

2020
NURSING
ANNUAL
REPORT



Hands that heal.
Hearts that care.



Jineal Shinn, MSN, RN, NEA-BC
Chief Nursing Officer
Joe DiMaggio Children's Hospital

Greetings from Chief Nursing Officer Jineal Shinn

It is with great pride and admiration that I present to you our 2020 Joe DiMaggio Children's Hospital Nursing Annual Report. It has been my deepest privilege this past year to lead alongside our nurses and witness their tireless commitment, compassionate care and embodiment of our mission — healing the mind, body and spirit of those we touch — during an extraordinarily challenging time in healthcare.

As we were all confronted with an unparalleled year, we remained focused on our vision and goals: building a highly reliable, empowered culture to achieve the highest level of patient safety and quality care. Sharing our ongoing journey were the best physicians — nurses and our extended teams/ancillary staff, all of whom supported us with collaboration and teamwork at every turn.

Together, we keep patients and families at the core of everything we do and always strive for the best possible outcomes for them.

As we continue adapting to the new normal, our nurses rise higher to meet every new challenge. Our culture grows ever-stronger: preventing harm and serving as Heroes for Zero for our patients. We have learned so many lessons, both personally and professionally – and through it all, we have grown stronger as a nursing department. Our Annual Report shares many examples of nursing contributions in pursuit of our safety and quality mission.

Our guiding principles continue to be:

- Empowering everyone to lead
- Doing the right thing
- That we are one team where everyone matters
- And of course, to lead with love

We appreciate your inspiration, strength, compassion, resiliency and innovation. It is through your healing hands and caring hearts that we continue fostering a culture of nursing excellence. Thank you for your expert, compassionate care.



2020 NURSING ANNUAL REPORT

INSIDE THIS REPORT

- Our Impact is Inspiring 4
- DAISY Program 5
- Nursing Heroes In Our Mission For Zero Harm..... 6
- We Are Safe. We are Ready..... 8
- The Neonatal Intensive Care Unit’s Commitment to Nursing Excellence..... 10
- Shared Decision Making in Nursing Practice..... 12
- Nurse Residency Program 13
- Patient Experience 2020..... 14
- Patient- and Family- Centered Care at the Core of Everything We Do 15
- Pediatric Transport Program 16
- Awards and Accolades 18

We’re Growing Up!

Joe DiMaggio Children’s Hospital and the larger Memorial Healthcare System are growing. As we look to the future and the continued need for the children in our community, additional space is vital. Our planned expansion of an additional four floors will double the floors of the current hospital building to eight, ensuring we remain uniquely qualified to treat the most complex and critical conditions. Slated for completion in Fall 2022, the expansion will add an additional Cath Lab, Hybrid OR, IMRI, and additional inpatient services.



The Power of Play

We believe in the healing power of play and that creating fun, playful and positive experiences for our children helps them to do well clinically. New play facilities will be added to every floor, and an 8th floor play area will be expanded to 8,000 sq. ft.

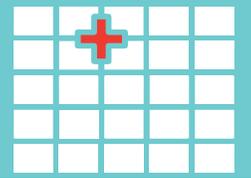
OUR IMPACT IS INSPIRING



676+
nurses



7.2 years average experience



25 areas, programs
and departments
supported by nurses

World's first
children's
hospital named



**Planetree Designated®
Person-Centered**

360K+
pediatric
patient
encounters
each year

50+
children's health
specialties and
services offered



31% specialty
certification rate



96% JDCH Nurse
Residency Program
1-year Retention Rate

68+ clinical
ladder nurses



DAISY PROGRAM

Our gratitude for our nurses continued as strong as ever throughout 2020. Our DAISY program is one of our most valued recognition programs and honors our extraordinary nurses for their exceptional nursing skills and talents, their deep compassion and their commitment to our patients and families.

The stories of extraordinary care experiences that are shared at our DAISY ceremony continue to validate that our mission to heal the mind, body and spirit of those we touch is alive and well. The DAISY awards started off beautifully in February 2020. We had our traditional ceremony in Daniella's atrium in front of our iconic daisy wall encouraging everyone to bloom. Little did we know what the next month would bring. Our May and August celebrations were canceled due to the pandemic. Our celebration and honoring of nurses did not falter during this time of uncertainty and inability to gather together because of social distancing.

Typically, we would host our DAISY event four times a year. This past year we recognized our nurses in alternate ways. Focusing on resiliency and wellness, we honored nurses through monthly patient recognition stories. We continued to witness nurses rise above the challenges that COVID-19 sent our way. Thinking outside the box, in the fall we decided to continue Daisy's legacy — sharing stories of heroism and compassion — by celebrating our DAISY nurses in their units. It was another way of defying this insidious virus and ensuring we continued to honor our nurses and their value. It demonstrated that LOVE wins at JDCH. It has certainly been the year of the nurse.



*Congratulations to our DAISY 2020 award winners: **Maria Alejandra Sanchez,** Intermediate Medical Care Unit (above) and **Lisa O'Brien,** Pediatric Intensive Care Unit (right)*



NURSING HEROES IN OUR MISSION FOR ZERO HARM

Leading in Quality and Safety at Joe DiMaggio Children's Hospital

At Joe DiMaggio Children's Hospital, nursing is the key leader and driver of quality and safety, ensuring that patients receive the safest possible care. Nursing leaders achieve this through professional knowledge and evidence-based care, leading the hospital's quality journey as Heroes for Zero. Every one of our nurses is proud of the care provided and always wants to ensure each patient is harm and infection-free.

New Structure and Focus on Quality

In 2019, our children's hospital — with nursing at the helm — launched a new quality infrastructure to reduce harm. On this journey our hospital partnered with Solutions for Patient Safety, a national collaboration of over 145 children's hospitals with a mission of no harm to children. Our nurses are pivotal to achieving this goal. The organizational structure of this initiative was developed by multidisciplinary teams to reduce the incidence of Hospital Acquired Conditions. This reduction strategy includes the initiation of: (1) evidence-based bundles of care, (2) assuring reliability through observation and auditing, and (3) nursing leadership rounding to influence outcomes.

A Team of Experts

Our hospital launched 10 teams in 2020 on a quality mission to reduce Hospital Acquired Conditions. Each team is comprised of nursing leadership, nursing education, physicians, a subject matter expert, a patient- and family-centered care representative and finally, pivotal to the team's success, a nurse champion. The teams have bi-directional communication with administration and Medical Advisory Committee, as well as the front line nursing team driving the success of the initiative. The engagement to reduce harm was phenomenal from all disciplines. Doran Khan, MD, one of our esteemed NICU intensivists and a nursing advocate, stated:

“Successful quality and safety improvement initiatives are supported by multidisciplinary involvement, something we specialize in at JDCH. Making sure we have bedside nursing and respiratory therapy involvement and having them lead our initiatives ensures we are addressing issues from the front line and up rather than the less effective dictating change from the top down.”

Nursing Leading Quality in the HAC Teams

Since the beginning of 2020, the 10 teams have made significant gains to provide a safe, quality environment for our patients. There have been three teams that have made significant leaps for prevention and safety. Nursing experts working with front line nurses are driving the difference.

Pressure Injury

The pressure injury team led by Lissette Kaplan, MSN, RN, CCRN, and subject matter expert Lea Crestodina, APRN, CWOCN-AP, CDCES, have led the team to dramatic strides in the reduction of pressure injury for our patients. Through the HAC Teams review of products, bundles and surveillance, the team and front line nurses to changing our hospital's view of skin care. Crestidona comments about her team saying:

“I love working with the team of clinical nurses and the other disciplines in the hospital. The nursing team has tremendous clinical enthusiasm about keeping skin safe and preventing pressure injury. When we do surveillance on the patients, it increases awareness, and the clinical nurses who are front line staff become engaged in skin safety.”

Pressure Ulcers Stage 1 through Deep Tissue Injury

2019	22 Patients
2020	13 Patients



The key to true success is due to our subject matter expert and nursing rounding on all hospital patients each week. Currently there are over 10 champions auditing the reliability of the pressure injury care. In 2020, pressure injuries in the hospital were reduced by 41% from the prior year.

Ventricular Shunt Infections

2018	8 infections
2019	4 infections
2020	1 infection



Surgical Site Infection

The Surgical Site Infection HAC Team began in 2020 under the nursing leadership of Breana Vandale, DNP, RN, and Shobian Davis, MSN, RN. The team is a collaboration of nurses from both the Transplant and Surgical departments. It is nursing that drove tremendous improvement in surgical site infections. The team rapidly moved into reliability mode and have maintained 100% on bundle reliability since the team's inception. The surgical site infection improvement has been realized in some of our most vulnerable children with a ventricular shunt. In a three year period the shunt infections rate have been reduced by 125%.

Ventilator Associated Events

The Ventilator Associated Events HAC Team began its journey to reduce harm in 2020. Nursing, in concert with the Respiratory Therapy Department, reviewed the care of the most critical and tiniest patients within our hospital. Nursing at JDCH has been dedicated to reducing the incidents of harm in the intubated patients. Nursing adopted new care guidelines regarding turning our neonates and airway management. Improved results were seen within just a few months. The reduction of unplanned extubation incidents was phenomenal.

For 2020, our hospital's journey has realized a 10% reduction of serious harm to our patients, compared with 2019. Nursing has been the change agent for safety and quality through an incredible year. The change has occurred through evidence-based practice but also through the love and compassion for children, shown by Nursing our Heroes for Zero.



Heroes 4 Zero

Rate of JDCH Unplanned Extubation

2019	39 Unplanned Occurrences
2020	24 Unplanned Occurrences



WE ARE SAFE. WE ARE READY.

In the spring of 2020, COVID-19 began making headlines around the world. The teams at Memorial quickly realized that the likelihood of the virus presenting to our hospitals could be only a plane ride away. The hospital system always prepares for the possibility of managing a contagion, but March 7, 2020 felt different. On that day, many of us at Joe DiMaggio Children's Hospital received a phone call to mobilize as a group and revise the way our beloved home away from home would welcome our patients and families under pandemic circumstances.

In order to maintain the safety of our staff, patients and caregivers who place their trust in us, a core group of leaders and clinical staff worked together to map out the first iterations of what would be many contingency plans. The goal was clear: to assure the South Florida community that the hospital was ready to respond to the evolving pandemic and keep our healthcare workers safe. Our teams focused on communication and safety as beacons to guide our continued mission to care for the community we serve and to demonstrate through all of our efforts that we were ready and we were safe. Our commitment was unwavering.

Evolving Protocols and Procedures

The hospital's emergency management efforts implemented changes around information sharing, environmental adjustments and evolving personal protective equipment based on CDC recommendations, as well as staff support to care for the workforce. With the help of our patient- and family-centered care team, the hospital implemented new arrival procedures and modified visitation to manage hospital foot traffic and keep the environment safe. Signage and social media platforms were utilized to promote clear messaging. Health screeners met our families at the entrance of the children's hospital, and spatial separations in waiting areas were affected. The clinical teams provided anticipatory guidance via pre-procedural and pre-admission scripting. While families recognized the needed safety effort, it remained challenging for some to experience Joe DiMaggio Children's Hospital differently under pandemic circumstances. Our patient centricity remained steadfast by advocating for caregiver presence to continue at the children's hospital.



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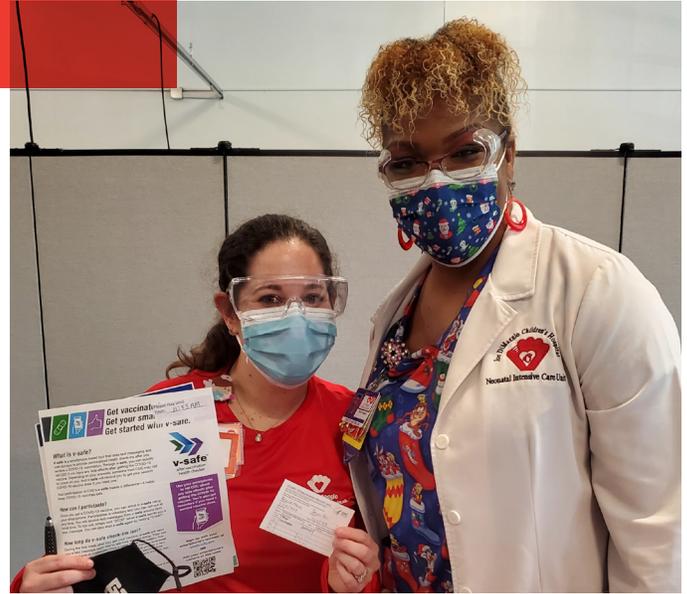
A nursing-led multidisciplinary clinical team created criteria to offer compassionate visitation exceptions and leveraged technology to preserve family presence at multidisciplinary rounds.

Protecting Patients, Families and Staff

To ensure the safety of the healthcare workforce, a novel partnership was born between the department of education, infection control practitioners and clinical staff. One-on-one education on proper donning and doffing of PPE was provided. Infographics, videos and in-person education occurred at the unit level daily until all staff was fully trained. A PPE buddy team was trained and made available to support staff in the process. These buddies quickly became the PPE heroes. Special attention was placed on aligning our words to actions in support of our clinical teams and promoting shared decision-making. Nursing leaders held safety huddles, created newsletters and held unit meetings to hear from our teams and share information. Our staff's safety, equipment and well-being were top of mind every day. Staff respite areas, Thankful Thursdays and other creative self-care options were also offered.

The collaboration and teamwork during the emergency helped assure responsiveness to staff ideas and concerns. A COVID Operational Management Advisory committee was established to have a centralized mode for receiving questions, vetting ideas and supporting shared decisions. The committee discussed the needs of staff, patients and families and then revised practices hospital-wide. That team remains a legacy to COVID: Teamwork shapes momentum and unity strengthens safe practices.

Our nurses were paramount in the effort to vaccinate hospital staff and the South Florida community, working tirelessly as supply and demand continued to fluctuate.



Looking Back with Gratitude

Reflecting back to that weekend phone call in March 2020 and all that has transpired in the 12+ months since, our hearts fill with admiration and appreciation for all of our teams. We were challenged in ways never experienced before, and you responded professionally, compassionately and bravely.



THE NEONATAL INTENSIVE CARE UNIT'S (NICU) COMMITMENT TO NURSING EXCELLENCE

In 2020 we continued on our journey of high reliability to improve safety throughout the NICU. Five teams were developed as part of the initial rollout in 2019 and included leadership, culture, technology, education and operations.

The overarching goal of these teams was to improve the overall quality and safety in the NICU. During 2020, we had to make some adjustments to ensure that we were adding new team members, as well as readjusting our specific objectives to meet the needs while navigating through a pandemic.

The technology team continues to evaluate current technology and make recommendations for best practices. Accomplishments in 2020 included introduction of the Versus system, updates for the NicView cameras, Tap and Go implementation, Cisco phone upgrades and Phillips Central monitoring upgrades.

The education team provided recommendations for staff education that would result in consistent, safe, high-quality outcomes. Educational opportunities to bedside staff have increased. Orientation of new staff members, as well as the training up of current staff, follows the guidance of the Association of Women's Health, Obstetrics and Neonatal Nurses with consistent and structured follow-up by the clinicians.

The operations team continued to focus on standardizing processes that improved efficiency and consistency, which ultimately results in improved safety and quality.

The culture team looked at new ways to engage staff, valuing feedback and reporting, prioritization of patient safety and improved communication. Ideas implemented include a weekly leadership communication sent by the director that included sharing our quality indicators, a "speak up for safety" portion that looked at incident reporting and resolutions, and overall weekly updates.



Our initial 2019 initiative included development of five teams: leadership, culture, technology, education and operations. All focused on the same goal: improving NICU quality and safety.

The leadership team had a goal of creating an environment of shared governance to develop trust and improved communication for enhanced quality care. This team was able to promote the leadership development of several new leaders, utilizing organizational development and leadership training and assisting with the creation of consistent scheduling guidelines.

Partnerships

The NICU partnered with neonatal networks and databases such as Vermont Oxford, Florida Neonatal Neurologic Network, Florida Perinatal Quality Collaborative, Solutions for Patient Safety as well as top Children's Hospital. In 2020, we began our collaboration with Boston Children's Hospital where we shared ideas and recommendations for best practices in neonatology. Based on lessons learned through this collaboration, we implemented a "daily operations brief" that occurs each morning to address safety issues, share updates, discuss any safety concerns conveyed by the team in the last 24 hours and also report on any incidents to discuss. This helps us identify any concerns that anyone may have related to safety to ensure full transparency and opportunities to learn. We also implemented the I-Pass method of handoff communication between shifts for nursing and in our multidisciplinary rounding.

Aiming Toward Zero Harm

Nursing leads many of the initiatives to improve outcomes. CLABSI, unplanned extubations and Mothers Own Milk are three key performance improvement initiatives that make a huge impact on our patient outcomes. These are reviewed daily at the operations briefing, monthly through disciplinary workgroups that review opportunities and daily through audits done by nursing leaders to remain vigilant.

Growth

Our Nursing Education Team and NICU Education Committee worked on building team confidence, competencies and skills in 2020. Support was also provided by our nursing team as they oriented a total of 22 experienced nurses, 14 nurse residents and 1 nurse clinician. A leveling-up program was also implemented to train up our nurses through the use of didactic training.

Additional classes were offered to enhance professional growth for NICU nurses:

- STABLE - 12 offered
- NRP - 24 classes offered
- JDCH Preceptor Class - 1 offered
- JDCH Preceptor Update Class - 1 offered
- I-Admit/Line Setup Classes (Simulation Annual Competency Classes)

- Neonatal Mock Code/Chest Tubes (Simulation Annual Competency Classes)
- Mock Neonatal Blue Alerts - 10 sessions both days and nights
- Halloween I-Admit Escape Room

Building Bonds Through Family-Centered Care

Improving neurodevelopment for babies while in the NICU is crucial. Parents are encouraged to visit and care for their babies. To promote bonding, nursing has worked on improving overall engagement and empowerment of mothers and fathers while visiting the NICU:

- Lactation consultants are available to support mothers with breastfeeding.
- Offering skin-to-skin care daily when parents are visiting.
- Individualized discharge teaching by our nursing team and NICU Discharge Navigators build parental confidence once ready to transition from NICU to home.
- Celebrating the many milestones reached, especially once discharged home as NICU graduates.



SHARED DECISION MAKING IN NURSING PRACTICE

Joe DiMaggio Children's Hospital subscribes to the best practice of including the voice of the direct patient caregiver in decision-making processes. The shared governance councils at the hospital consist of five hospital-level groups as well as unit-based groups. Councils work on improving patient outcomes and the practice environment within their main focus.

In 2020, work continued despite the global pandemic to ensure a collaborative workplace and inclusive decision-making. Our Pride & Leadership council hosted physically distanced celebrations for specialty weeks and hospital awards. The Innovation Council continued the Guardian of the Guardrails award in recognition of units that consistently utilize the guardrail feature on IV pumps. The Education Council conducted in situ mock codes with small, socially distanced groups to improve non-critical care nurses' knowledge and comfort with caring for children whose condition deteriorates within their units. Finally, virtual educational offerings for continuing education credits were promoted throughout the year.



P

Pride & Leadership

Chair:

Raul Rodriguez, BSN, RN

R

Research & Quality

Chairs:

Lina Puntervold, MPH, BSN, RN, CIC
Claire Barrette, MSN, RN

I

Innovation

Chair:

Marissa Perez, MSN, RN

D

Development

Chair:

Jill Williams, BSN, RN

E

Education

Chairs:

C.J. Martinez, ASN, RN, CCRN, CPN
Maricar Cabral, BSN, RN, CCRN

Select Accomplishments of PRIDE Councils in 2020

- Guardian of the Guardrails recognition program
- Wellness column in CEOs newsletter
- In situ unit mock codes in non-critical care units
- Hosted Society of Pediatric Nurses virtual lecture program
- Celebration week of hospital awards & designations



NURSE RESIDENCY PROGRAM

Joe DiMaggio Children's Hospital typically hosts three nurse residency cohorts each year that aim to transition student nurses to independently practicing nurses. The program and its curriculum are an evidenced-based design from Vizient/American Association of Colleges of Nursing™ along with content specific to pediatric nursing. The goal is to provide a formal educational program designed to extend the basic nursing education and skills of new graduate nurses.

Specialized Pediatric and Neonatal Focus

Joe DiMaggio Children's Hospital's program also includes pediatric and neonatal specific content. Our mission in this program is to provide a structured, synergistic approach to onboarding that will support the new nurse graduate's engagement toward success in clinical practice. Our vision is that nurse residents will have the drive to continuously develop the knowledge, attitude and clinical skills essential for lifelong learning. The JDCH Nurse Residency Program is a one-year program created to transition new graduates from advanced beginner nurses to competent professionals. It includes clinical time on residents' home units, rotations through associated departments, formal education developed to extend basic nurse education and professional growth didactic sessions.

Seminar topics include care coordination and delivery; evidenced-based practice; resiliency in nursing critically thinking outside the box; communication and collaboration; and professional development workshop to name a few. Some of the many valuable aspects of the program model include the clinical reflections and evidenced-based projects. It concludes with a graduation ceremony for all nurse residents from Memorial Healthcare System. The program also requires successful completion of an evidence-based practice project, which teaches new nursing skills that help them identify opportunities in their units and be a proactive part of the solution.

Encouraging Leadership and Growth

Graduates of the Nurse Residency Program are encouraged to get involved in their units by serving as preceptors, becoming a member of a shared governance council, becoming charge nurses, obtaining specialty certification and/or pursuing advanced nursing degrees.

Since its inception in 2018, the Nurse Residency Program has successfully transitioned more than 100 new graduate nurses.

Adapting During Challenging Times

In 2020, our Nurse Residency Program needed to adapt and respond to the unprecedented challenges presented by the COVID-19 pandemic. This meant a rapid change to virtual versus in-person teaching methodologies, development of new curriculum and flexibility on the part of both the nurse residents and the program faculty. We would like to thank everyone involved for their flexibility and their resilience during these challenging times.

I'm excited to witness the growth of our Nurse Residency program as we prepare and equip our nurses to not only transform care at the bedside, but to continue to provide excellence in professional nursing care practices in the transformation of health care overall as inter-professional healthcare partners.

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



PATIENT EXPERIENCE 2020



As one of the region's leading pediatric hospitals offering a comprehensive scope of healthcare services, Joe DiMaggio Children's Hospital is committed to patient- and family-centered care values. JDCH supports a healing environment with ongoing, targeted efforts to patient and family rounding, real-time service recovery and integrating multidisciplinary presence toward the hospital experience.

Our nursing care and culture are at the center of our patient and family experiences. The voice of the patient and family via survey results are used to help bolster improvement efforts across the full range of patient care. Our inpatient experience committees are led by nurses, and survey feedback and improvement plans are reviewed by nurses and the interdisciplinary patient satisfaction committee with membership that includes patient/family representation. For example, our Food and Nutrition services worked extensively to revamp their services in response to survey feedback related to meal temperature and delivery times to our patients in isolation.

This year, in response to the COVID-19 pandemic, while we had to alter our typical visitation processes, our Child Life therapy teams and Memorial Telehealth collaborated to facilitate family presence via virtual visits. We also included specific attention to safety

in the environment. Our Environmental Services added hand sanitizer stations throughout the facility and enhanced environment cleaning throughout the patient units and to high-touch areas as part of our commitment to keep all patients, families and visitors at our hospitals safe.

Still, we found ways to celebrate Halloween and National Patient Safety Day. The hospital continues to engage our patients and families via interactions with the medical staff as well as child life specialists, pet therapy, holistic nurse/palliative care, music therapist, school teacher and clown to partner with our nursing teams and families to promote a welcoming and child-friendly experience.

Our patients and families are at the core of what we do. JDCH has received the Press-Ganey Guardian of Excellence award for inpatient care for the sixth year in a row for maintaining a 95th percentile or higher for patient experience. In 2020, we also received the Press-Ganey Pinnacle of Excellence award for achieving and maintaining consistently high levels of excellence over a three-year period.

We "Catch the Love" every day and from every hand we touch.

PATIENT- AND FAMILY-CENTERED CARE AT THE CORE OF EVERYTHING WE DO

Our Patient and Family Advisory Council members strive to continually improve our services to the community. Working alongside healthcare professionals, council members tackle issues of top importance to patients and families.

Adapting to 2020 Challenges

Although the global pandemic necessitated several changes in communication and processes to protect members' health and safety, it was still a busy, productive year for the council. Our vision and commitment remained strong: We met monthly via Zoom and received frequent hospital, COVID-related updates through our CEO and CNO.

2020 Accomplishments

COVID-19 Support

- Partnering with front line staff on COVID-related communications sent to parents.
- Visiting the testing site at CB Smith Park to support nurses and serve as their liaison: bringing the Joe DiMaggio Children's Hospital culture to the park for pediatric testing.

Continuing Education Support

- Three-part educational series with pediatric residents at the hospital about Patient and Family Advisory Council, including models and case studies.
- Education to medical students - introduction to PFCC to Nova and FAU 3rd and 4th-year term residents that are rotating throughout MHS.
- 2 educational programs with nurse residents about PFCC, PFAC.
- Creating personal gratitude cards for staff, posted throughout units.

Patient, Family and Caregiver Voice Support

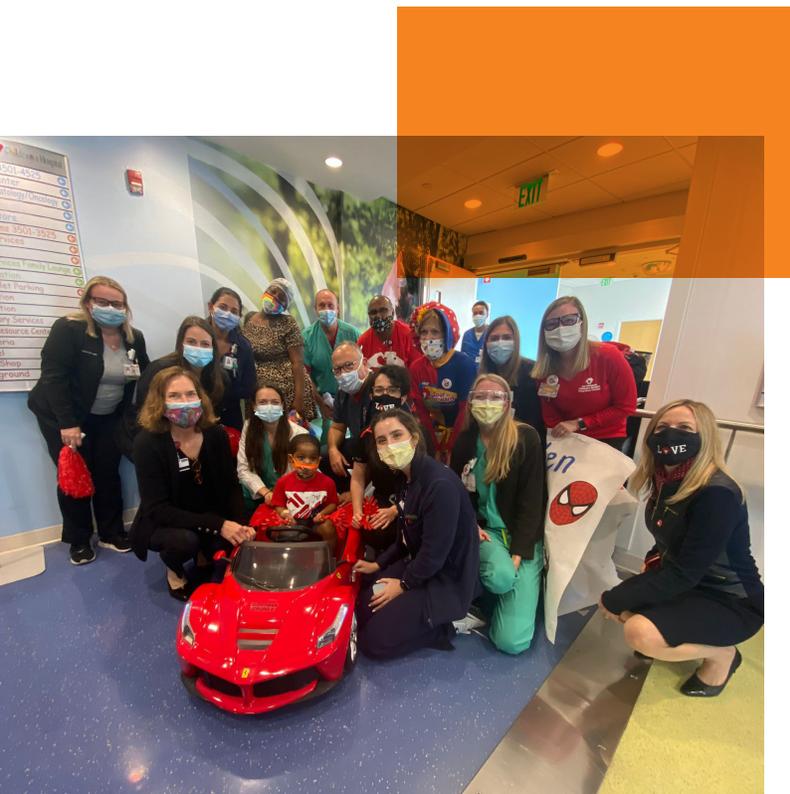
- Reviewing documents/materials for different departments throughout the hospital.
- Participating in hospital committees including: Quality and Safety, PIRM, Ethics.
- Joining a new initiative with SPS HAC committees, to provide a unique parent perspective.
- Partnering with local restaurants to provide free lunch weekly to parents. (Although this was temporarily suspended earlier in the pandemic, it resumed in September.)

Appreciation/Recognition Support

- Demonstrating gratitude to nurses and respective units with monthly dessert trays.

Facility Growth/Expansion Support

- Participating in ongoing HKS Construction planning meetings.
- Serving as Covid Operational Management Advisory Committee member (PFCC Director)





PEDIATRIC TRANSPORT PROGRAM

Joe DiMaggio Children's Hospital has a dedicated team for prompt ground transport of infants and children from local hospitals. The transport team includes a neonatal and pediatric critical care nurse, respiratory therapist, paramedic and a pediatric intensive care physician, if necessary.

The critical-care trained and specialized neonatal and pediatric transport team provides high-quality medical care on the way to the hospital, while staying in constant contact with hospital-based physicians to help facilitate seamless care upon arrival. The program also supports the safe transfer of critically ill neonatal and pediatric patients including ECMO referrals. Mobile extracorporeal membranous oxygenation can be provided for patients with critical cardiopulmonary conditions. Our nurses and respiratory therapist transport team members have a minimum of three years (4,000 hours) critical care or emergency room experience. Specifically, neonatal nurses and therapists must have a minimum of 2,000 neonatal hours of experience to perform neonatal transport. Licensure requirements including BLS, NRP and PALS. C-NPT and/or CCRN are required for new hires or within a year of our current transport team members.

In early 2020, the Neonatal and Pediatric Transport teams embarked on a new venture to integrate both services into one program. The strategic planning for the Neonatal and Pediatric Program is underway to enhance transport and promote the hospital as a premier destination for neonatal and pediatric health services here in South Florida. Our goal is to develop a specialty-trained team to support the safe transfer of neonatal and pediatric patients, while partnering with our local, national and international communities in providing safe and quality pediatric transport services in a patient- and family-centered environment and overall experience.

Transport Strategies During COVID-19

We partner with MCT, an ambulance provider that serves Dade, Broward and Palm Beach counties. MCT provides us with a state-of-the-art, JDCH-branded ambulance that supports the transport of critically ill neonatal, pediatric and ECMO patients. We also have a JDCH-branded backup ambulance that may transport two patients.

When the pandemic started in March 2020, our teams quickly assessed their needs to safely transport all patients, including patients under investigation for COVID-19, multisystem inflammatory syndrome in children and COVID-19 patients.

Strategies the team quickly put in place to ensure the safety of patients, caregivers and team members include the following:

- Top priority: our team's safety in entering referral facilities during the pandemic.
- Identify patients at risk or asymptomatic.
- Evaluate PPE and social distancing guidelines while on transport.
- Sterilization of ambulance and all equipment.
- Redesigned routes for safe entry and exit of ambulance personnel in all Memorial Emergency Departments.
- Employee and MCT personnel health screenings.
- New policies to include COVID communication for all transported patients.
- In April 2020, JDCH started participating in the GAMUT Database, a national transport database for quality improvement benchmarking. The updates and networking with our referral facilities and the impact of COVID for all patients, team members and EMS following CDC guidelines.

Safety & Quality Milestone

GAMUT is a Ground Air Medical Quality Transport Quality Improvement collaborative: a free resource for transport programs to track, report and analyze their performance on transport-specific quality metrics by comparing it to other programs nationally. It helps to benchmark our data and outcomes with other transport programs in the nation and assists us in adapting best practices and evidence-based research for the Neonatal and Pediatric Transport Programs. We received our first set of data in October 2020.

In June 2020, Bobbie Jones, BSN, RN, Director of Pediatric Transport, in collaboration with the Pediatric Critical Care Educators and Leadership teams held an educational session for PICU nurses cross training that included a didactic lecture, hands-on and simulation training to enhance our program staffing and competency. After each participant attended the classroom educational session, the new cross-trained PICU RNs completed a ride-a-long and competency sign-off by one of our dedicated pediatric transport RNs. Our PICU RNs must also have a minimum transport shift per schedule to maintain their competency and be part of the team. The newly trained PICU RNs must also complete a Priority 1 Transport or may need to be accompanied by a resource RN, nurse educator or the director of transport if needed. A physician may also accompany the team for any critically ill or hemodynamic unstable pediatric patients. Ongoing assessment and support is available for our current and new pediatric transport members. Future strategic education for all team members will include simulations

and other industry standard education such as crew and patient safety, stress management, hazard and emergency management.

New Milestone: Transport RN Job Description Change

In September 2020, we partnered with our Human Resource Department in reviewing our current job descriptions to include responsibilities, competency, work experience, education, licensure and certification requirements.

Adjustments were made to reflect the transport RN's current role and scope of practice to meet national standards. By updating our job description it now allows us to recruit future talent specific to the role in our organization and to enhance our transport program.

We are proud of the tremendous work and outcomes of the care provided by the amazing nurses, respiratory therapists, paramedics, medical team and all Memorial staff who continue to support our JDCH Neonatal and Pediatric Transport Program.

We are proud to be able to serve our community and beyond with highly skilled, competent and extraordinary transport services.



Annual Transport Totals

2018	2,283 patients
2019	2,124 patients
2020	1,539 patients



AWARDS AND ACCOLADES

- ♥ **Leapfrog** Top Children's Hospital, November 2020. This is a distinction achieved only by an elite group of hospitals that meet the nation's toughest standards for safety and quality.
- ♥ **U.S. News & World Report** Best Children's Hospital for Pediatric Orthopedics (2020-21, 2019-20: highest ranked in FL, 2018-19, 2017-18, 2016-17 2015-16, 2014-15)
- ♥ **U.S. News & World Report** Best Children's Hospital for Pediatric Cardiology and Heart Surgery (2020-21, 2016-17, 2015-16)
- ♥ Gold Level Award for Excellence in Life Support by **Extracorporeal Life Support Organization**, 2020
- ♥ **Planetree** Designation as a Person-Centered Organization. One of 86 organizations worldwide and the first pediatric hospital in the world and the largest in the US, February 2017
- ♥ **Press Ganey** Guardian of Excellence: Patient Experience
- ♥ **Press Ganey** Pinnacle of Excellence: Child CAHPS; Inpatient Pediatrics
- ♥ **Press Ganey** Guardian of Excellence for 2020
- ♥ **Adult Congenital Heart Association** ACHD Accredited Comprehensive Care Center, five-year accreditation (December 2017)
- ♥ **HIMSS** Stage 7 - HIMSS Analytics Electronic Medical Record Adoption Model, measures the adoption and utilization of electronic medical record functions (awarded November 2017)
- ♥ **Children's Cardiomyopathy Foundation** Accredited Center of Care
- ♥ **American College of Surgeons** Verification as a Level II Pediatric Trauma Center, September 2017, three-year accreditation. Memorial Regional Hospital verified as a Level 1 Trauma Center.
- ♥ **American College of Surgeons**; Children's Surgical Verification, Level I Accreditation, February 2021, three-year accreditation.
- ♥ **Commission on Accreditation of Rehabilitation Facilities**, 2020
- ♥ Accreditation as a **Cystic Fibrosis Foundation Core Care Center**, since 2014
- ♥ **American College of Radiology** Center of Excellence designation, 2020
- ♥ **JDCH Craniofacial Center** designated as Cleft Palate Team and Craniofacial Team by Commission of Approval Teams
- ♥ **United Network for Organ Sharing** approved for Pediatric Heart Transplant since 2010
- ♥ **United Network for Organ Sharing** approved for Pediatric Kidney Transplant, 2020







Joe DiMaggio Children's Hospital

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Center for Nursing Excellence

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