

The Children's Hospital of San Antonio

CHRISTUS Health

Nursing Annual Report

OUR MISSION

WHY WE EXIST.

To extend the healing ministry of Jesus Christ.

OUR CORE VALUES

WHAT WE BELIEVE IN.

DIGNITY

Respect for the worth of every person, recognition and commitment to the value of diverse individuals and perspectives, and special concern for the poor and underserved.

INTEGRITY Honesty, justice, and consistency in all relationships.

EXCELLENCE High standards of service and performance.

COMPASSION Service in a spirit of empathy, love, and concern.

STEWARDSHIP Wise and just use of talents and resources in a collaborative manner.



OUR VISION

WHAT WE ARE STRIVING TO DO.

CHRISTUS HEALTH, a Catholic health ministry, will be a leader, a partner, and an advocate in the creation of innovative health and wellness solutions that improve the lives of individuals and communities so that all may experience God's healing presence and love.





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I have often said that our nurses have the toughest jobs. You walk into a room with a child who is scared, stressed and in pain who is accompanied by a parent, or many family members, who are also scared and stressed, and you quickly work to take care of everyone in that room. Maybe the child can't communicate with words. Or maybe they're much bigger than you physically, or their family wants to tell you how they think you should do your job. With compassion and unwavering strength, you lean in on your expertise and training to quickly help both the child and the family. You care for the most vulnerable members of our community who come through our hospital or clinic doors and you make me proud to walk alongside you each day.

In the spring of 2022, we welcomed Barbara Vazquez as our new Chief Nursing Officer. Barbara quickly worked to address staffing challenges by focusing on recruitment and retention initiatives and implement operational systems to review census levels throughout the day. Barbara continues to be an outstanding addition to our leadership team and a champion for our nursing teams.

You embody our mission to extend the healing ministry of Jesus Christ with every encounter throughout your day. You find ways to care for each other and your families even on your toughest days. You make The Children's Hospital of San Antonio a destination for hope and healing and for that I am sincerely grateful.

Sincerely,



Cris Daskevich Chief Executive Officer



In November 2021, I applied for the job of Chief Nursing Officer at The Children's Hospital of San Antonio. After completing the interview process and visiting San Antonio, I shared with my husband that my gut was telling me this was the right place. Today I have no doubts that my gut was spot on. The culture of caring here is palpable; from day one everyone was warm and welcoming. Most importantly, the CHRISTUS Health mission to extend the healing ministry of Jesus Christ stands true to its meaning.

By the time I arrived in early 2022, our nursing team had been through so much during that fiscal year. As we were ending the challenges of the COVID pandemic we were confronted with an outbreak of RSV in late summer impacting our nursing teams with daily staffing challenges in the emergency department and critical care unit, along with a growing frustration with global shortages of common medical supplies. Predictably, some nurses were wooed away by offers of higher wages and jumbo sign-on bonuses.

Not so surprisingly, some nurses decided to return to their beloved "CHofSA," proclaiming that the grass was not greener on the other side of the street, that they missed the camaraderie, faith-based mission and feeling like part of a family. In this report, you'll read about three nurses who decided there's no place like home and made the decision to return.

A shining moment in 2022 was being named among the San Antonio Express-News' Top Workplaces in 2022. We were the only hospital in San Antonio to earn this distinction based on a satisfaction survey. What a well-deserved achievement during such a challenging time for medical personnel!

We also received notice in 2022 that our Pediatric Intensive Care Unit once again met the criteria to receive the Gold Level Beacon Award from the American Association of Critical Care Nurses. The PICU joined our Neonatal Intensive Care Unit that was already re-designated as a Gold Level Beacon unit. These two achievements meant that we were the only hospital in Texas to achieve Gold Level status in both of our critical care units and one of only two children's hospitals in the U.S. with both designations.

Words cannot express my awe at the unwavering dedication our team displays when faced with enormous challenges. Through it all, our nursing teams continue to provide exceptional care, reach patient safety goals, and stick together – just like family.

I'm honored to call The Children's Hospital of San Antonio my home and my family.

Kindest regards,





Barbara Vazquez, DNP, FNP, RN Chief Nursing Officer





People

PATIENT EXPERIENCE

GOAL: MEET OR EXCEED PATIENT SATISFACTION GOALS

- Incorporate an interdisciplinary approach for improvement activities across the organization
- Collaborate with the Family Advisory Board (FAB) on process improvement activities. Re-establish monthly Patient Experience meetings, membership to include physician leadership and FAB representative(s)
- Utilize the CHofSA Professional Nursing Practice Model to guide all patient care interactions. Continue nursing triad model (bedside shift report, hourly safety checks, nurse leader rounding) as a standard of care

ASSOCIATE ENGAGEMENT

GOAL:

MEET OR EXCEED ASSOCIATE ENGAGEMENT GOALS AND IMPROVE RETENTION RATES AS MEASURED BY DECREASING THE OVERALL ASSOCIATE TURNOVER RATE AND THE VOLUNTARY RN TURNOVER RATE

- Maintain Recruitment, Retention, and Recognition
 Committee (R3 Committee) activities
- » Implement Healthy Work Environment initiatives (i.e., yoga, CHEF, etc.)
- Improve visibility of and access to the Chief Nursing Officer (CNO) and Associate CNO through a variety of venues to include rounding on associates, attendance at Unit-Based Council meetings, huddles, etc.

PROFESSIONAL DEVELOPMENT

GOAL:MAINTAIN SPECIALTY CERTIFICATION RATE OF ≥51% OF
ELIGIBLE NURSES AND MAINTAIN A BACCALAUREATE
DEGREE OR HIGHER IN ≥80% OF THE RN WORKFORCE

- Maintain support for completion of advanced nursing degrees (i.e., BSN, MSN) and specialty certifications
- Plan and coordinate professional development and succession planning activities for RNs
- » Promote participation in shared governance initiatives

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Operations - STEWARDSHIP INITIATIVES

GOAL:

MEET FINANCIAL GOALS AS IDENTIFIED BY THE **ORGANIZATION (I.E., NET OPERATING INCOME [NOI], LABOR MANAGEMENT, CONTROLLABLE EXPENSE REDUCTION)**

- Identify strategies to improve charge capture (i.e., supplies) »
- Continuous monitoring of staffing levels based on patient » care needs to ensure appropriate labor management

Quality - EVIDENCE-BASED PRACTICE (EBP)

GOAL: ENSURE THE FUNDAMENTALS OF ALL CLINICAL PRACTICE ARE BASED ON EVIDENCE-BASED RESEARCH

- Policies and procedures are created and updated based on the most recent EBP findings »
- Participate in relevant state and national collaboratives and databases in » order to contribute to the body of evidence and identify best practices

Nursing Excellence

GOAL: PURSUE MAGNET RE-DESIGNATION IN 2021 AND ENCOURAGE AND SUPPORT CLINICAL NURSES AS CONTRIBUTORS IN INSTITUTIONAL REVIEW BOARD (IRB) APPROVED NURSING RESEARCH STUDIES.

GOAL: INITIATION OF TWO NEW STUDIES PER YEAR

- Nurses serve as contributors and decision-makers at all levels of the organization »
- Partner with the Voelcker Clinical Research Center and the Regional Shared » Governance Research Council to promote nurse participation in research activities
- Support dissemination of research findings both within the organization and externally »

Growth - PEDIATRIC AND MATERNAL SERVICE LINES

GOAL: SUPPORT PERINATAL AND PEDIATRIC SERVICES **ACROSS THE CHRISTUS HEALTH SYSTEM**

- Support CHRISTUS hospitals to enhance pediatric and maternal care »
- Institute processes to decrease out-migration from CHRISTUS » facilities for the pediatric and perinatal patient populations

Shared Governance

During fiscal year 2022, Shared Governance Councils persevered, practiced their commitment, and demonstrated considerable flexibility by including a virtual format to continuing meetings. Council leaders with support of nurse leaders mastered Zoom and Teams. Virtual meetings allowed council members the opportunity to participate in shared governance and make shared decisions which impact nursing care delivery that drives positive outcomes. The Children's Hospital of San Antonio is committed to supporting the voices of nurses.

FACILITY LEVEL:

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- **>>** Professional Development

UNIT LEVEL (unit-based council)

SHARED GOVERNANCE

COUNCILS:

REGIONAL LEVEL On hold due to COVID-19 and its

impact on our adult facilities

- Practice and Quality Council
- **>>** Research Council
- **>>**

Staffing Effectiveness

The Staffing Effectiveness Committee with nursing leadership support are tasked to ensure safe and appropriate staffing patterns exist in our daily practices. At least 60% of our members are registered nurses who spend at least 50% of their time providing direct patient care from all inpatient departments.

The Pediatric Service Line Committee is a collaborative group of nurses who meet monthly to work toward identified goals and projects. The group utilizes evidence-based best practices to review and revise all hospital clinical practice policies. The committee may provide feedback for interdisciplinary policies ensuring a continuous focus on patient safety while supporting our mission and core values.

Pediatric Service Line





ROW 1:

- » John Hickman, MSN, RN, CCRN-K, Administrative Director, Hematology/Oncology Service Line, and Hematology Oncology Clinic
- » Garret Clark, BSN, RN, CPEN, TCRN, CEN, NAESE-I, Director of Trauma

ROW 2:

- » Andrea Yosko, BSN, RN, Clinical Director, Hospital Emergency Center, KidSTOP, Transporters
- » Heather Palacios, BSN, RN, Clinical Director, Operating Room

ROW 3:

- » Kelly Kamiya, BSN, RN, CPN, Clinical Director, Hematology Oncology/BMT
- » Autumn Buell, MSN, RN, CPEN, Clinical Director, Freestanding Emergency Centers - Westover Hills and Stone Oak
- Theresa Rodriguez, BSN, RN, CCRN, Clinical Director, NICU, Children's Hospital and CHRISTUS Santa Rosa Hospital – New Braunfels
- » Lindsey Taulbert, BSN, RN, CPN, Clinical Director, Day Surgery, GI Lab, and PACU
- » Rachel Guerra, BSN, RN, CPN, Clinical Director, Special Medicine, and Surgical Care Units

ROW 4:

- » Sara Campa, BSN, RN, CPN, Clinical Director, Medical Care Unit, Float Pool, and Sitters
- » Amber Pocrnich, BSN, RN, RNC-ONQS, EFM-C, MSS-e, Administrative Director, Perinatal Services
- » Barbara Vazquez, DNP, FNP, RN, Chief Nursing Officer
- » Stephanie Lerma, BSN, RNC-NIC, Clinical Director, NICU, Children's Hospital, and CHRISTUS Santa Rosa Hospital New Braunfels

ROW 5:

- » Kelly Jackson, DHA, MSN, RN, CEN, NE-BC, Administrative Director, Emergency Services, KidSTOP, SANE, Center for Miracles, Transporters, PICU, PIMC, ALL KIDZ Critical Care Transport Team
- » Karen Weaver, BSN, RN, CCRN, Clinical Director, PICU, ECMO Program
- » Eva (Aly) Davila-Alcala, MSN, RN, Administrative Director, Outpatient Specialty Clinics

ROW 6:

- » Juanita (Janie) Lopez, MSN, RN, CPN, Clinical Director, Nursing Administration, and Magnet Program Director
- » Lisa Werkowitch, MSN, RN, CPN, Administrative Director, Medical Surgical Service Line

NOT INCLUDED IN GROUP PHOTO

- » Amy Sanchez, BSN, RN, C-NPT, Clinical Director, ALL KIDZ Critical Care Transport and Maternal Transport Teams
- » Raymond Cavazos, BSN, RN, CDN, Clinical Director, Outpatient Dialysis and Children's Mobile Clinic

Trauma Level III Redesignation

In October 2021, The Children's Hospital successfully completed its survey for trauma center re-designation as a Level III Trauma Center.

San Antonio Express-News Top Work Places



The San Antonio Express-News named The Children's Hospital of San Antonio among the city's Top Workplaces. The hospital earned this same recognition in 2019. Each year, hundreds of companies in our area compete for this distinction with only a few chosen. The Children's Hospital was up against organizations and businesses from every sector, including banking, sports, retail, and non-profits. Based on a randomly distributed email survey among our Associates, we scored high in leadership, compensation and training, workplace flexibility, and diversity.

PICU - Gold Beacon



The American Association of Critical Care Nurses (AACN), recognized the Pediatric Intensive Care Unit with a gold-level Beacon Award for Excellence. The Beacon Award for Excellence is a significant milestone on the path to exceptional patient care and healthy work environments. This designation recognizes unit caregivers who successfully improve patient outcomes and align practices with AACN's six Healthy Work Environment Standards. Units that achieve this three-year, three-level award with a gold designation meet national criteria consistent with the Magnet Recognition Program[®], the Malcolm Baldrige National Quality Award, and the National Quality Healthcare Award.

Maternal Levels of Care

The Texas Legislature passed House Bill 15 to establish rules for level of care designations for hospitals that provide maternal services. Due to the high rate of maternal morbidity and mortality in Texas, all hospitals receiving Medicaid reimbursement for delivery services must be surveyed and receive a designation of Level I, II, III, or IV. The law seeks to improve maternal patient care and outcomes, develop hospital requirements for facility designation, and establish regional coordination of maternal care.



Nursing Demographics

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DAISY Award Recipients



CELINE CORTEZ, RN SURGICAL UNIT

Celine Cortez's DAISY Nomination from a parent: It takes an exceptional person to make an impression, especially a long lasting one. Celine will forever be in our hearts. Celine made my daughter laugh and forget, even for a moment, that she was in a hospital. She took our minds off the fact that my daughter may have cancer, may never have kids, may spend the rest of her life wishing things went differently. She helped us physically but most of all mentally. Words cannot explain what everyone here means to us, especially Celine. I will never forget her or any of the others who took care of my baby girl and me. Thank you, Celine.



Associates of the Quarter





Keely is one of our newest team members and has made an impact on everyone, staff and patients, ever since stepping foot in our unit. You will never find Keely in a bad mood and though she may struggle, as we all do when it gets extremely busy and demanding, she always has a smile on her face with the most upbeat attitude. Keely is absolutely amazing with each of her patients. The other day I witnessed Keely juggling a heavy PICU assignment and still had the time to push one of her patients around the halls in their cardiac chair. You could tell the patient's parents were extremely happy and enjoying every moment of the experience. Keely's teamwork, advocacy, compassion, and communication skills are top quality and worth recognizing. Our unit could not have asked for a better nurse to join our team and take care of our sick kids.



CARMEN PERUSQUIA, RN SEXUAL ASSAULT FORENSIC EXAMINATION (SANE)

Congratulations to Carmen Perusquia, RN, member of the Sexual Assault Forensic Examination (SANE) team. Carmen received the Associate of the Quarter award for ensuring the safety and well-being of a child brought to the emergency department by a law enforcement officer.



Nurse of the Year



DENVER KOPECKI, BSN, RN, CPN DAY SURGERY

"When you see multiple nominations for one person, you know that person must be pretty special," said Gayle Dasher, Director of Clinical Practice and Standards. Denver Kopecki, RN, was nominated for Nurse of the Year by five colleagues who work alongside her in perioperative services.

Gayle continued, "Words like 'going above and beyond,' 'team player every day, not just when it's convenient,' and 'always willing to step in' provide a common theme of service that highlights Denver's impact on her unit. For patients and their families, 'passion for caring' and 'patient advocate,' describe Denver's ability to connect with those for whom she provides care. And one statement speaks volumes above her leadership; 'Denver inspires me to work harder every day. She can motivate the team on even the most difficult days.'"

Carol and Odis Peavy Scholars

The Carol and Odis Peavy Scholars Program assists nurses and non-nurse Associates in pursuing a Bachelor of Science in Nursing. The Peavy family has supported this program for four years and two Associates are chosen each year to benefit from the fund.

In 2022, recipients included Brandy Perez, RN, nurse for inpatient surgery, and Yvonne Alvarez, neurosurgery clinic office lead.

Each received \$1,900 to offset the expenses of their nursing education.

2022 Imagemaker Award



LISA WERKOWITCH, MSN, RN, CPN, ADMINISTRATIVE DIRECTOR, MEDICAL/SURGICAL AND SPECIAL MEDICINE UNITS

Lisa's team appreciates her caring, consistent guidance and personal interest in their lives and careers. Lisa is the epitome of a personable, collaborative, and reliable nurse leader as she strives to ensure a safe practice environment for both patients and nurses.

Lisa has pursued extensive training and credentials, including completion of the Cincinnati Children's Hospital, SPS wave nine leadership training, and the Texas Children's advanced AQI cohort focusing on the use of Pediatric Advanced Warning System. Lisa has been involved in process improvement efforts including behavioral health care standardization, inpatient sepsis and alerts, central line associated bloodstream infection education and prevention, education, prevention, and implementation of patient and family-centered multidisciplinary rounds.

Lisa's contributions are invaluable to the daily operations of The Children's Hospital of San Antonio.



Hospitals across the U.S. faced staffing challenges during the pandemic and The Children's Hospital was no exception. Nurses were attracted by offers of higher salaries, bonuses, and the opportunity to travel where they felt they were needed the most. However, in 2022, we noticed a trend: nurses began returning to The Children's Hospital, the place they considered home. Three nurses shared their stories.

It's as simple as following where God leads me — Karen Witkowski, BSN, RN, CPN



KAREN WITKOWSKI, BSN, RN, CPN CHARGE NURSE, EMERGENCY DEPARTMENT

When I resigned from The Children's Hospital, I never expected to return. There was a great deal of turmoil and uncertainty at the beginning of the pandemic. My calling at that time was to minister to those in need. So I went on deployments with BCFS Health and Human Services* which I had been serving PRN since 2018. I chose to resign from The Children's Hospital as I felt that was where I could do the most good.

I have been at Children's since 1988, first in the PICU as a graduate nurse and later as an emergency room nurse. I had never left my comfort zone before. I experienced the most humbling yet rewarding nursing experiences of my life while deployed.

When I returned after two plus years of deployments to different hot spots, I interviewed at other hospitals

that serve children in San Antonio. Though, nice enough, they just didn't have the same spirit, that feeling of home. I worked at another hospital's pedi ER for about six months, but I started missing the ministry and the patients at CHofSA. It was a simple matter of waking up one day and having this overwhelming need to text Kelly Jackson^{**} and ask if she could use me. I feel that was God speaking to me because Kelly put me in touch with a recruiter and I was in the next New Nurse Orientation. It's as simple as following where God leads me, and He has never led me astray. Thank you for this opportunity as I am so blessed to be home.

*Formerly known as Baptist Child and Family Services, a non-profit organization specializing in emergency shelter, foster care and adoption **Emergency Department, Administrative Director, Emergency Services



KAREN WEAVER, BSN, RN, CCRN CLINICAL DIRECTOR, PEDIATRIC INTENSIVE CARE UNIT

It is not all about the money. When I left, I left work colleagues who had become like family to me. When I entered the other hospital, I immediately recognized what I lost. The other hospital was full of good and kind nurses, but they were just doing a job. They did not have a unifying mission that pulled the team together.

At The Children's Hospital, it really is about the mission, to extend the healing ministry of Jesus Christ. People really look at each other and see each other. When we begin by extending the healing ministry of Jesus to each other first, we are better equipped to extend the ministry to our patients and families as well. When I returned, I returned home.

When I had the opportunity to come back, I didn't hesitate! — Francine Real, BSN, RN



FRANCINE REAL, BSN, RN CLINICAL NURSE, PEDIATRIC INTENSIVE CARE UNIT

I started as a new nurse in the residency program. This place feels like home to me! I originally decided to work here for the atmosphere and the team spirit I saw during my clinical rotations. It was very difficult leaving in December 2020. I was offered a higher wage and I had a new baby at the time. But I very quickly realized not many places are like The Children's Hospital of San Antonio. The team spirit and the way we care about each other is something I have never seen in any other setting. When I had the opportunity to come back, I didn't hesitate!



Associates in ancillary departments bring their own unique skill set to the hospital setting, allowing nurses to focus more on providing high-quality patient- and family-centered care.

CHILD LIFE



The Child Life Department plays a unique role in helping children cope while in the hospital. Child life specialists partner with nursing to calm a child's fears by offering age-appropriate coping and distraction methods.

The Child Life Department includes a beloved facility dog named Marcus who is always ready to cuddle and offer comfort. In addition, a full-time certified music therapist joined the team in 2022.

The Child Life Zone opened in late 2021 to offer respite to patients spending longer periods of time in the hospital. The Zone offers interactive play, a TV studio for creating programming that's broadcasted to patient rooms, and a sensory gym. Children enjoy the opportunity to leave their room and create pleasant memories about their time in the hospital.

The presence of child life specialists eases the workload on nursing by giving children the opportunity to express themselves through play and engage in arts and crafts.

SPIRITUAL CARE

As part of a Catholic faith-based ministry, The Children's Hospital of San Antonio maintains a team of chaplains who offer a sacred space for all who wish to find comfort within their faith.

By partnering with Spiritual Care, our nurses demonstrate their commitment to CHRISTUS Health's 150-year-old mission to extend the healing ministry of Jesus Christ.

SECURITY

Our teams work with Security to ensure we maintain patient and staff safety throughout our campus. Our Security Officers respond quickly when a patient or their family member becomes violent or threatening while receiving care at The Children's Hospital to assist in de-escalating the situation. Security provides our nurses with de-escalation training to help avoid potentially dangerous confrontations. The officers have conducted active shooter training with most of our departments to learn strategies on how to respond to a situation with an armed individual.

FAMILY ADVISORY BOARD

FAMILY ADVISORY

BOARD

APPROVED

The Family Advisory Board (FAB) consists of parents of children who have been treated as inpatients. They volunteer their time to share their own experiences to guide decisions including review of collateral materials and guidance on policies and procedures that impact patient care.

Members of the Family Advisory Board conduct rounding in patient units to gather feedback from parents. They collect comments directly from parents that may not be shared with nursing or in satisfaction surveys.

The group meets regularly with the administrative team to share their findings. In 2021, based on feedback from FAB, the outpatient clinic appointment system was the subject of a quality improvement initiative. As a result, on-hold wait times were significantly reduced along with

the number of abandoned calls. As a result, changes were implemented that led to improved customer satisfaction and scheduling became much more efficient for the clinic staff and patients.



SCAN TO VIEW THE FAMILY ADVISORY BOARD FY 22 REPORT



PICU NURSE CREATES DRAWING TO HONOR PATIENT



Sometimes nurses have more than amazing bedside manner. Eva Baker, RN, cared for a young girl in the Pediatric Intensive Care Unit who was involved in a tragic accident. The family was devastated to learn their child would not recover.

As the family prepared to say good-bye, Eva spent time with the family and learned that the girl loved music, playing the violin, and frogs. Eva went home that night and returned the next day with a watercolor drawing she made. When she presented it to the family, they were overwhelmed by Eva's thoughtful gift honoring their child and serving as a lasting keepsake.

KING WILLIAM FAIR



Nurses enjoy volunteering at the annual King William Fair which is part of the city's annual Fiesta celebration. Nurses are joined by doctors and other medically trained staff to respond to provide basic first aid care. It's also an opportunity to collaborate with paramedics with the San Antonio Fire Department when a fair goer has a more serious medical issue. Overindulgence in alcoholic beverages often leads to the need for first aid intervention. Other reasons for first aid at this Fiesta event include heat, dehydration, sunburn, and injuries from falling.



FOOD BANK





Members of the Facility Joint Nursing Council invited Associates to join them for a morning at the San Antonio Food Bank. The group helped to pack 12,652 pounds of feed, enough to make 10,122 meals for families in our community.

SAN ANTONIO STOCK SHOW & RODEO





The Children's Hospital of San Antonio trauma prevention department provided a Safety Booth at the annual rodeo over three weekends. Volunteers from nursing and other areas of the hospital helped educate rodeo guests about safety issues including correct child car seat installation and safety tips to consider when letting a child ride an all terrain vehicle.

The rodeo attracted more than one million people and gave our volunteers an opportunity to spend time with families from San Antonio and throughout South Texas. Many stopped by to say "thank you" for the care their child had received while a patient at The Children's Hospital.





The Women's Services team held a "Labor of Love" donation drive to show their appreciation to the Ronald McDonald House which shares the 4th floor with Women's Services. "They do so much for our families, we wanted to give back," said Jennifer White, lactation consultant. Associates contributed food, snack items, along with household items including cleaners and disposable dinnerware.



