

2024 Nursing Annual Report



Joe DiMaggio  **Children's Hospital®**

Hands that heal. Hearts that care.





2024 Nursing Annual Report

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Supporting Nurses from Day One

Starting a nursing career is exhilarating—but also daunting. From mastering new technology, balancing complex cases, and delivering top-tier patient care, it can be overwhelming.

That's why nurses involved in shared governance, educators and nurse leaders, along with the Center for Nursing Excellence, Education and Innovation developed tailored programs to bridge the gap between training and real-world practice. With mentorship, specialized training and hands-on learning, nurses gain the confidence to thrive. Read more on page 12.



**Joe DiMaggio
Children's Hospital®**



“To the nurses at Joe DiMaggio Children’s Hospital: Thank you for your tireless efforts and devotion to our patients, the nursing profession and each other. This report represents your impact.”

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



Greetings from Chief Nursing Officer Jineal Shinn

The past year has been nothing short of transformative for the nursing team at Joe DiMaggio Children’s Hospital. We started 2024 with a milestone achievement—earning our first Magnet® designation in January. This recognition was the result of years of dedication to excellence in professional practice, safety, and quality, as well as our commitment to delivering exceptional patient- and family-centered care.

But that was just the beginning. We built on this success throughout the year, strengthening our shared governance model by launching a new hospital-wide shared governance council and establishing a dedicated nightshift council to enhance connection and improvement efforts for nightshift nurses and interprofessional partners. We also expanded programs designed to support early-career nurses, offering specialized training, mentorship, and hands-on guidance to help them transition confidently into practice. (Read more on page 12.)

Our nurses also made an impact beyond the hospital walls, sharing their expertise at national conferences, delivering podium and poster

presentations, and publishing articles showcasing evidence-based innovations that enhance patient care. (See our results on page 22.)

Another major milestone was the launch of our 2025–28 strategic plan—a bold vision that aligns our department-wide goals with unit-based initiatives, ensuring we continue to elevate our practice, support our teams, and strengthen our presence in the hospital and the broader community.

Looking back, 2024 was a year of momentum, growth, and achievement—one that has fueled our team’s passion for excellence and innovation. (See our plan on page 3.) I am incredibly proud to lead this extraordinary group of nurses whose dedication and ingenuity continue to shape the future of patient care.

This report is a celebration of their successes, and I’m excited to share their remarkable work with you.

Jineal Shinn



2024: A YEAR OF GROWTH, INNOVATION AND IMPACT

In 2024, Joe DiMaggio Children's Hospital celebrated a significant achievement by becoming one of only 48 pediatric hospitals worldwide to earn Magnet® designation, joining a global community of 612 Magnet-recognized organizations. This honor showcases our commitment to excellence in nursing care and collaboration among nurses and healthcare partners. Designation set the stage for a year of remarkable achievements, innovation and growth.



NURSING STRATEGIC PLAN 2025-2028



Vision

As a community of nurses, we will create a culture that inspires the achievement of superior outcomes through a shared vision, professional excellence, interdisciplinary leadership and collaboration.



Mission

Heal the body, mind and spirit of those we touch.



Care Delivery System

Patient- and family-centered care.

Pillars of Excellence

Safety and Quality	Heroes for Zero: Zero harm to patients, families, nurses and caregivers
Service	Achieve excellence in patient and family experience
People	Support nurses through opportunities for professional growth and development
Finance	Demonstrate fiscal responsibility while developing the professional practice of nursing
Growth	Focus on internal and external opportunities for growth in professional practice
Community	Focus on the purposeful expansion of the nursing footprint within the community

Here's how our teams sparked change—bringing forward new ideas, enhancing care, and building meaningful connections with patients, families and each other.

TURNING TAKEAWAYS INTO TEAM WINS

As our nurses engage in conferences and professional learning, they're not just soaking up knowledge—they're putting it to work. From new ideas to proven best practices, they turn insights into real improvements.

A few standout examples:

SAVING JOEY: Led by the Center for Nursing Excellence clinical educators, this hands-on program features unannounced mock codes using "Joey," a high-fidelity mannequin. Held in real-time and real spaces—like hallways or atriums—these drills prepare teams to respond in resource-limited scenarios.

VITALS AND VIBES™: An internal podcast created by two of our dynamic hospital educators offers

Top photo: Celebrating graduates during nursing residency graduation. Bottom photo: Miriela Alvarez and Erika Diaz, coauthors of the hospital night shift council at the kick off meeting.

quick, engaging updates on product rollouts, education initiatives and more. With bite-sized episodes and a dose of humor, it's a fresh way to keep nurses informed and connected.

GRIT AND BELONGING: This research project gives our leaders





Members of the Surgical Services team

the chance to replicate a study done at another institution exploring the link between leadership grit and team belonging, specifically among nurse managers and directors of nursing.

STRENGTHENING SHARED GOVERNANCE

Advancing nursing excellence means ensuring every voice is heard—and that happens through strong, meaningful

shared governance. A 2024 assessment showed deep commitment to this model, and we're building on that momentum by finding new ways to grow and strengthen nurse-driven decision-making.

One key step: launching new councils that give nurses a clear platform to lead change and shape the future of care. These councils include:

NIGHT SHIFT COUNCIL: Inspired by the Inpatient 3 Night Shift Council, led by Miriela Alvarez and Erika Diaz, this council aims to improve patient education, enhance late-night admissions experiences and support night shift caregivers. It also provides education, connection and professional growth opportunities for our dedicated night shift staff.

COMING SOON! NURSE ADVOCACY COUNCIL: Nurses are known to be trusted experts, and many professional organizations, such as the American Nurses Association and the American Organization for Nursing Leadership, host advocacy days on Capitol Hill in Washington, DC. These experiences provide them with a platform to speak with their state representatives. The council will also support nurses with advocacy training for these various local and state efforts.

COMING SOON! CLINICAL MANAGER COUNCIL: Clinical Managers have a unique role within the hospital. This council

We Love You A Latte, Nurse Managers

In partnership with Jineal Shinn, MSN, RN, NEA-BC, CNO, and Organizational Development, Lisette Kaplan, MSN, RN, CCRN, NPD-BC, launched Love You Latte, a monthly program to support nurse managers' professional growth.

Over coffee and cookies, each session blends timely education with open discussion on topics like leadership, communication and navigating practice challenges. With regular face time with the CNO, nurse managers stay connected, informed and empowered in their evolving roles.





THE POWER OF 'WE': GRAND ROUNDS 2024

At our hospital, collaboration isn't a buzzword—it's the backbone of how we deliver care. In our nurse-led Grand Rounds, care teams—and often patients and families—team up to share insights, break down cases and see the full picture of care from every angle.

This year, topics included:

- Rolling In, Walking Out: Inpatient Rehab
- Neonatal NAVA Ventilation: Respiratory Department
- Breaking Bad: Surgical Services Department
- Little Guts, Big Issues: Chron's from a Pediatric Perspective: 3 Inpatient
- What's Lactation Up to Now: Neonatal Intensive Care Unit
- Grand Slam: Pediatric Emergency Department
- Not So Cute Acute Transverse Myelitis: Intermediate Care Unit
- Nuclear Medicine: MIBG & Neuroblastoma: Sedation Department
- Acute Promyelocytic Leukemia: Hematology/Oncology Department
- Small but Mighty-A Case Presentation on Morquio A Syndrome: Ambulatory Department
- Congenital Tuberculosis: Pediatric Intensive Care Unit
- The Gift of Life-Heart Transplantation: Cardiovascular Intensive Care Unit



Nursing Grand Round presenters from inpatient and outpatient units

will support growth in their professional practice, role definition and collaboration between these dynamic leaders, who function in various ways throughout the units.

CENTRALIZED NURSE EDUCATION

The Center for Nursing Excellence, Education and Innovation centralized the clinical nurse educator team, strengthening development efforts and ensuring exceptional education across all hospital

units. These educators are vital in supporting new nurses and improving retention rates, reinforcing our commitment to long-term nursing success.

AMPLIFYING OUR EXPERTISE

This year, the center also launched a structured support process to help nurses and interprofessional partners bring their work to wider audiences through abstracts, publications and presentations at conferences. From drafting and editing to templates and live practice

sessions, every step is designed to elevate their voice. It's one more way we're driving forward a culture of innovation, safety and evidence-based care.

LOOKING AHEAD

To close the year, the center finalized the 2025-2028 Nursing Strategic Plan, which will guide us through the next phase of our journey—ensuring continued growth, collaboration and excellence.

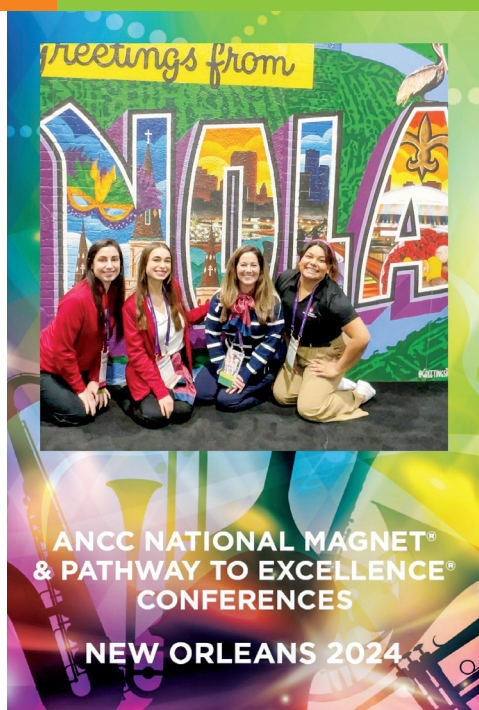
Celebrating Excellence:

2024 MAGNET® CONFERENCE

In October, 25 nurses represented Joe DiMaggio Children's Hospital at the 2024 Magnet Conference to engage in conference sessions with the aim of bringing back change projects to the hospital.

They also were able to participate in the first Magnet designation walk across the stage at the conference. This tradition takes place on the first day of the conference, attended by nearly 15,000 nurses. Each designating hospital celebrates their milestone by walking across the stage with full recognition from attendees.





Watch the Conference

Scan the QR Code to watch the conference video



HOSPITAL ADMISSION STATS CY 2024

Hospital Outpatient Visits	56,765	Cardiac Cath and Vascular Procedures	320
Admissions	3,357	ER Visits	40,282
All Surgeries	5,508	Total Heart Transplants	3
Cardiac Surgeries	183	Kidney Transplants	9

NURSING DEMOGRAPHICS

828

TOTAL NURSES

8.81

AVERAGE YEARS OF SERVICE

64%

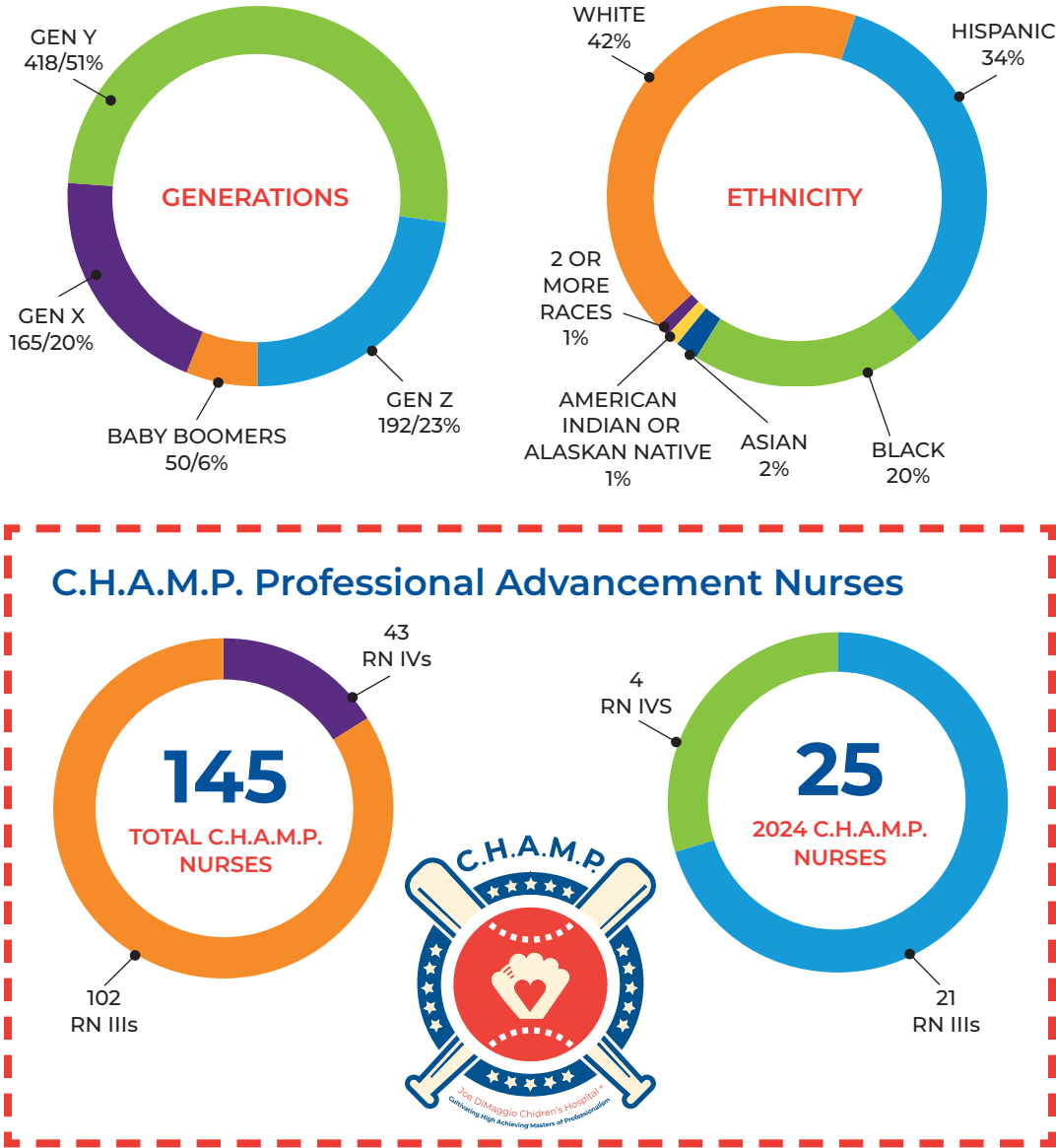
BSN OR HIGHER

23%

CERTIFICATION RATE

95.4%

RESIDENCY 1-YEAR RETENTION RATE



NURSING-SENSITIVE PATIENT EXPERIENCE

In 2024, 100% of inpatient units outperformed in the nursing-sensitive patient experience nationally benchmarked categories of:

- Care Coordination
- Careful Listening
- Courtesy and Respect
- Pain
- Patient Education
- Patient-Centered Care
- Responsiveness
- Safety

In 2024, 100% of outpatient units outperformed in the nursing-sensitive patient experience nationally benchmarked categories of:

- Care Coordination
- Careful Listening
- Courtesy and Respect
- Pain
- Patient Education
- Patient-Centered Care
- Responsiveness
- Safety

100%

UNITS OUTPERFORMING



INPATIENT
EXPERIENCE



OUTPATIENT
EXPERIENCE

NURSING-SENSITIVE CLINICAL INDICATORS



INPATIENT
CLINICAL INDICATORS

The majority of inpatient nursing units outperformed the national benchmark for the majority of CY 2024 quarters in the following nursing-sensitive indicators:

- Falls with Injury
- CAUTI
- CLABSI
- HAPI Stage 2 and Above
- Device-Related Pressure Injury



OUTPATIENT
CLINICAL INDICATORS

The majority of outpatient nursing units outperformed the national benchmark for the majority of CY 2024 quarters in the following nursing-sensitive indicators:

- Falls with Injury

100%

UNITS OUTPERFORMING

100% of units outperformed for surgical errors and burns

Pediatric Emergency Department outperformed the national benchmark for median minutes from arrival to departure, 100% of the quarters



SUPPORTING THOSE WHO CARE:

Helping Caregivers Decompress

After a long shift at the bedside—caring for children with complex conditions, providing advanced medical care and offering emotional support to families—disconnecting from work can be difficult for caregivers. This is especially true in high-intensity environments like the Pediatric Intensive Care Unit (PICU) and the Cardiac Intensive Care Unit (CVICU), where every decision carries weight.





Hospital and nursing leaders are committed to empowering our nurses and helping them foster resilience and well-being.

Hospital and nursing leaders are committed to empowering our nurses and helping them foster resilience and well-being. One way we accomplish this is through decompression huddles—an intentional space for nurses to process significant events, support each other amidst daily pressures, and acknowledge the complexity and gravity of their roles. These huddles also help build empathy and trust within teams, ensuring that every task and concern is

addressed so nurses can genuinely relax their minds at the end of a shift.

In the PICU, clinical manager Andrea Shelowitz, RN, started the huddles, which the team affectionately calls “Shelowitz Rounds.” They use these reprieves to discuss, debrief, and process their shifts and welcome interprofessional partners to join. In the CVICU, decompression rounds focus on asking the right questions, problem solving as a

collective group, and closing the huddle with encouragement.

Through these decompression huddles, nurses emerge stronger, more resilient and better equipped to care for themselves and their patients. By taking a moment to reflect, support one another, and reset, they can return home with a clearer mind and come back ready to give their best.

Proactive Support for Families

When a child is in the hospital, it can exacerbate any family challenge. Issues like financial hardship, complicated family dynamics, custody arrangements, and a child’s behavioral or special needs can turn an already difficult time into an even more significant challenge.

At Joe DiMaggio Children’s Hospital, the Early Family Advocacy Council is dedicated to helping families navigate these challenges, ensuring that everyone can concentrate on what truly matters: the child’s health and recovery.

Initially formed as a small group of nurses and leaders, the council has grown into a comprehensive multidisciplinary program. The team meets three times a week to coordinate care and develop the best strategies to support both patients and their families. Nurses play a crucial role in identifying families who may benefit from additional support, working collaboratively to create and implement care plans at the bedside.

With their success, referrals have increased, with 138 patients receiving enhanced support from March to December 2024.



STRUCTURAL EMPOWERMENT



“ I want to provide support and encouragement to our new nurses and change the culture of respect between experienced and new nurses. Building a healthy relationship in a work environment allows for our system to work seamlessly together. I also am a big advocate for paying it forward and to hope to be a role model to mentees to eventually be a mentor themselves in their career journey! ”



1st Cohort
20 NURSE MENTORS,
REPRESENTING 10 UNITS
WITH OVER 161 YEARS
OF EXPERIENCE

2nd Cohort
8 NURSE MENTORS
FROM 6 UNITS
WITH OVER 98 YEARS
OF EXPERIENCE



TRANSITION TO PRACTICE:

New Approaches to Support Early-Career Nurses

Embarking on a nursing career in today's fast-paced healthcare environment can feel overwhelming. New nurses are expected to master cutting-edge technology and manage demanding workloads while delivering exceptional patient care. Although initial orientation and structured residency programs provide essential groundwork, hands-on experience in the field truly shapes their skills and confidence.

Joe DiMaggio Children's Hospital nurses have developed targeted programs to bridge the gap between training and practice, ensuring early-career nurses receive the guidance and support they need to thrive.

Nurse Mentors

Transitioning from orientation to independent practice can be one of the most challenging phases of a nursing career. The Shared Governance Professional Development and Education Council launched the Joe DiMaggio Children's Hospital Nurse Mentor Program to support new nurses during this critical period.

Since its inception in May 2024, the program has completed two six-month cohorts, with a third planned for 2025. So far, 29 mentees have been paired with experienced mentors from different hospital units and meet once a month. Designed with a goal-driven approach, the program empowers mentees to set

objectives that guide discussions. Mentors provide support for work-life balance, time management, and prioritization, ensuring new nurses always have someone to turn to as they grow in their roles.

Cardiac Academy

Specialized nursing departments, such as the Cardiovascular Intensive Care Unit (CVICU), often experience high turnover, low retention rates, and a heavy reliance on external labor. In 2023, the Pediatric Cardiac Academy was launched to address these challenges and ensure a strong pipeline of skilled nurses.

Designed to prepare new nurses for autonomous practice in the pediatric CVICU and cardiac procedural areas,

Shared Governance Professional Development and Education Council leads the Paving the Way Mentorship Match Day for mentors and mentees





Nurses participate in an interactive learning session



Nurses at the March of Dimes walk

the academy has already guided two cohorts, training 11 nurses—all of whom have remained in the program, achieving a 100% retention rate.

To start the year-long program, nurses rotate for 10 weeks through all areas of the pediatric cardiac care units, gaining hands-on experience complemented by cardiac-specific didactic and simulation sessions.

Once nurses have experienced all areas, the department holds a “match day,” during which they are assigned to cardiac units according to their preferences, skills, and the department’s needs. Once in their selected units, they continue with a six-month post-orientation to

help them acclimate and gain more hands-on training and experience. This is followed by further learning sessions, skills days, simulation training sessions, etc., for the rest of the year.

3-2-1 Chemo Readiness Program

Another specialized nursing area is pediatric hematology/oncology, where the highly specialized nature of chemo administration requires a deep level of expertise and precision.

A nurse educator created the 3-2-1 Chemo Orientation Program in January 2024, offering a structured, staged approach to chemotherapy readiness while incorporating experienced nursing support. A key component of the program is

identifying “hot zones”—critical points in the chemotherapy process where mistakes are most likely to occur.

Once nurses complete an external provider course as part of their orientation, they enter the 3-2-1 program, progressing through the following hands-on learning structure:

- 3 observations, where the RN watches the chemotherapy process from start to finish.
- 2 full nursing shifts with a preceptor, administering chemotherapy while receiving guided support.
- 1 skills validation session with a unit-based educator to ensure competency and confidence.

Joe DiMaggio Children’s Hospital nurses have developed targeted programs to bridge the gap between training and practice, ensuring early-career nurses receive the guidance and support they need to thrive.



Nurse educators guide simulation experiences for nurses

Nurses participate in a preceptor workshop

Simulation for Success

The Simulation Lab continues to provide hands-on clinical experiences that help new nurses refine their skills, improve proficiency and enhance team collaboration. High-fidelity simulators allow teams from critical care, transport, intermediate care (IMCU), and hematology/oncology to practice real-world scenarios in a controlled environment, strengthening their confidence before they face high-stakes situations.

In addition to traditional simulation exercises, Genesis Garcia, professional development specialist at the Center for Nursing Excellence, Education and Innovation, in collaboration with hospital educators, introduced creative learning methods, including 10 escape rooms created in collaboration with nurse education. Held throughout the year and during Nurses Week, these interactive experiences focused on nursing

sensitivity quality indicators, with specialized escape rooms designed for rehab teams, patient care advocates, and Joint Commission preparedness, ensuring critical care teams were ready for upcoming evaluations.

Preceptors were also trained as simulation educators. Feedback from 360 preceptors rated the training 4.55 out of 5, reinforcing its effectiveness.

Garcia also shared the hospital's simulation strategies on a broader stage, presenting at the Children's Hospital Association Simulation Sub-Group, which highlighted the impact of simulation training and the role of gamification in making learning more engaging.

Revamping the Preceptor Program

Last year was also transformative for our preceptor program. We responded to feedback by revamping our class offerings and introducing innovative

educational opportunities for both preceptors and new nurses.

Our inaugural preceptor workshop in 2024 drew more than 150 enthusiastic nurses and respiratory therapists. This influx of new preceptors has enriched our team with fresh expertise and diverse perspectives. In the interactive workshop, participants learned adult learning principles and engaged in communication simulations to enhance their mentoring skills, equipping them to better guide new staff.

We also launched the Preceptor Refresher, a session supporting nearly 200 experienced preceptors currently mentoring new nurses.

We remain dedicated to enhancing our educational practices to ensure that both preceptors and new nurses thrive in their roles, setting the stage for continuous improvement within our team.

MEETING THE DEMAND:

Creating Smarter Workflows for Superior Care

As more parents in South Florida seek answers about their children's growth, the demand for growth hormone testing has surged. Over the past several years, referrals for growth hormone abnormalities have steadily increased, driven by greater awareness of growth disorders and a stronger emphasis on early diagnosis and treatment. But with more families seeking care, scheduling has struggled to keep pace, leaving both parents and doctors hoping for faster access to testing.

To meet the growing demand, the Outpatient Ambulatory Department revamped its workflows, and bedside nurses

took proactive steps to improve scheduling. With leadership's support, they relocated minor surgical procedures to the Surgical Center and moved sedation-required tests to the Pediatric Sedation Department, creating more openings for patients.

The changes had an immediate impact, adding 40 more slots and doubling the clinic's monthly capacity from 40 to 80. By March 2024, the transition was fully in place, ensuring more children could be evaluated without long delays.

With smoother scheduling, better use of resources, and greater

access to care, the clinic is now better equipped to meet demand. Most importantly, more families are getting the answers they need about their children's growth.

Nurses Drive ED Innovations for Faster, Smoother Care

Joe DiMaggio Children's Hospital Emergency Department also made key changes to keep up with demand. With more patients coming through the doors, the ED needed a faster, more efficient way to keep things moving. That's where nursing teams stepped up, leading two workflow changes to streamline care and cut down wait times.

SUPER-FAST TRACK: Designed for low-acuity cases—like pink eye, flu, strep and minor fractures—this streamlined approach gets patients seen and treated before they even enter the waiting room. A dedicated team, including an intake nurse, triage nurse, tech, and provider, works together to assess and care for these patients quickly, easing congestion and speeding up service.

Interprofessional team gathers to discuss support for patients and families



**IMCU
celebrates
a year of being
CLABSI-free!**

In 2024, the Intermediate Care Unit (IMCU) went a full year without any patients developing central line-associated bloodstream infections, which contribute to illness in hospitals.

Strengthening a Culture of Safety

Patient safety is at the heart of everything we do at Joe DiMaggio Children's Hospital. Since 2015, our staff has collaborated with *Solutions for Patient Safety*, a network of more than 140 children's hospitals committed to achieving zero harm for patients, families and staff.

In 2024, this commitment took another step forward with the *Culture Wave*, an initiative designed to elevate safety by engaging front-line and bedside staff. Nurses played a crucial role in helping to shape policies and practices through stronger communication, elevating concerns, collaborating on the creation and implementation of safer processes, and shared learning.

Key efforts included:

BACK TO BASICS: A hands-on educational initiative that reinforced *Culture Wave* principles, emphasizing error prevention and highlighting progress in patient safety.

CAUSE ANALYSIS: Improved event analysis strategies, incorporating Just Culture, caregiver support, and root cause investigations to prevent future harm.

LEADERSHIP ENGAGEMENT: Leaders strengthened safety practices through rounding, unit huddles, and safety briefings, fostering a unified approach to patient safety.

ERROR PREVENTION TRAINING: Focused on building personal accountability, enhancing communication, and encouraging a questioning mindset to reduce human errors.

With these initiatives, we continue to foster a safer, more collaborative environment for both patients and staff.

PURPLE ALERT: When the ED hits capacity, this hospital-wide strategy kicks in, mobilizing teams across departments to free up space. Staff work together to discharge patients who are ready to go, transfer stabilized patients to lower-acuity units, and speed up room turnover. Pharmacy, food and nutrition, radiology, and child life specialists all coordinate efforts to keep care running smoothly—even during the busiest times.

Thanks to these nurse-led innovations, patient flow has improved, bottlenecks have eased and families are getting the care they need faster.

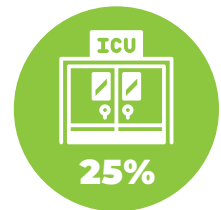
Door-to-Door Care: Transporting More Than 2,400 Children in 2024

In 2024, the hospital's Pediatric Transport Team—the region's largest neonatal and pediatric transport unit—had a record year, completing 2,431 lifesaving transports for children needing specialized care. Equipped to perform mobile ECMO, the team ensures critically ill patients receive timely, expert treatment.

December saw the highest demand, with 246 transports, 25% leading to ICU admissions. To keep pace, the team expanded its fleet with a third ambulance, further strengthening its ability to provide rapid, specialized care when every second counts.



**LIFESAVING
TRANSPORTS**



**ICU
ADMISSIONS**





ADVANCING BRONCHOPULMONARY DYSPLASIA (BPD) CARE:

Insights from the NICU

Since 2015, a dedicated team of neonatal intensive care nurses and professional partners at Joe DiMaggio Children's Hospital has joined forces with organizations nationwide through the national BPD Collaborative. They're on a mission to transform care for infants struggling with bronchopulmonary dysplasia—a serious lung condition often caused by prolonged mechanical ventilation.

Eager to share cutting-edge research, effective best practices, and innovative treatment options, our Joe DiMaggio Children's Hospital team organized a local BPD conference in 2023. This event quickly became a highly

sought-after professional development opportunity for nurses, respiratory therapists, and other critical care specialists and was opened to local providers in 2024.

This year, the conference highlighted:

- NICU data: Presenters shared data specific to Joe DiMaggio

Children's Hospital patients, exploring the pathophysiology of BPD and key treatment modalities for extremely premature infants (22-24 weeks).

- Trauma-informed care: Experts discussed the emotional and logistical challenges families face, including extended NICU stays and transitioning home with tracheostomies.
- Assessing respiratory stability: Providers emphasized the use of behavioral signs of respiratory instability to evaluate how well babies tolerate activities with speech, physical and occupational therapy.
- Parent perspectives: Families shared their personal journeys, offering valuable insight into the long-term impact of BPD care.

By bringing specialists together, they are advancing the conversation on BPD care and giving vulnerable newborns a stronger start toward a healthier future.

A National Leader in Neonatal Care

Joe DiMaggio Children's Hospital has been named a *U.S. News & World Report* 2024-25 Best Children's Hospital for Neonatology, ranking #25 in the nation. Across three NICUs, strategically located at Memorial Family Birthplace locations, teams deliver comprehensive care to more than 1,000 newborns annually.



Improving Care Plans for Babies with Hypoplastic Left Heart Syndrome

In the specialized field of pediatric cardiac care, children with single ventricle conditions need highly coordinated, expert care. Our nurses played a key role in a multidisciplinary workgroup dedicated to refining best practices for managing infants with Hypoplastic Left Heart Syndrome (HLHS).

While the refined guideline supports multiple facets throughout the continuum of cardiac care, clinical nurses are instrumental in completing milestone tracking sheets and carrying out post-op daily goals.

The workgroup shared their findings at the Pediatric Cardiac Intensive Care Society (PCICS) annual meeting in San Diego, California in November 2024.

Stepping Up Safety to Prevent Falls

Children undergoing sedation may experience altered levels of consciousness, impaired mobility, or reduced coordination, making them more susceptible to falls. Our pediatric sedation unit, in collaboration with Surgical Services, launched a new nurse-driven initiative to prevent falls when patients are medicated with sedatives.

As soon as patients are medicated, a “Keep Your Eyes on Me” sign is displayed on the door, alerting everyone from parents and caregivers to staff to pay extra attention to them. Nurses also received training on fall prevention strategies, identified high-risk patients, and closely monitored patients in recovery after a procedure.

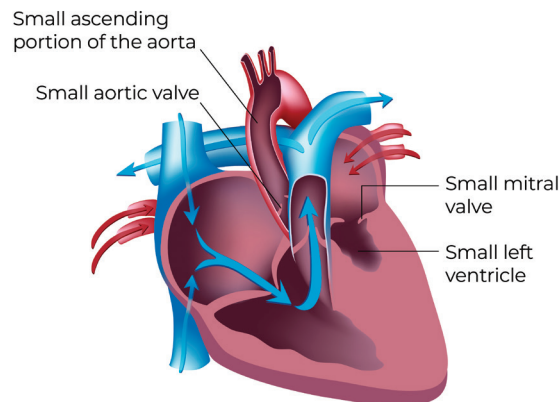
Since the implementation in April 2024, there have been zero patient falls among a total of over 1,408 patient visits.

The Right Position: Improving Pediatric Surgery Recovery

Ever wondered if the way a child is positioned after oral or nasal surgery could affect their recovery? A clinical nurse at Joe DiMaggio Children's Hospital did—especially since no clear guidelines exist in the medical literature. That curiosity sparked a research project to determine whether adjusting a patient's position could affect their outcomes.

The IRB-approved study kicked off in October 2024, investigating how positions like side-lying or supine affect complications, with a goal of analyzing 500 cases.

HYPOPLASTIC LEFT HEART SYNDROME



A STORY OF HEART:

Nurse Enhances Patient Experience and Returns Stronger After Heart Transplant

In the bustling halls of the pediatric emergency department, Karenine Chery, BSN, RN, is known for going the extra mile. Her warm smile and unwavering optimism help reassure anxious families, ensuring every patient feels cared for. Beyond her bedside presence, she has been a driving force in improving patient satisfaction and enhancing nursing excellence.

When the hospital began its journey toward Magnet® designation, Karenine stepped up as a “Journey to Excellence (JoE) Champion,” keeping the ED team engaged and informed. Her dedication to colleagues and patients was evident—not just in her work but in personal acts of kindness, like opening her home to a colleague in need. She won a DAISY Award and was a South Florida Sun Sentinel nurse honoree in 2021.

**Karenine
Chery,
BSN, RN**



The Emergency Department nursing team, including Karenine, was honored with the 2023 DAISY Team Award

In 2022, Karenine's journey took an unexpected turn. After a routine knee procedure, she developed two blood clots in her right lung. Further testing revealed that she had 50% scarring of her heart and that a prior heart condition, hypertrophic cardiomyopathy, had progressed to heart failure. Transitioning from caregiver to patient, she faced the ultimate challenge: a heart transplant.

While waiting for and recovering from her transplant, Karenine adapted. Unable to be at the bedside due to her immunocompromised state, her director assisted her in finding a new way to support patients and families by focusing on discharge follow-ups. Recognizing that

caregivers often feel overwhelmed after an ER visit, she began calling families post-discharge, ensuring they understood their instructions, received prescriptions, scheduled follow-up appointments, and answered any lingering or new questions. Her efforts boosted patient satisfaction scores and helped smooth the transition from hospital to home. The ED won a team DAISY award in 2023 for their collaborative efforts to provide exceptional care.

In 2024, Karenine celebrated a year with her new heart. She remains a champion for patient care, continuing to improve processes in the ED while inspiring everyone around her.

“Today, I feel great. I still have good days and bad days,” she said. “But I’m grateful for the gift of my new heart and to be able to do something I love every day.”

HONORING ETHICS IN ACTION:

Lisa O'Brien Wins National DAISY Award

Lisa O'Brien, MS, ASN, RN, CCRN, CPN, has been recognized with the prestigious American Nurses Association National DAISY Award for Nursing Ethics in Practice and Leadership, an honor celebrating nurses who uphold human values and ethical integrity in patient care.

A clinical nurse in the Cardiac Intensive Care Unit (CVICU) at Joe DiMaggio Children's Hospital, Lisa is the only clinical nurse on the hospital's ethics committee. She plays a critical role in navigating morally challenging cases, advocating fiercely for patients while ensuring that their dignity and rights remain at the forefront.

Beyond the committee, Lisa makes ethics an active conversation. After every meeting, she shares insights with fellow nurses, interdisciplinary partners and leadership—helping to integrate ethical decision-making into everyday practice.

Lisa also spearheaded improvements in how clinicians communicate with parents, championing clearer, more compassionate conversations that accurately reflect a patient's condition. Her initiative has gained traction, with hospital leadership now working

to implement these recommendations systemwide.

With her dedication to ethical leadership and patient advocacy, Lisa is not just setting a standard—she's shaping the future of ethical nursing practice.

(Right) Lisa O'Brien with Jineal Shinn, Breana Benitez and Maria Panayotou



The DAISY Award®

FOR EXTRAORDINARY NURSES

Nurses who go above and beyond to provide exceptional care continue to be recognized at Joe DiMaggio Children's Hospital. In 2024, the hospital received over 400 nominations for the DAISY Award and recognized five winners and one team.

DAISY Nurse Leader

Jeannie Lewis, BSN, RN, CNOR,
Clinical Manager, Cardiovascular
Procedure Suites



Jeannie Lewis

DAISY Nurse Educator

Jennifer Blackman, MSN, RN, CPN
(Inaugural Award in 2024)



Jennifer Blackman

DAISY Team

Pediatric Intensive Care Unit

Quarterly DAISY Honorees

Carlene Enrique, BSN, RN, CCRN
Shannon Reynolds, MSN, RN
Jessical Selepec, BSN, RN, CPN
Kathleen Tostes ASN
& Aimee Ruiz, BSN, BA, RN



Carlene Enrique



Shannon Reynolds

Quarterly Sunflower Honorees

Glenda Edwards, Respiratory
Therapy
Maha Uppal, PICU
Vanya Sinko, Respiratory Therapy
David Williams, CV Procedure



Jessical Selepec's dad, who stepped in for her as she was recovering from donating her kidney when she was honored with a DAISY





RECIPE FOR CHANGE:

Families Join Forces with Chefs to Revamp Hospital Menu

Hospital food has a reputation—it's functional, but not always flavorful. At Joe DiMaggio Children's Hospital, a group of dedicated teens, patients and chefs decided to change that.

When the hospital's culinary team decided to revamp the menu, they gave a unique group of teens a seat at the table. They welcomed our Youth Advisory Council (YAC) – which includes former Joe DiMaggio Children's Hospital patients, their siblings, and community members – to taste-test their culinary creations.

At Joe DiMaggio Children's Hospital we believe patients and families play a vital role—not only in a child's care, but in shaping the hospital experience. Our

Patient and Family Advisory Council (PFAC), NICU PFAC Committee, and Youth Advisory Council (YAC) work closely with medical and administrative teams to improve processes, enhance safety and quality initiatives, and even influence hospital construction projects. Their insights help ensure that every decision reflects the needs of the families we serve.

Their valuable perspective always pays off as it did in our kitchen. What started as a simple tasting session became a full-scale revamp, bringing more variety and kid-approved favorites to patient trays. Together, they've turned hospital meals into something that feels a little more like home.

CHILD LIFE PROGRAMS: Supporting Children During Their Hospital Stay

Our Child Life Program currently has more than \$1 million in grant-based funding to support our child life, creative arts and power of play teams.

Our team consists of 14 child life specialists and:

- 1 resident clown, Lotsy Dotsy
- 1 yoga therapist
- 1 art therapist
- 2 music therapists
- 1 gaming and tech team member
- 4 child life assistants
- and 2 therapy dogs, Freedom and Goldie





Publications

- The Secret Sauce to Increasing Satisfaction Scores, Children's Hospital Association (<https://www.childrenshospitals.org/news/childrens-hospitals-today/2024/08/the-secret-sauce-to-increasing-satisfaction-scores>)
- The Evolution of "Wipeout Wednesdays": A Clinical Staff Engagement Initiative to Reduce CLABSIs in the NICU, NIH PubMed Central (<https://pmc.ncbi.nlm.nih.gov/articles/PMC11424130>)

Board Appointments

- Jineal Shinn, MSN, RN, NEA-BC, YMCA of Hollywood
- Barbara Glassman, MSN, RNC, NE-BC, March of Dimes 2024 Woman of Distinction
- Breanna Benitez, MSN, RN, AONL Emerging Professional Voices Class of 2025

Poster Presentations

- Jones, A. (2024, March) Simplifying Data and Engaging Clinical Nurses to Improve Patient Experience. Children's Hospital Association National Conference, 2024, Chicago, IL.
- Jaramillo, I., Lebron, I., Puntervold, L., Mori, P., (2024, May) Delta! Decreasing Neurosurgical Shunt Infections [Poster presentation]. Solutions for Patient Safety National Conference, 2024, San Antonio, Texas.
- Puntervold, L., Richman, I., Carroll, V., (2024, May). "Wipeout Wednesdays": A Clinical Staff Engagement Initiative to Reduce CLABSIs in the NICU [Podium presentation]. Solutions for Patient Safety National Conference, 2024, San Antonio, Texas.
- Cox, R., (2024, May) Implementation of Weekly "Skin Rounds" on High-Risk Patients to Reduce Pressure Injuries in the PICU and NICU at Joe DiMaggio Children's Hospital. Solutions for Patient Safety National Conference, 2024, San Antonio, Texas.
- Boehm, N., Bratic, S., Gonzalez, D., Trace, C., (2024, September) Staff the Rainbow: Using a Color-Coordinated Acuity Based Staffing Tool in a Blended Hematology Oncology Department. Association of Pediatric Hematology Oncology Nurses National Conference, 2024, Salt Lake City, Utah.
- Motta, M., Siretskiy, R., Alamar, J., Perez, S., Jaramillo, I., Peck, J., Samuels, S., Levene, T. (2024, September). The Role of Landmark-guided Transversus Abdominis Plane Blocks in Pediatric Patients under Abdominal Surgeries [Poster presentation]. American Association of Pediatrics National Conference & Exhibition 2024, Orlando, FL.
- Alleyne, R., Benitez, B., Campbell, J., Moran, R., Scholl, F., (2024, November) Moving Beyond Mortality? Refining An Outcome Model for the Initial Palliation of Hypoplastic Left Heart Syndrome [Poster presentation]. Pediatric Cardiac Intensive Care Society National Conference 2024, San Diego, CA.
- Campbell, J., Manteiga, M., (2024, November) Enhancing Practice Transition: The Impact of Cardiac Academy [Poster presentation]. Pediatric Cardiac Intensive Care Society National Conference 2024, San Diego, CA.

(Top Left) Nurse-authors with a framed copy of their publication
(Top Right) Nurse leader round to celebrate team achievements

- American Nurses Credentialing Center (ANCC) Magnet Recognition Program® Magnet® Designation, 2024
- Life Alliance Recognition, 2024
- Level IV NICU designation, 2023
- U.S. News & World Report – Best Children's Hospital for Orthopedics (2024-2025, 2023-24, 2022-23, 2020-21, 2019-20)
- U.S. News & World Report – Best Children's Hospital for Neonatology (2024-2025)
- U.S. News & World Report – Best Children's Hospital for Pediatric & Adolescent Behavioral Health (2024-2025)
- U.S. News & World Report – Best Children's Hospital for Cardiology and Heart Surgery (2022-23, 2020-21)
- Gold Level Award for Excellence in Life Support by Extracorporeal Life Support Organization, 2023
- Press Ganey – Pinnacle of Excellence: Patient Experience, 2024, 2023
- American College of Surgeons – Children's Surgical Verification, Level I Accreditation, February 2024, three-year accreditation
- American College of Surgeons – Verification as a Level II Pediatric Trauma Center, 2017, three-year accreditation. Memorial Regional Hospital verified as a Level I Trauma Center
- Adult Congenital Heart Association – accredited Comprehensive Care Center, five-year accreditation, 2024
- Children's Cardiomyopathy Foundation – accredited Center of Care
- American Academy of Sleep Medicine – reaccruited Sleep Lab
- Intersocietal Accreditation Administration for Echocardiography – reaccruited Echocardiography Lab
- Joe DiMaggio Children's Hospital Pediatric Emergency Room (ER) at Memorial Hospital Miramar is Florida's first **Certified Autism Center ER**
- Commission on Accreditation of Rehabilitation Facilities, 2023
- United Network for Organ Sharing – approved for Pediatric Kidney Transplant, 2020
- American College of Radiology Center of Excellence designation, 2020
- Accreditation as a Cystic Fibrosis Foundation Core Care Center since 2014
- 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







Joe DiMaggio Children's Hospital®

Joe DiMaggio Children's Hospital
Center for Nursing Excellence, Education and Innovation
1005 Joe DiMaggio Drive
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JDCH.com