeth Daley	Cardiothoracic ICU
Gena Favero	Pediatric ICU
Juliet Goss	Cardiothoracic ICU
Mindy Layton	Cardiothoracic ICU
Louis Luminarias	Pediatric ICU
Kathleen McIntyre	Cardiothoracic ICU
Monica Lee Rice	Pediatric ICU

Certified Clinical Transplant Coordinator (CCTC):

Donna Guadiz	Cardiothoracic Transplant
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Certified Diabetes Educator (CDE):

Eulalia Carcelen	Endocrinology
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Certified Nurse Operating Room (CNOR):

Melinda Dizon	Operating Room
Angela Hartley	Operating Room

Certified Pediatric Emergency Nurse (CPEN):

Jon McKinnon	Emergency Room
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Certified Pediatric Nurse (CPN):

Lesley Abcede	5 West
Allan Cresencia	PACU
Kristine Gawley	6 East
Susan Gonzalez	5 West
Kim Hodge	Float Team
Michelle Karlu	5 East
William Kenny	Allergy/Immunology-Clinical
Erin Lowerhouse	PACU
Angela Madrid	5 East
Susan Martinez	5 East
Christopher L. May	Float Team
Cheryl McCauley	5 West
Patricia Mueller	6 East
Van Nga Nguyen	6 North - Rehab
Sherry Nolan	5 East
Sarah Ramirez	5 East
Marcela Solorio	5 East
Diana Vaughn	5 West
Annie Yeremian	Allergy/Immunology-Clinical

Certified Pediatric Nurse Practitioner (CPNP):

Denna Jung	Radiology NP (second certification)
Maki Okada	Outpatient Hematology-Oncology NP, CPON
Kynna Wright	Outpatient Hematology-Oncology NP
Gina Zambetti	Pediatric Surgery NP

Certified Pediatric Oncology Nurse (CPON):

Sona Daldumyan	4 West/BMT
Lizzele Dulay	4 West
Vilma Evangelista	4 West/BMT
Dawn Landery,	BMT
Susanna Morelli	Outpatient Hematology-Oncology
Mary Moses	4 West/BMT
Karen Sidi	Outpatient Hematology-Oncology
Shinyi Tang	BMT

Certified Rehabilitation Registered Nurse (CRRN):

Rachel Blackburn	Care Coordination
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Orthopaedic Nurses Certification (ONC):

Ann Wakulich	Orthopedics
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Neonatal Intensive Care Nurse (RNC-NIC):

Beverly Drummond	Neonatal ICU
Heather Hackett	Neonatal ICU

Total Number of Certified Nurses at CHLA:

CPN	69	CCRN	31
CPON	56	RNC-NIC	26
CDE	6	RN-BC	2
CNOR	8	WOCN	1
CNS	13	CANP	2
RNP	1	CFNP	11
CPEN	3	FNP-C	1
NAC	1	CPNP	28
CON	1	CPNP-AC	2
ENPC	1	CPNP-PC	3
CPHN	1	CPNP-PC/AC	7
ONCC	1	NEA-BC	2
NE-BC	1		

Total Number of Certifications = 279

Number of Nurses Who Have 2 Certifications = 18

Total Number of Nurses at CHLA Who Are Certified = 261

CHLA Nurses Share Their Knowledge and Expertise Through Teaching



Nurses at Childrens Hospital Los Angeles share a profound commitment to teaching. Whether they are at the bedside teaching patients and parents the critical skills they need to manage the recovery process, behind a podium at a conference or in a lecture hall, Childrens Hospital nurses share their knowledge and expertise with compassion and patience.

Each year, more than 700 nursing students come to CHLA to learn from the experts in the field of pediatric nursing. Childrens Hospital has contracts for pediatric rotations with more than a dozen colleges and universities throughout Southern California, according to Leslie Neuman, coordinator, Patient Care Services, Staff Development.

Depending on the program, nursing students come to CHLA one to two days week, six to 12 hours a day, for up to 14 weeks during the school year and seven weeks in the summer. Neuman works closely with nurse managers, who match students with nurses throughout the hospital, such as the Emergency Department, Newborn and Infant Critical Care Unit (NICCU), Pediatric Intensive Care Unit (PICU) and Cardiothoracic Intensive Care Unit (CTICU).

“Our goal is to give students a firsthand look at what it’s like to work at a pediatric hospital,” Neuman explains. “Many nursing students don’t know what direction to go in and end up picking pediatrics after completing a rotation here,” she says, noting many new graduates hired at CHLA had a clinical rotation at the hospital.

CHLA nurses teach more than just medical protocol and procedures. They teach every student about compassion, family-centered care and supporting each other. They also help the students have a positive learning experience and introduce them to the numerous opportunities and rewards of nursing. Nursing students are encouraged to ask questions and to spend time in various departments of the hospital to gain a full perspective of pediatric care. Each student participates directly with patients, taking vital signs, inserting catheters and giving medications.

As they hone their nursing skills, these students also learn an important lesson that is not taught in any classroom – the warmth and dedication that is the core of the CHLA culture.



Clinical Nursing Faculty with Students Rotating at CHLA

Instructor

Allan Crescencia, RN, MSN
Ria Yeh, RN, BSN
Gwen Green-Brown, RN, MSN, CNS, CPNP
Linda Camacho, RN, BSN
Margaret Frankel, RN, MSN
Patty Godoy, RN, BSN
Dolores Greenwood, RN, MSN
Kathy Kelly, RN, MSN
Nickie Kost, RN, BSN
Sherry Nolan, RN, MSN, CNS, CPN
Ruth Paul, RN, MSN
Susan Santner, RN, MSN
Denise Sherwood, RN, BSN, CPN, CPEN
Pam Thomas, RN BSN
Jocelyn Turk, RN, MSN, FNP

Nursing School

West Coast University and Mount Saint Mary's College
Los Angeles Community College
Mount Saint Mary's College
Glendale Community College
Mount Saint Mary's College
Moorpark College
Cal State LA, Cal State Fullerton, Mount Saint Mary's
Mount Saint Mary's College
Glendale Community College
Azusa Pacific University
APU, UCLA and Cal State Northridge
Cal State LA, Mount Saint Mary's
Moorpark College
Glendale Community College
Los Angeles Community College

Nursing School Faculty

Instructor

Jennifer Huson, RNC-NIC, MSN
Susan Cline, RNC-NIC, MSN, MBA
Jason Vargas, RN, BSN
Eileen Pompilio, RN, MSN, CPNP
Alan Hermanson, RN, MSN, FNP

School

California State University of Long Beach
California State University of Northridge
Mount Saint Mary's College
Mount Saint Mary's College
UCLA

Camp CHLA Introduces High School Students to a Nursing Career



The future of healthcare is on the minds of Californians. The public views the state's budget deficits, but California hospitals foresee a far worse deficit, which is the declining number of Registered Nurses (RN). It is projected that California is ranked 49th in the number of nurses per capita with only less than 550 registered nurses per 100,000 people. The national average is 780 nurses per 100,000. It is predicted that the shortage may more than triple in the next 12-15 years.

CHLA is one of the leading pediatric hospitals in the nation, providing expert treatment for pediatric diseases and congenital defects. The hospital is also an innovative leader in nursing trends. In response to the nursing shortage, two programs were launched as solutions to the ominous problem: the RN Residency Program in August 1999 and Camp CHLA in August 2006.

After the success of the RN residency program, recruitment and retention of RN graduates has significantly improved. However the problem of dramatic shortage in the future still looms. Though we live in a highly developed society, the image of nursing still seems to be viewed as a subservient worker, as depicted in the media. The solution is to create a positive image of nursing to an impressionable age group who are, as Erik Eriksson would categorize them, in the stage of discovering their future identity: adolescents.

Camp CHLA is an innovative program to introduce high school students to the world of nursing. Susan Cline, RN, MSN, MBA proposed and initiated the program, which started in August 2006. The goal of the program is to give

the students the opportunity to observe and explore the challenges and responsibilities of the various healthcare professions and witness first hand the advances in medical care and technology. From the beginning of the program, over 180 high school students have been matched with healthcare professionals based on their interests including nurses, doctors, pharmacists and physical therapists. While shadowing these individuals, they were able to explore various CHLA departments such as intensive care units, surgery and the emergency department. The program gives the students a wonderful opportunity to gain a new perspective on nursing and other healthcare professions and a greater sense of identity, purpose and direction towards their future.

Though this program is geared for students interested in the healthcare field, one primary goal is to improve the image of nursing. Some of these adolescents choose not to pursue nursing or other healthcare professions after the program. However, one thing is certain -- they leave with new insights into the nursing profession. They learn that nurses are educators, leaders, advocates, counselors, scientists, coordinators, consultants, autonomous professionals and team players. CHLA hopes that they pass this message to their network of friends and families to form a generation of new prospective nurses.



CHLA Staff Nurse Research Fellowship Program

Nursing research is paramount in advancing the profession and improving patient and staff outcomes. In an effort to meet this challenge, the Staff Nurse Research Fellowship Program was developed and implemented in 2007 at Childrens Hospital Los Angeles by Crystal Bennett, RN, DNSc. The program is funded by the Anne Wilson Nursing Excellence Endowment.

The Staff Nurse Research Fellowship Program is a 1-year program designed to assist staff nurses to design and conduct an Institutional Review Board (IRB)-approved research study aimed at improving patient outcomes in their clinical area. Up to ten Fellows are selected each year by an expert research review panel of CHLA nursing research leaders. Each Fellow is paid regular time up to sixteen hours per month to conduct their research and attend courses. Fellows complete a time log and submit to their managers on a weekly basis. The program includes a series of six research courses in addition to weekly individual and group sessions with a nursing research mentor. Each Fellow is provided with the required research textbook prior to the commencement of the courses. The required textbook is Burns, N. & Grove, S.K. (2005). *The practice of nursing research: Conduct, critique, and utilization* (5th edition). Philadelphia: W.B. Saunders.

The Fellows collaborate closely with their managers, research mentors and fellow co-horts. The program culminates with a graduation ceremony where the Fellows present their research projects.

The overall goals of the Staff Nurse Research Fellowship program are to:

- Integrate the research process with clinical practice by developing skills needed for development, implementation, and evaluation of a clinically relevant CCI-approved research project for use by a health care team at CHLA.
- Assist staff nurses in conducting research to promote and improve quality patient care.
- Foster professional growth and development of staff nurses at CHLA.
- Stimulate critical and innovative thinking regarding practices that are efficient and effective in improving patient outcomes.
- Facilitate recruitment and retention by creating a Magnet environment that keeps the best & brightest nurses.
- Facilitates growth in the Forces of Magnetism through providing staff nurses with opportunities and mentoring in making practice changes through research conducted and research utilization.

Upon completion of the Staff Nurse Fellow Lecture Series, the Nurse Fellows:

- Compare and contrast conduct of research, research utilization, evidence-based practice and best practice.

- Identify a research problem and formulate a research question.
- Collaborate with the Nursing Research Scholar throughout the research process.
- Describe the relationship between research and quality management.
- Demonstrate skills needed to develop a sound research protocol.
 - Access computer-based web sites that facilitate research conduct and complete a literature search for research in an identified area.
 - Document the levels of evidence for each study cited as support for conducting the study.
 - Submission of study protocol to the Institutional Review Board (IRB) for study approval. The CHLA IRB is the Committee on Clinical Investigations (CCI).
 - Identify and use evidence-based strategies for effecting behavior change in nurses and other health care providers with the goal of translating research into practice.
 - Apply research findings and evidence-based practice to promote quality care.
 - Develop and begin evaluating the change in practice based on research conducted.
 - Disseminate the project to divisional and departmental committees and councils.
 - Identify and disseminate study findings at one professional meeting (i.e. poster, podium, panel discussion) and/or peer-reviewed publication.

2008 Fellows: Staff Nurse Research Fellowship Program

- Liza Jia, RN, CPN (ED): Childhood Fever Education and its Effects on Parental Beliefs and Practices in Seeking Medical Care.
- Robin Wood, RN, BSN (ED): Effectiveness of Chloraprep Use on Infants Less than 2 Months of Age for Blood Culture Procurement.
- Nida Oriza, RN, BSN (CTICU): Investigating the Knowledge and Practice of Arterial Line Monitoring Among CTICU RNs.
- Victoria Winter, RN, MSN, CCRN (CTICU): The Effect of the Patient's Positioning Under the Radiant Warmer on Toe, Rectal and Skin Temperature.
- Kim Adams, RN, BSN (NICCU): Parent Involvement in Cardiopulmonary Resuscitation: An Exploration of End of Life Care in the Neonatal Intensive Critical Care Unit.
- Suzanne Cuano, RN, BSN (NICCU): Investigating the Effect of Topical Anesthetic Prior to Venipuncture on NPASS Score.
- Sandy Hall, RN, BSN (NICCU): Investigation of the Efficacy of Lingual Sucrose in Reducing Benzodiazepine Use in Agitated Neonates.
- Jennifer Lord, RN, BSN (6E): Effect of Family Education at Discharge on Repeat Admissions and Complications.
- Van Nga Nguyen, RN, CPN (6N): Investigation of the Relationship Between Physician Response Time to RN's Call and Patient Outcomes and RN Satisfaction.

2007 Fellows: Staff Nurse Research Fellowship Program

- Heidi Geary, RN, BSN, CCRN (PICU): Implementation of a Bundle Intervention to Reduce Ventilator-Associated Pneumonia in the Pediatric Intensive Care Unit. Research Completed.
- Catherine Klatzker, RN, CCRN, ADN (PICU): Determining the Effectiveness and Sustainability of a One-Day Mindfulness Retreat on Compassion Fatigue in Professional Caregivers of Critically Ill and Dying Children.
- Nhu Tran, RN, MSN, CCRN (NICCU): Comparison of Brachial versus Calf Blood Pressure in the Neonatal Intensive Critical Care Unit.

2008 Poster/Lecture Presentations & Publications

Cecily Betz, RN, PhD, FAAN, "Healthcare Transition Planning for Adolescents with Special Healthcare Needs: The Never Ending Journey;" "Publishing Tips and Hot Topics;" "Research Round Issues: Transition of Adolescents from Pediatric to Adult Care;" Western Institute of Nursing, Anaheim, CA, April 2008. "Nursing: Scope and Standards of Practice: A Unified Professional Effort;" *Journal of Pediatric Nursing*, March/April 2008.

Nancy Blake, RN, MN, CCRN, NEA-BC, "Liability and Healthy Work Environments;" Care of the Hospitalized Child Conference, Las Vegas, CA, April 2008; American Association of Critical Care Nurses, Chicago, IL, May 2008. "Disaster Management: Implications for the Critical Care Nurse;" *Critical Care Nursing: A Holistic Approach*, May 2008.

Linda Camacho, RN, BSN, **Pattie Soltero**, RN, BSN, MAOM, "Journal Club Brings Evidence Based Practice and Research to the Bedside;" Society of Pediatric Nurses National Conference, Denver, CO, April 2008.

Noreen Clarke, RN, MSN, "Use of a Noncycloplegic Autorefractor to Perform Vision Screening in Preschools;" *Journal of School Nursing*, June 2008.

Lynn Fukushima, RN, MSN, MBA, CNS, FNP, "Comparison of Large Particle Pollutants in the Sputum of Urban and Rural Children in Mongolia;" and with **Diana Sepulveda**, RN, BSN, CCRN, "Assessment of a New Acoustic Airway Clearance Device: PICU Nursing Perspective;" American Thoracic Society (ATS) International Conference, Toronto, Canada, May 2008.

Heidi Geary, RN, BSN, CCRN, "[Abstract] Effectiveness of Bundle Education and Observation Methodology in Reducing Ventilator-Associated Pneumonia (VAP) in the Pediatric Intensive Care Unit (PICU);" Pediatric Nursing Annual Conference, Las Vegas, NV, June 2008.

Cathertine Goodhue, RN, MSN, PNP, "Advanced Asthma Pharmacology;" Azusa Pacific University, Azusa, CA, November 2008. "The Role of the PNP" California State University, Los Angeles in Los Angeles, CA, July 2008. "Disaster Preparedness: A PNP National Perspective;" Pediatric Disaster and Emergency Services National Summit, Los Angeles, CA, September 2008.

Barbara Gross, RN, MSN, "Atrial Septal Defect;" Society of Thoracic Surgeon Database Users Meeting, Orlando, FL, October 2008.

Karla Haynes, RN, MSN, CPNP, MPH; **Helen Lau**, RN, MSN, CPNP Workshops on "Plastic Surgery for the non-Plastic Surgeon and Craniofacial-specific Genetics Fundamentals;" American Cleft Palate and Craniofacial Association Conference, Philadelphia, PA, April 2008.

Dee Imai, RN, BSN, CPON, CONCC, **Maria Lapinid**, RN, BSN, CPON, **Susan Rhoads**, RN, BSN, **Christina Smith**, RN, BSN, CPON, "An Alternate Staffing Model in the Outpatient Setting;" American Pediatric Hematology/Oncology Nurses 32nd Annual Conference, Albuquerque, NM, September 2008.

Laura Klee, RN, MSN, RNC-NIC, **Gee Culla**, RN, BSN, CCRN, **Florida Imperial-Perez**, RN, MSN, CNS, **Lee Ann Hill**, RN, ADN, "Aprotinin vs Aminocaproic Acid for AntiFibrinolysis During Cardiac ECMO;" 24th Annual CNMC ECMO Symposium, Keystone, CO, February 2008.

Sheila Kun, RN, MS, CPN, "Transition to Adult Care for Home Mechanical Ventilation Children: Outcome and Barriers, American Thoracic Society (ATS) International Conference, Toronto, Canada, May 2008.

Teri Loera, RN, BSN, NE-BC, **Sherry Cauley**, RN, ADN, CCRN, "Comparison of Patient Classification Systems for Pediatric Intensive Care Unit Staffing;" National Teaching Institute and Critical Care Exposition, Chicago, IL, May 2008.

Kellie Loera, RN, MSN, CPON, **Dee Imai**, RN, BSN, CPON, CONCC, **Habtezion Tecle**, MS MT (ASCP) CI, **Rita Secola**, RN, MSN, CNS, CPON, "How to Contain a Scabies Outbreak in a Large Center for Cancer and Blood Diseases;" American Pediatric Hematology/Oncology Nurses 32nd Annual Conference, Albuquerque, NM, September 2008.

Inge Morton, RN, ADN, CPN, "Late Onset Complications from Trauma and Early Recognition and Management of Shock;" Contemporary Forums Care of the Hospitalized Child Conference, Las Vegas, NV, April 2008.

Florence Orpilla, RN, BSN, **Shirley Hammers**, RN, "Out Successful Partnership with Cerner Application Managed Services;" Cerner Healthcare Conference, Kansas City, MO.

Trish Peterson, RN, MSN, PNP, **Susan Carson**, RN, MSN, CPNP, "The Pathophysiology, Treatment and Nursing Implications of Acquired Aplastic Anemia;" 32nd Annual Association of Pediatric Hematology/Oncology Nurses Conference and Exhibit, Albuquerque, NM, September 2008.

Nancy Pike, RN, PhD, CFNP, CCRN, "Clinical profile of the Adolescent/Adult Fontan Survivor;" "Developing Multi-site Cardiac Nursing Research in Congenital Heart Disease;" The International Adult Congenital Heart Disease Conference, Toronto, Canada, June 2008. "What's New and in the Future with Ventricular Assist Devices;" "Patient management During Ventricular Assist Device Support: Trouble Shooting and Problem Solving;" Pediatric Critical Care Nursing Conference, San Francisco, CA, October 2008.

Karen Rodriguez, RN, MSN, CPNP, "Trauma Program's responsibility to children and families that are faced with an acute crisis such as the injury and/or death of their child;" 4th Annual Childhood Grief and Traumatic Loss Conference, Pasadena, CA, March 2008.

Sandra Watcher, RN, BSN, "Transition from Pediatric to Adult Rheumatology;" American Juvenile Arthritis Organization's National Conference, Costa Mesa, CA, July 2008. "Partnering With Your Healthcare Team;" Scleroderma Foundation National Conference, Manhattan Beach, CA, July 2008.

Pattie Soltero, RN, BSN, MAOM, **Gloria Verret**, RN, ADN, CPN, **Lori Chan**, RN, BSN, CPN, **Yvonne Hughes-Ganzon**, RN, BSN, CPN, "Why Do Case Studies? Teaching Critical Thinking Skills and Improving Patient Outcomes;" Nursing 2008 Symposium, Las Vegas, NV, March 2008.

Nida Sulit-Oriza, RN, BSN, "Clinical Variables of Survival of Cardiac ECMO Patients;" 24th Annual CNMC ECMO Symposium in Keystone, CO, February 2008.

Shiny Tang, RN, MSN, CPON, **Dawn Landery**, RN, ADN, CPON, **Mary Moses**, RN, ADN, CPON, "Pediatric Bone Marrow Transplant Handbook – An Essential Tool for Families;" American Pediatric Hematology/Oncology Nurses 32nd Annual Conference, Albuquerque, NM, September 2008.

Peggy Townsend, RN, MSM, CPON, **Debbie Reid**, RN, BSN, CPON, MSN(c), "The Interview Process for New Graduate Nurses Has Merit on Recruiting Competent Nurses for Pediatric Hematology/Oncology and BMT;" American Pediatric Hematology/Oncology Nurses 32nd Annual Conference, Albuquerque, NM, September 2008.

Laura Vasquez, RN, ADN, CPON, **Kelley Haley**, RN, BSN, "The Importance of Collaborative Practice Between Nurse Researchers and Bedside Nurses for Delivering High Intensity Regimens;" American Pediatric Hematology/Oncology Nurses 32nd Annual Conference, Albuquerque, NM, September 2008.

Maria Velasco, RN, BSN, CPON, **Afshid Roozrokh**, RN, BSN, CPON, "Methods Utilized to Promote a Successful and Less Stressful Medical Resident Rotation in a Hematology/Oncology Unit;" and "Methods Utilized to Prevent Potential Chemotherapy Administration Errors;" American Pediatric Hematology/Oncology Nurses 32nd Annual Conference, Albuquerque, NM, September 2008.

Quality Improvement

CHLA is committed to providing excellent, quality patient care. Compliance of evidence-based practice, policy, procedure and protocol ensures that the caregiver will deliver safe patient care. It is education that reinforces these methodologies of care so that consistent practice is done across the hospital. There is comprehensive unit-specific training for the new graduate nurses and newly employed experienced nurses. Hospital-wide and unit-based education events are held to update and reinforce safe, efficient nursing practices. However, as CHLA ventures into pioneering novel evidence-based practices, innovative equipment and advanced technology, policies and procedures must adjust to change. Nursing practices and patient outcomes are analyzed and evaluated through quantitative measurements of performance based on surveys and studies conducted throughout the year. The results of these studies provide insights into our daily practices, areas for improvement and the construction of new policies to improve patient outcomes.

A few examples of the many Quality Improvement studies conducted at CHLA are:

- RN Satisfaction Survey
- Pressure Ulcers
- Falls
- Ventilator Associated Pneumonias
- Catheter Associated Blood Stream Infection

CHLA submits information to private databases such as Collaborating Alliance for Nursing Outcomes (CALNOC), National Database of Nursing Quality Indicators (NDNQI) and Child Health Corporation of America (CHCA). Their purpose is to benchmark our data with other hospitals in California and nationally. Our data is also benchmarked with pediatric and Magnet facilities. This information is valuable to nurse leaders from the council level to the unit level, utilizing the database as a research tool for evidence-based practice, as well as to develop and disseminate concepts for the improvement of professional practices and education.

The results from the 2008 RN Satisfaction Survey indicated that CHLA ranked above NDNQI's reported averages of all comparison hospitals in the following categories:

- RN-RN Interaction
- Professionalism
- RN-MD Interaction
- Autonomy
- Tasks
- Decision Making

National comparison data are a product of the American Nurses Association's National Database of Nursing Quality Indicators (NDNQI).



New Magnet Logo



The ANCC announced the new Magnet logo. Only Magnet recognized organizations have the privilege to post the coveted logo to their poster and podium presentations, stationary and nursing publications adjacent to their organization's logo.

Commitment to Community Involvement

There is a deep wish in the hearts of nurses to help each and every sick child in the world. However, reality deems this impossible. Community service is a way to help children who are in need of care outside the walls of CHLA, one child at a time. Nurses at CHLA are fortunate to be in an organization that supports its members as they engage in numerous community services. With all the CHLA team members desiring to help ailing children globally, fulfilling this wish is within reach.

CHLA nurses are not only involved in their own communities, but also through city, state, national and international organizations. Many nurses are integral parts of healthcare teams, comprised of doctors, surgical techs, physical therapists and other direct and non-direct patient care staff. The team members provide community service either by direct patient care or indirectly through fundraising for hospital projects, special organizations or research. These images exemplify the nurses and the multidisciplinary team members going above and beyond their call of duty. We are all proud of the work that they do.



Nautica Triathlon



Camp Dreamstreet



Painted Turtle



Milagros para Ninos



Milagros para Ninos



Camp Dreamstreet

Image of Nursing – the DAISY Awards

The DAISY Awards, which recognize nurses who exemplify excellence in patient care, have become a celebrated tradition at CHLA.

Bonnie and J. Mark Barnes founded the DAISY (Diseases Attacking the Immune System) Foundation in memory of their son J. Patrick Barnes who died of complications from his autoimmune disease (Idiopathic Thrombocytopenic Purpura) at age 33. In tribute and appreciation of the nurses who cared for their son, the DAISY

Foundation was established to honor nurses who positively impact the lives of their ill patients and coping families.

CHLA is one of over 50 hospitals in the United States that has partnered with the DAISY Foundation, a not-for-profit organization. Recipients of the DAISY Award receive a certificate, a DAISY pin, Cinnabon® cinnamon rolls and a unique hand carved statue called “The Healer’s Touch” created by artisans in Zimbabwe.



January

Emma Clark, RN, BSN



February

Tonette So, RN, BSN



March

Stephanie Johnson, RN, BSN, MBA, CCTCC



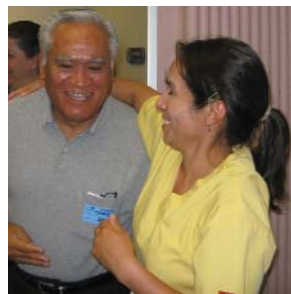
April

Ellen Horwitz, RN, ADN



May

Rita Secola, RN, MSN, CNS, CPON



June

Denise Navarro, RNC-NIC, BSN



July

Shelly Castle, RN, BSN



August

Aileen De Guzman, RN, BSN



September

Pattie Soltero, RN, BSN, MAOM



October

Phyllis D'Ambra, RN, BS, ADN, MPA



November

Ruth Klinsky, RN



December

David Schmidt, RN, MSN, CNS, CRNP, CCRN

Image of Nursing

Humanism Awards



The 5 East staff

The Humanism Awards is an annual event where CHLA staff and colleagues nominate individuals or groups who they believe are excellent assets to CHLA and create a positive rapport in their daily interactions. The 2008 Winners of Morris and Mary Press CHLA Humanism Awards under the Nursing category were Beth Zemetra, RN, BSN and the Departments/Work Area category was 5 East.



Beth Zemetra, RN, BSN

Employee of the Month

The Employee of the Month recognizes individuals, including nurses, who demonstrate the values of CHLA: Excellence, Teamwork, Service, Respect and Knowledge. These are the values that make CHLA one of the top hospitals in the nation. The nurses honored in 2008 were Susan Cline, RNC-NIC, MSN, MBA (January), Sue Martinez, RN, BSN, CPN (August), and Leticia Boutros, RN, MSN, CPNP-PC (September).



Susan Cline, RNC-NIC, MSN, MBA



Sue Martinez, RN, BSN, CPN



Leticia Boutros, RN, MSN, CPNP-PC

NurseWeek Excellence Award

Suzanne Taylor, RN, MSN, RN-BC, EMT was featured on the cover of *NurseWeek Magazine* on October 2, 2008, along with five other nurses selected for the *NurseWeek Excellence Awards*. Suzanne was the winner in the “teaching” category. The Excellence Awards are given to registered nurses who have contributed significantly in education, professional development and long-term learning of nursing professionals.



Family-Centered Care It's What We Do

By Bill Kenny, RN, BSN, CPN



I'll never forget that December afternoon fifteen years ago when a doctor I'd never met before read my ultrasound results and delivered the grim news, "You have cancer." He proceeded to explain my treatment options, but my mind was three thousand miles away – literally. That's because my family was back in

New Jersey, and as the enormity of my diagnosis sank in, I desperately wanted to be with them. I faced many difficult decisions in the days ahead, but where to get treatment was a no-brainer. If I was going to undergo surgery, chemo and radiation, I simply had to be back east with the people who meant most to me.

I spent the next six months fighting my disease surrounded by my large Irish-Italian family. Ironically, I remember this as a happy time in my life. Years after the memories of chemo, going bald and nausea faded, I can still vividly recall the nights my family spent at my bedside regaling me with funny stories from childhood. Ask my family about this time however, and you'll get a very different response. My parents recently revealed to me that my cancer was one of the hardest things they ever lived through, and to this day my sister gets teary-eyed when the subject comes up.

As a nurse at CHLA, I never forget the profound impact my illness had on my entire family. So each day when I get a patient assignment, I'm mindful of the dozens of loved ones who are impacted by this hospitalization. I can't possibly make everything all right for everybody. But I know there are a few extra things I can do to help a family weather the storm. I can arrange for Child Life to meet with young siblings in order to prepare them for seeing their brother on a ventilator. I can offer juice and crackers to parents who are afraid to leave their child's bedside for even a minute. I can proactively explain exactly what the lines on a cardiac monitor mean so that a grandfather doesn't panic every time an alarm goes off. I can help a mom dress her baby in his Sunday finest so he can be baptized by our chaplain. I can even ask my charge nurse if we can bend a rule when I know it will benefit a family. I'm happy to say that I can't think of a time my charge nurse has ever said "No".

The culture at CHLA is all about family-centered care. On any given day, take a stroll through the halls and you'll see it. Parents whose kids share a diagnosis bond over a picnic lunch in our garden. Float to the NICU where nurses tenderly lift a vent-dependent infant into mom's arms so they can bond. Visit 6 North where each evening a wonderful ritual occurs. Parents of all ethnicities prepare home cooked meals in the community kitchen. Slowly, tantalizing aromas replace hospital smells and draw children out of their beds to enjoy the normalcy of a family supper under the dome. Walk across the bridge to our outpatient clinics where framed graduation and wedding photos tell stories of kids who wanted to share their happy day with the people who helped them "beat the odds." I've worked in all these places and I've seen all these things happen time and time again.

One of my favorite parts of the work day comes at the end of my shift as I walk from my unit to the lobby on my way home. Along the way I pass families of every possible description on their way to visit their loved ones. Brothers and sisters run ahead of their parents, eager to bring gifts to a sick sibling. Moms, Dads, step-parents, aunts and uncles, neighbors and friends all head for the elevators, bearing happy meals, balloons and stuffed animals. It's a happy time when the halls of CHLA are filled with the love only family can provide. It reminds me of the time years ago when I eagerly waited to see my family come through the door of my hospital room. It's one of the reasons I made it through my darkest time. And it's one of the reasons I look forward to coming back to this place every day.

A basic tenet of family-centered care is that a family can define themselves any way they wish and we'll honor and respect it. In three years, I've taken care of countless different types of families and I've been touched by every one of them. In the PICU, our crib is filled with heartfelt notes of gratitude. More than a few are addressed to "Our CHLA family." It's a powerful feeling to know that these parents and patients have come to think of us as extended members of their family during a time of crisis. Not every family will have the desired outcome, but I believe every family will always remember CHLA as a place where people really cared.

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Children's Healers

Children, children are everywhere
A sight no other can compare
Some of them are big; some are small
Some of them are tiny; some are tall

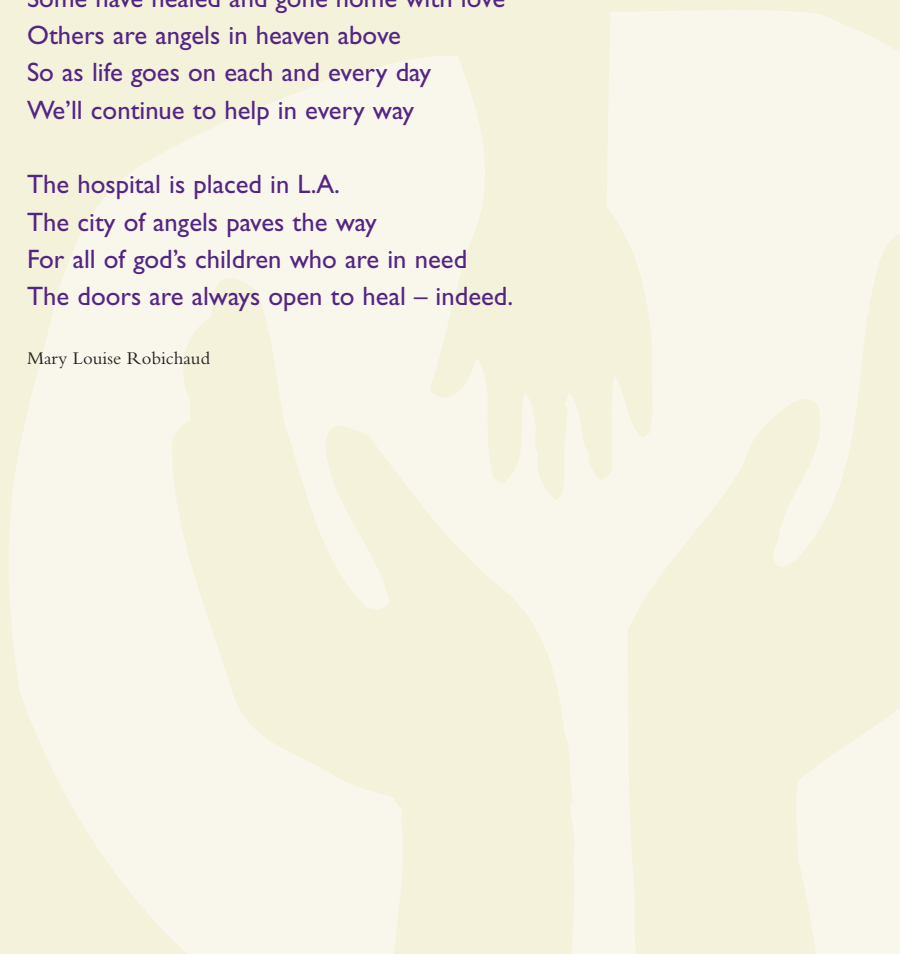
Children have placed their total trust
To expect the highest from each of us
With love they receive all we can give
So they know through us they can live

Thank god for this very special place
Childrens Hospital's a healer for every face
The great thanks the child has given
Are love and smiles cause they are living

Some have healed and gone home with love
Others are angels in heaven above
So as life goes on each and every day
We'll continue to help in every way

The hospital is placed in L.A.
The city of angels paves the way
For all of god's children who are in need
The doors are always open to heal – indeed.

Mary Louise Robichaud



CHLA Nursing Mission

We are committed to advancing the professional practice of Nursing by creating opportunities which support an environment of excellent, integrated, innovative and evidence-based Nursing care for children and their families in a diverse community.

CHLA Nursing Values

- At CHLA we value advancement and innovation in Nursing practice, professionalism and meaningful recognition for quality Nursing outcomes.
- We provide family-centered care involving multidisciplinary collaboration.
- We embrace the cultural diversity of families and staff in our practice of caring for children.

CHLA Nursing Guiding Principles

CHLA Nurses embody the principles of integrity, respect, leadership and advocacy in our daily work.

CHLA Nursing Philosophy

We, the nurses of Childrens Hospital Los Angeles, embody individualized family-centered care, research, evidence-based practice and life-long learning as the foundations for our practice. Our Nursing decisions integrate sound clinical judgment, ethical responsibility and compassion to optimize patient outcomes.

CHLA Nursing Vision

Nursing care at CHLA is recognized internationally as a model for Nursing excellence. By utilizing best practice, we provide outstanding family-centered care in an environment that honors our diverse community. We strongly promote life-long learning and collaborative interdisciplinary relationships. In addition, our emphasis on Nursing research, leadership and professional development makes CHLA the organization of choice for a career in pediatric nursing.

