UCSF Department of NURSING

2020-2021 ANNUAL REPORT

MAGNET RECOGNIZED
AMERICAN NURSES CREDENTIALING CENTER
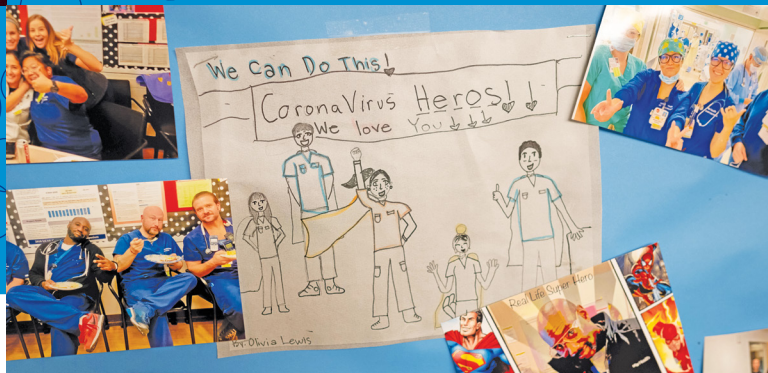
UCSF Health

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Message from our President and CEO, Mark R. Laret, and our COO, Sheila Antrum

For many people across the country, the past two years opened their eyes to the complexity of the nursing profession and the remarkable courage and compassion that nurses bring to their work every day.

UCSF nurses do more than care for patients with complex illnesses; they are the frontline guardians for patients' emotional and spiritual well-being. They are the people who spend the most time with our patients and families, who rightly earn their highest trust and respect at the most difficult times.

Throughout the pandemic, nurses have experienced anxiety, long hours, and uncertainty about what the next day will bring. Yet each of them continued to put the interests of patients first to ensure that everyone – not just patients in our facilities, but individuals in the most vulnerable communities – got the care they needed.

And we saw that commitment to public service in the next generation: UCSF nursing students held blood drives and joined volunteer efforts to administer COVID-19 tests and vaccinations to area residents.

UCSF nurses also have used their extraordinary skills to help our organization adapt to a changing health care landscape that includes new uses of technology and remote care.

Whether they are providing care, advancing health care policy and research, or educating students, UCSF nurses are the advocates for all patients. They exemplify our PRIDE (Professionalism, Respect, Integrity, Diversity and Excellence) values daily and have been instrumental in advancing our commitment to diversity, equity and inclusion.

We thank them for their dedication and commitment to the patients and families we are privileged to serve, and to our vision to be the best provider of health care services, the best place to work and the best environment for teaching and research.

Mark R. Laret

President & CEO
UCSF Health

Sheila Antrum, MHSA, BSN, RN

Chief Operating Officer
UCSF Health

Message from our CNE, Pat Patton

It was a great honor to be selected as UCSF Health's first chief nursing executive in 2020.

The excellence of UCSF Nursing is well known. We are consistently recognized for delivering high-quality, safe care, especially to some of the region's most complex adult and pediatric patients. A two-time Magnet-designated hospital, UCSF Medical Center earns year-over-year rankings from *U.S. News & World Report* as one of the top 10 hospitals in the country. These are just a few indicators of the exceptional talent of UCSF nurses.

The past two years have tested the resilience of everyone in health care, especially nurses. Once again, UCSF nurses rose to the occasion, always putting patients first. They also served as leaders and role models – not just for their colleagues, but for other institutions.

Even as protocols changed frequently, sometimes every week in the early stages of the COVID-19 pandemic, UCSF nurses adapted. They partnered with colleagues across every part of our health system as well as our affiliates, providing the highest level of evidence-based care. Their commitment to safety measures kept transmissions of COVID-19 to patients and each other in check.

In the year to come, I look forward to executing a vision for nursing at UCSF Health that supports the organization's PRIDE (Professionalism, Respect, Integrity, Diversity and Excellence) values and strategic direction, and aligns with contemporary practice across the country. Our newly established UCSF Medical Center Nursing Diversity, Equity and Inclusion (DEI) Council, which focuses on nursing-specific DEI issues, is a testament to these values. I am also excited to continue building our partnerships in research, education and best-practice initiatives within the UCSF Department of Nursing and with the UCSF School of Nursing.

The exceptional collaboration and professionalism among UCSF nurses that I have witnessed over the past year have been nothing short of amazing. I am incredibly fortunate to be part of this team. I know that with the best of nursing beside me, we will continue innovating to ensure that UCSF nursing remains strong for the future and advances health care for all patients – locally, nationally and globally.

Pat Patton, DNP, MSN, RN

Chief Nurse Executive – UCSF Health
Chief Nursing Officer – UCSF Medical Center Adult Services

> **The past two years have tested the resilience of everyone in health care, especially nurses. UCSF nurses rose to the occasion, always putting patients first.**
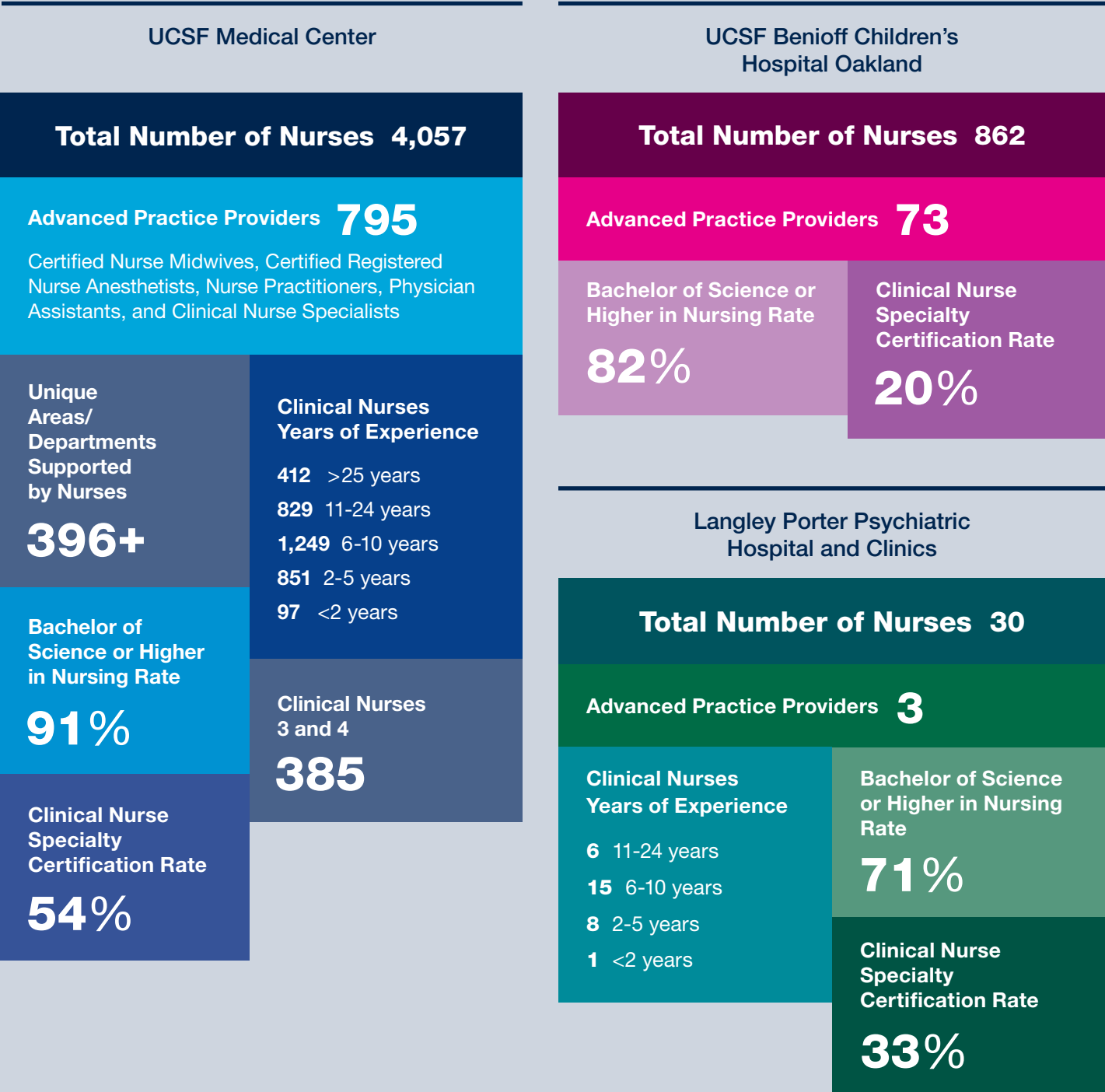
Judie Boehmer, MN, RN, NEA-BC, FABC

We are very excited to welcome Judie to the UCSF Nursing family! A longtime veteran of the University of California system, Judie comes to UCSF from UC Davis Health, where she held a range of clinical and leadership positions since 1988, including staff nurse, nurse educator and nurse manager. Most recently, she served as executive director of Patient Care Services for 15 years, overseeing all units at UC Davis Children's Hospital, which have shown steady improvements in patient satisfaction, infection rates and the quality of care during her tenure. Under her leadership, UC Davis Children's Hospital became the fourth center in the nation to receive verification as a Level I Children's Surgery Center, decreased its CLABSI rates by over 75 percent, and achieved its highest national rankings to date from *U.S. News & World Report*. A passionate advocate for community service, Judie led successful collaborations with Children's Miracle Network Hospitals and First 5 California, and served as board president for Ronald McDonald House Charities Northern California and a member of Sacramento County's Black Infant Health Perinatal Equity Initiative Community Advisory Board.

UCSF Health Nursing by the Numbers

UCSF Medical Center

Total Number of Nurses 4,057

Advanced Practice Providers 795

Certified Nurse Midwives, Certified Registered Nurse Anesthetists, Nurse Practitioners, Physician Assistants, and Clinical Nurse Specialists

Unique Areas/ Departments Supported by Nurses

396+

Clinical Nurses Years of Experience

412	>25 years
829	11-24 years
1,249	6-10 years
851	2-5 years
97	<2 years

Bachelor of Science or Higher in Nursing Rate

91%

Clinical Nurses 3 and 4

385

Clinical Nurse Specialty Certification Rate

54%

UCSF Benioff Children's Hospital Oakland

Total Number of Nurses 862

Advanced Practice Providers 73

Bachelor of Science or Higher in Nursing Rate

82%

Clinical Nurse Specialty Certification Rate

20%

Langley Porter Psychiatric Hospital and Clinics

Total Number of Nurses 30

Advanced Practice Providers 3

Clinical Nurses Years of Experience

6	11-24 years
15	6-10 years
8	2-5 years
1	<2 years

Bachelor of Science or Higher in Nursing Rate

71%

Clinical Nurse Specialty Certification Rate

33%

2021 UCSF Medical Center RN: Race/Ethnicity

- **50%** White
- **33%** Asian
- **8%** Hispanic/Latino
- **5%** Black/ African American
- **3%** Unknown*
- **1%** Mixed race

2021 BCH Oakland RN: Race/Ethnicity

- **50%** White
- **24%** Asian
- **11%** Black/ African American
- **9%** Hispanic/Latino
- **5%** Mixed race (not Hispanic/Latino)
- **1%** Hawaiian/ Other Pacific Islander

2021 UCSF Medical Center RN: Age

- **40%** 30-39 Years
- **31%** 40-49 Years
- **17%** 50-59 Years
- **7%** 20-29 Years
- **5%** 60-69 Years

2021 UCSF Medical Center RN: Gender

- **78%** Female
- **16%** Male
- **6%** Unknown*

*Unknown refers to demographic data that was not reported in our database.

Transformational LEADERSHIP

ALL NURSES AT UCSF HEALTH ARE LEADERS. Driven by a strong professional practice and passion to continually improve, our nurses embody transformational leadership through evidence-based practice, teamwork, creativity and dedication. Our nurses inspire each other, interprofessional colleagues, and our patients, all with the aim of achieving optimal outcomes.

Developing the Next Generation of Leaders

As we envisioned the UCSF Leadership Institute and designed its core programs for most of 2021, the UCSF Health Center for Nursing Excellence and Innovation's new Leadership Academy was already underway, graduating its first cohort in July 2021. This twelve-month cohort-based program provided opportunities for new nurse leaders to connect with peers and health system leaders while engaging in leadership development activities, reflective practice strategies and career cartography. Program participants were paired with mentors, who guided this transformational experience and helped them grow their professional style. Nine remarkable leaders from across the health system served as mentors, contributing significant time and expertise and helping make this inaugural initiative an overwhelming success. The Leadership Academy has now been incorporated into the UCSF Leadership Institute's programming.

The UCSF Medical Center Department of Nursing is committed to continuous development of our most precious asset: our extraordinary team. We have deep respect for the career objectives of our people, and are invested in helping them achieve these goals so both our nurses and the organization will flourish.

UCSF Medical Center continues to challenge the status quo. In addition to embarking on a bold strategic planning process with leadership development as a core pillar, we recently launched the UCSF Leadership Institute to cultivate leaders in the nursing and patient care workforce. In particular, we are at the forefront of increasing underrepresented minorities in nursing leadership by supporting ongoing development of our people and creating a leadership pipeline.

The UCSF Leadership Institute is a partnership between the UCSF School of Nursing and UCSF Health. Housed within the UCSF Health Center for Nursing Excellence and Innovation, its mission is to provide intentional, outcome-driven programming for nurses, care providers and health care leaders from the San Francisco Bay Area, as well as nationally and worldwide.

In September 2021, the UCSF Leadership Institute launched its first two programs for nurse managers and leaders within the UCSF Health Department of Nursing. The Foundations for Excellence in Health Care Leadership program is a nine-month initiative for early-career health care managers, employees leading organizational initiatives, and other health care leaders. This program provides foundational skills to not only effectively lead a team, but also successfully navigate health care administration. The Academy for Health Care Leadership is a six-month program for experienced health care managers, directors, and project or initiative managers who aspire to serve as senior leaders within a health care organization. In the coming months, the UCSF Leadership Institute will launch other initiatives that drive excellence in clinical-to-executive leadership within health care. These include five distinct leadership programs for health care leaders across the career continuum, evidence-based practice trainings, virtual certification preparation courses, and specialty programs for regional, domestic and global partners.

Leading Sustainable Improvement

UCSF Medical Center is deeply invested in fostering clinical leadership capacity among its talented nursing workforce. Clinical nurse ladder programs are a vital part of this effort, providing a structured system that supports nurses' career advancement as they continue providing patient care in their current clinical setting.

Our clinical ladder programs are directed by a nursing leadership team, with coaching from unit directors, nurse managers and nursing supervisors. They cultivate nurses who think deeply about how to improve nursing and patient outcomes in their respective unit environments. The clinical nurse ladder program starts at the Clinical Nurse 1 (CN1) level for newly graduated nurses, progresses to the CN2 level for more experienced nurses, and features two levels for expert nurses at the CN3 and CN4 levels.

Criteria for earning CN3 promotion include developing a sustainable project that positively impacts measurable nursing or patient outcomes; demonstrating nurse competencies, as defined by the Synergy Professional Practice Model; role modeling and mentorship of nursing colleagues; and facilitating learning among patients and staff.

The chief nurse executive and other senior leadership meet program participants who have completed their CN3 Promotion portfolios, cultivating relationships with these emerging leaders and suggesting ways to disseminate their improvement work to maximize its impact and reach as many colleagues and patients as possible. CN3s continue their leadership journey by mentoring CN2s within their local units or service areas and leading additional improvement projects.

For fiscal year 2021, 47 nurses were promoted to CN3 positions across inpatient, outpatient and perioperative services. This represents a 62 percent increase compared with the prior fiscal year.

In response to the robust growth in the clinical nurse ladder programs, the CN3 Promotion Committee increased the number of promotion interview slots.

On the following page are examples of recent CN3 leadership projects, which illustrate the breadth, creativity and impact of our nurse leaders' work, and how it is helping to transform practice and outcomes.

For fiscal year 2021, 47 nurses were promoted to CN3 positions across inpatient, outpatient and perioperative services. This represents a 62 percent increase compared with the prior fiscal year.

CN3 Sustainable Projects

Access Care and Management

APeX (Advancing Patient-Centered Excellence, UCSF's electronic health record [EHR] system) Tab Creation for Perioperative Communication

Autonomic Dysreflexia Competency

Bone Marrow Transplant Enteral Feeding Tube Quality Improvement

Brave Space: Diversity, Equity and Inclusion in the Intensive Care Nursery

Breastfeeding Support for Critically Ill Mothers and their Infants

Conference Coordination and Community Outreach Pediatric Emergency Department

Cost Reduction in Hip and Knee Replacement Surgery

COVID Code Champion and Ongoing Principal Investigator Lab Work

Creating Intravenous Immune Globulin Infusion Guide to Decrease Medical Error Near Misses and Improve RN Satisfaction

Creating Mentorship Program in Pediatric Critical Care Team

Creating Pediatric Care Cart for the Emergency Department

Decreasing Central Line Bloodstream Infection Rates Using the UCSF CABOODLE Data Warehouse

Decreasing Fall Rates Using a Falls Agreement

Decreasing Peripheral Intravenous Catheter Insertion Attempts Using Best Practices

Delirium Reduction: Patient-Controlled Analgesia Delirium Class

Designing Hybrid Operating Room to Improve Ergonomics

Developing an Algorithm to Prevent Pressure Injuries in Pediatric Cardiac Surgery

"Device Day" for Intensive Cardiac Care Staff Competencies

Educating Staff with Fertility Preservation

Enhancing Nurse-Initiated Family Updates to Decrease Patient/Family Anxiety in the Post-Anesthesia Care Unit

Feedback Culture Course

Head, Oral, Plastics, Eye (HOPE) Operating Room Preference Cards

Improving i-STAT (handheld blood analyzer) Knowledge and Use

Improving Onboarding for New Registered Nurses

Increasing Cancer Patient Rates for Advanced Care Planning

Infant Massage

Interdisciplinary Rounding in the Pediatric Intensive Care Unit

Intraoperative Registered Nurse Handoff Checklist (UCSF EHR system workflow)

Laryngology and Airway Case Safety and Efficiency

Nursing Workflow after Cardiac Death in Intensive Care Unit

Orientation to Breast Free Flap Surgical Procedure

Outside Hospital (OSH) Transfer Workflows for Intensive Cardiac Care Units

Patient-Controlled Analgesia Admissions Bundle

Perioperative Breast Surgical Patient Care

Postpartum Education Bundle

Premature/Neonate Positioning Project and GRAND Implementation/Education

Primary Palliative Care

Reducing Nursing Errors in Research Protocols

Shared Governance Parnassus Emergency Department

Standard Operating Procedure Revision for Manual Uterine Aspiration (MUA)

Staff Engagement

Standardizing Patient Admission Orientation to Transitional Care Unit in Pediatrics Unit: for Patients and Families

Standardizing Patient Admission Orientation to Transitional Care Unit in Pediatrics Unit: for Staff

Ultrasound-Guided Intravenous Insertion Competency/Education

Verbal Order Reduction

Vesicant Administration Education

Structural EMPOWERMENT

U CSF NURSES and advanced practice providers are valued decisionmakers across the organization. We are recognized for our expertise and commitment to patients and the community at large. Our UCSF PRIDE values are the core of our organization and shape every program and council. This ensures that all employees are able to learn, grow and thrive at UCSF.

The UCSF Nursing Shared Decision-Making Model is an integrated council structure that brings together nurses from all levels to focus on continually improving patient and nursing care outcomes. The model consists of a Coordinating Council and Nursing Leadership Group, peer councils, unit councils, and five core councils focused on clinical practice, clinical inquiry, diversity, equity and inclusion, professional development, and Magnet unit/department champions.

Answering the Call: COVID-19 Pandemic Response

When the novel coronavirus swept across the globe with breath-taking speed in early 2020, UCSF Medical Center was at the forefront of responding to this unprecedented threat. In January 2020, the first case of COVID-19 was diagnosed in the United States, and the next month UCSF Medical Center received its first COVID-19 patient. By March 2020, the World Health Organization declared a global pandemic.

Hospitals across the nation pivoted to prepare for the expected patient surge. Despite being in a high-risk area, in April 2020 UCSF Medical Center received urgent requests for personnel and clinical supplies from New York-Presbyterian Hospital and Navajo Nation. The surge had overwhelmed these health care systems, placing the communities in peril. Guided by its mission to advance health worldwide, innovate care in local, regional and global communities, and eliminate health disparities, UCSF leaders rapidly mobilized a response.

Josh Adler, MD, executive vice president and chief clinical officer of UCSF Health, and Sheila Antrum, MHSA, BSN, RN, senior vice president and chief operating officer of UCSF Health, developed guidelines for temporary deployment. These were approved by Sam Hawgood, MBBS, chancellor of UCSF, and Mark Laret, president and chief executive officer of UCSF Health.
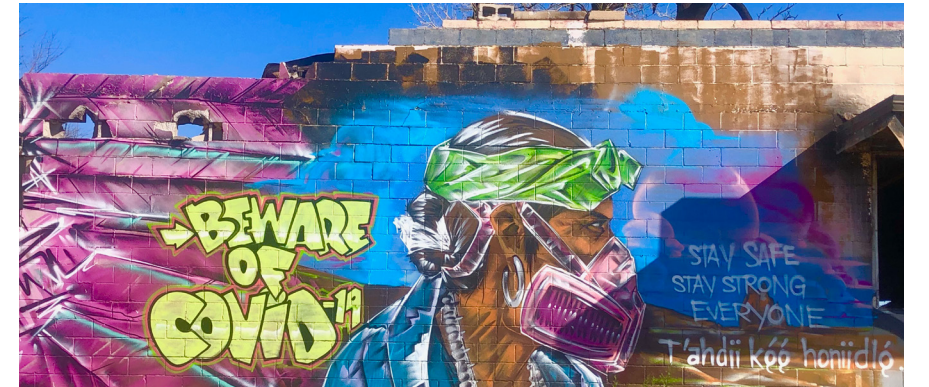
The UCSF response was designed to provide clinical expertise and supplies to partner institutions without depleting local resources required to care for Bay Area patients. The UCSF Medical Center nursing community responded swiftly and enthusiastically to the request for help, with 382 clinical nurses volunteering for deployment.

In April 2020, along with interprofessional colleagues, nine nurses began a one-month voluntary assignment to New York-Presbyterian Hospital at their Queens campus, and 14 nurses began a one-month voluntary assignment to three Navajo Nation hospitals: Chinle Comprehensive Health Care Center in Arizona, Northern Navajo Medical Center and Gallup Indian Medical Center in New Mexico. A second team of 13 nurses deployed to Navajo Nation in May 2020 to two additional Arizona sites: Tuba City Regional Health Care and Fort Defiance Indian Hospital. Thirteen nurses who deployed in April extended their service for up to our weeks.

UCSF Medical Center's timely response to the COVID-19 pandemic made our nursing expertise available to at-risk populations during a public health crisis. This creative and patient-centered solution enhanced patient safety and health outcomes, and helped maintain access to lifesaving care in some of the hardest-hit areas in the country.

Building on these efforts, UCSF Medical Center developed and shared best practices for successfully mobilizing a large volunteer response, helping to guide other COVID-19 pandemic response initiatives.

Nursing Diversity, Equity and Inclusion Council

The new UCSF Medical Center Nursing Diversity, Equity and Inclusion (DEI) Magnet Core Council is dedicated to supporting nursing-specific DEI initiatives in the Department of Nursing which are rooted in our UCSF PRIDE values. The Council has identified and prioritized efforts which will advance DEI in patient care, the work environment, and community outreach.

Nurses who completed the UCSF School of Medicine DEI Champion Training and the UCSF Multicultural Resource Center's Diversity and Inclusion Certificate Program were inspired to continue this work, and advocated for the creation of this council.

More than 70 participants attended the council's first meeting in November 2020, and two months later the council selected facilitators and co-facilitators. These include nurse representatives across all practice areas as well as members from the Black, Indigenous, and People of Color (BIPOC), Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, and Asexual + (LGBTQIA+), Muslim and hearing-impaired communities.

Monthly speakers from UCSF and the community present current work, building members' knowledge and fostering cultural humility. Three workgroups are developing initiatives to improve DEI for patients, our workforce and the community, and to support culture change throughout UCSF.

UCSF Benioff Children's Hospitals' Diversity, Equity, Inclusion & Anti-Racism Council

The UCSF Benioff Children's Hospitals' Diversity, Equity, Inclusion & Anti-Racism Council is a pediatric-focused, multi-campus collaborative focused on dismantling structural racism. Its mission is to build an institution rooted in justice and equity, nurture an inclusive culture, and cultivate and implement effective strategies for just and equitable provision of education, discovery and patient care.

The council's 60 members represent various departments across both children's hospital campuses and several interprofessional areas. Task force teams focus on education, patient care and workforce, assessing DEI needs and leading efforts such as heritage month celebrations and the See Us Portrait Project, which highlights underrepresented staff. They also help lead the Advancing DEI Thinking in True North Board initiative, which operationalizes DEI in the organization's key metrics of patient experience, quality and safety, our people, strategic growth, and learning health system.

The council works to create a more inclusive, anti-racist environment where all patients, family and staff feel a sense of belonging.

UCSF Medical Center proudly holds two national accreditations from the American Nurses Credentialing Center (ANCC) Practice Transition Accreditation Program (PTAP).

UCSF Medical Center New Nurse Residency Program

In alignment with our mission of caring, healing, teaching and discovering, the UCSF Medical Center New Nurse Residency (NNR) facilitates competency development for recently licensed nurses with less than six months' experience. In 2020, the UCSF NNR Program achieved national PTAP accreditation from ANCC. The UCSF Health Center for Nursing Excellence and Innovation provides leadership and support to this program, which advances professional nursing and empowers nurses to promote quality outcomes. In 2020, 100 percent of graduates reported professional satisfaction and feeling prepared to perform responsibilities.

Since 2014, more than 350 nurse residents from our three San Francisco campuses completed the six-month program, which is offered twice annually and includes professional development and specialty-specific clinical training. Residents also complete precepted workplace shifts, where structured pathways tailored to each specialty measure progress towards competency. This supports critical thinking and time management, and participants report increased confidence in organizing patient care by graduation. Approximately 95 percent of residents report satisfaction with their specialty areas, including adult and pediatric acute and transitional care, critical care, perioperative care, intensive care nursery, and peripartum care.

UCSF Medical Center APP Fellowship

UCSF's Surgical and Critical Care Nurse Practitioner Fellowship is competency-based and helps nurse practitioners (NPs) with fewer than 18 months of experience gain skills to provide high-quality clinical care, improve patient outcomes, and thrive in interdisciplinary teams. Fellows also complete scholarly projects focused on improving patient care, promoting organizational advancement, or serving the community.

Established in 2015, the one-year fellowship achieved accreditation with distinction from the ANCC PTAP in 2018 and was successfully reaccredited with distinction in 2021. Over this three-year period, the fellowship has maintained a 100 percent completion rate with eight fellows graduating from the program. The program recently changed its name to the UCSF Advanced Practice Provider (APP) Fellowship, reflecting our future goal of including certified registered nurse anesthetists and other APPs. The fellowship also added a Cancer Services track, and its first fellows started in November 2021.

Exemplary Professional PRACTICE

UCSF Nursing Professional Practice Model

UCSF NURSING PROVIDES exemplary care for our patients, families and community through every aspect of our professional practice model. The heart of UCSF Nursing centers around our patients and their families, leveraging our partnerships with the interdisciplinary team to create a comprehensive care plan. We are committed to a shared vision of innovation and cutting-edge clinical practice which supports the most effective, efficient and compassionate care of patients throughout their continuum of care. Our practice is rooted in evidence and focuses on providing high-quality care and outstanding patient outcomes. Achieving high-quality patient outcomes is a core pillar of UCSF Health. UCSF Nursing leads and collaborates with interprofessional teams to improve patient outcomes across care areas via robust quality improvement and safety initiatives.

CIRCLE
- Context of the care environment
- Illness to wellness continuum
- Shared decision-making
- Global reach of UCSF
- Wrap-around care

SPACE WITHIN THE CIRCLE
- Potential for personal and professional growth and new opportunities

PEOPLE
- Diversity of patients, families, nurses, the health care team, and communities of care across the healthcare continuum
- Partnership between the patient family and nurses
- Interdisciplinary collaboration between nursing staff and others

HEART
- Patient and family-centered care, the UCSF Medical Center and UCSF Benioff Children's Hospitals' care delivery system
- Evidence-based, excellent care the heart of UCSF Nursing
- Optimal patient/family outcomes or synergy

HANDS
- Caring, Healing, Teaching and Discovering, the UCSF Medical Center and Benioff Children's Hospital Mission
- Compassionate guidance of patients and families through a complex multi-hospital health system
- Nurse competencies aligned with patient/family needs

Inpatient Hospice Program: Caring for Complex Patients at the End of Life

The UCSF Medical Center Inpatient Adult Hospice Program is a new primary service which began in March 2021 for select patients on comfort care. It is a partnership between UCSF Palliative Care Services and By the Bay Health, an affiliate of UCSF Health.

When patients or their families decide to stop life-prolonging interventions, this innovative program allows comfort care patients with highly complex needs to receive both hospice and hospital care. This provides them with the highest quality care in the most appropriate setting. It also supports optimal symptom management and quality of life in ways that align with their advance care planning wishes.

Inpatient hospice criteria include pain or symptom crises which require frequent medication adjustments and monitoring; intractable nausea, vomiting or diarrhea; advanced open wounds which require frequent dressing changes and close monitoring; unmanageable respiratory distress; delirium with behavioral issues; sudden decline which requires intensive nursing intervention; or imminent death which requires skilled nursing.

Once patients meet the criteria, they transition from the admitting primary team to the Nurse Practitioner (NP)-led Inpatient Hospice Service. Patients and families continue to receive support from UCSF clinical nurses as well as social workers and chaplains from By the Bay Health. Families receive bereavement support for a year after their loved one's death.

Inpatient Hospice Service palliative care NPs are available seven days a week to care for patients. They also provide guidance for providers and staff, and consult on complex situations involving comfort care patients throughout the hospital, promoting synergy and consistency in care delivery.

Since the launch of this nurse-led service, there have been 93 inpatient hospice referrals, 66 patients who met the criteria, and 54 patients who enrolled in the program. This invaluable program supports the comfort and dignity of patients at the end of life.
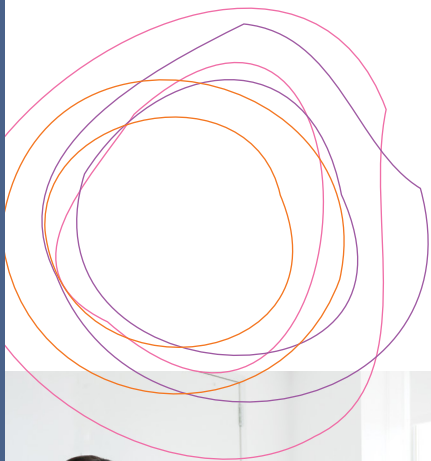
Exemplary outcomes across nurse-sensitive indicators illustrate the effectiveness of nursing leadership in quality improvement at UCSF Medical Center. At the end of fiscal year 2021, the majority of inpatient units consistently outperformed national benchmarks over the past two years. Additionally, UCSF Medical Center demonstrated excellence in Hospital Acquired Pressure Injury (Stage 2+) and Falls with Injury, with 90 percent of units outperforming national benchmarks.

Reducing Urinary Catheter Infections

Catheter-associated urinary tract infections (CAUTIs) are one of the most common hospital-associated infections. After our nursing teams identified increased CAUTI rates among adult and pediatric inpatients, they established a UCSF Medical Center task force to develop and implement evidence-based reduction strategies. Members included nurses from the Department of Nursing, Center for Nursing Excellence and Innovation, Department of Hospital Epidemiology and Infection Prevention, and Nursing Informatics, as well as physicians, nurse practitioners and physician assistants from multiple services.

The group updated procedures, optimized urinary retention protocols, piloted boric acid urine collection devices in intensive care areas, and developed re-education modules on indwelling urinary catheter (IUC) best practices. However, CAUTI rates remained higher than baseline and the organizational goal, prompting review of successful unit-level interventions.

The Adult Neurointensive Care Unit achieved significant improvements by implementing daily leader rounds on all patients with IUCs. This provided structured opportunities to discuss IUC necessity and potential for removal with bedside registered nurses; reinforce education initiatives; and demonstrate leadership commitment to CAUTI reduction. The task force disseminated this intervention across the adult critical care division in late 2020, and all adult units in January 2021.

Rounding now occurs at least once a week, and includes unit leadership, clinical nurse specialists, and other interprofessional leaders. To help guide decision-making, the task force also developed a dashboard in UCSF's electronic health record system, APeX, identifying patients at high risk of CAUTIs.

At both UCSF Benioff Children's Hospitals, a related task force led CAUTI bundle element audits on 25 percent of monthly catheter days. They also developed a standard pediatric indication for IUC need, created an order set, and updated pediatric flowsheets and general IUC procedure. Both the adult and pediatric hospitals implemented communication systems to share best practices, "Tip of the Month" initiatives, and prevention and practice improvement suggestions with frontline staff.

Together, these strategies reduced CAUTI rates from 2.55 per 1,000 catheter days between July and December 2020, to 1.44 between January and June 2021. The task forces continue to refine these approaches, and will adapt them to address other hospital-acquired harms.

96% of nursing staff who provide maternal and infant care have completed comprehensive training.

Baby-Friendly Hospital Initiative

The first few days of a newborn's life provide a precious window of opportunity to help new mothers start to breastfeed successfully. UCSF Medical Center was proud to implement the Baby-Friendly Hospital Initiative, a set of evidence-based guidelines developed by the World Health Organization and UNICEF to support breastfeeding.

Ninety-six percent of our nursing staff who provide maternal and infant care have completed 20 hours of training. The didactic elements and skills lab cover key topics, including the importance of keeping the mother and newborn together in the same room with as much skin-to-skin contact as possible, how to help mothers make informed feeding choices, as well as lactation and postpartum support and breastfeeding techniques.

To support UCSF's commitment to promoting diversity, equity and inclusion, nursing staff learned about various cultural influences that may inform a new mother's decision to breastfeed, and opportunities to reduce health disparities through breastfeeding support. After completing the training, we assessed staff competencies through unit audits and other tools to ensure successful implementation of clinical practices. Our nursing staff's enthusiastic participation earned a favorable Baby-Friendly Health Initiative-Part I assessment and a 100% pass score for this series.

Increasing Timely Access to Neurology Care

Helping patients access the care they need as soon as possible is an essential element of high-quality care. The ambulatory Neurology clinics' nursing team identified an opportunity for improvement when they discovered that less than 40 percent of newly referred patients were scheduled within five calendar days of receiving the referral.

UCSF Health has a world-class neurology team, treating more than 300 neurological diagnoses within 11 subspecialties. This complexity made it challenging to triage new patients to the right clinic in a timely way. To speed up the scheduling process while ensuring that patients were directed to the right subspecialty clinic, the team developed a "simple versus complex" matrix within UCSF's electronic health record system, APeX. Ambulatory triage nurses can now route referrals for simple conditions to administrative staff, who schedule appointments directly with patients. This allows 20 to 30 percent of referrals to proceed without further review from registered nurses; the team also created checks and balances to ensure accuracy.

Now triage nurses can focus their time on complex referrals, addressing those patients' questions and concerns using the in-basket management functions in APeX. Within six months of project implementation, 60 percent of new patient referrals were scheduled within five calendar days, significantly increasing patient access to care. This initiative also helped ensure that patients were directed to the correct subspecialty clinic, which is critical to receiving appropriate care and optimizing utilization of Neurology appointments. This innovative model can also be applied in other complex subspecialty clinics to improve timely scheduling of new patient referrals.

New Knowledge, Innovations & IMPROVEMENTS

E VERY DAY, UCSF NURSES utilize evidence as the basis for their practice. In addition to implementing the latest science, our nurses follow their clinical inquiry to discover new knowledge through research. They also design and test innovations that improve patient care, enhance value, and optimize care delivery systems by improving quality and performance. This section highlights a few exemplars of nursing excellence, and some of our recent contributions to advancing nursing practice and science.

When Speed Matters: Providing Timely Access to Care during the Pandemic

The COVID-19 pandemic placed unprecedented strains on the health care system. To help ensure that ambulatory patients had timely access to the information and care they needed, UCSF nurses rapidly developed two new initiatives.

The COVID Results Information & Short-term Monitoring (CRISM) Program is staffed by a team of nurses who deliver positive COVID test results to adult and pediatric UCSF Health patients and employees as soon as possible. They provide guidance on how long to isolate to help prevent spread of the virus, as well as symptom monitoring for up to 24 days, using a combination of automated and live calls as well as questionnaires in UCSF's patient portal, MyChart. Nurses detect early signs of outpatient deterioration, escalate patient referrals to appropriate care when needed, and help identify patients who could benefit from monoclonal antibody treatment.

> **This innovative program allowed prompt communication of test results and time-sensitive guidance to prevent further spread of the COVID-19 virus.**

CRISM nurses also arrange testing in patients' households, and help patients manage COVID-19 in the outpatient setting – improving patient outcomes while reducing exposure to vulnerable populations and staff on campus. In addition, the team provides vaccine guidance to COVID-19 patients. For asymptomatic COVID-19 patients, the team communicates test results and provides isolation education and a check-in at day 7. The team also communicates positive test results to non-UCSF Health patients and provides direction to their primary care provider.

This innovative program has evolved in response to the changing conditions of the pandemic, allowing prompt communication of test results and time-sensitive guidance to prevent further spread of the COVID-19 virus. This has helped support the best possible health outcomes for our patients.

Similarly, shortly after the pandemic began, UCSF nurses developed the Oncology Telephone Triage tool to assess and triage ambulatory care cancer patients. During this pandemic, providing appropriate and timely referrals for these patients has been challenging, since many symptoms of cancer and cancer treatment overlap with COVID-19 symptoms.

A UCSF Helen Diller Family Comprehensive Cancer Center nurse educator consulted with three UCSF School of Nursing faculty members with expertise in oncology symptom assessment and management. After reviewing the literature and COVID-19 websites, the group developed a rapid-cycle improvement, Plan-Do-Study-Act strategy to test and refine a new triage tool. Triage nurses from various oncology specialty areas contributed front-line wisdom to further refine the prototype. By May 2020, the telephone triage tool was integrated into the electronic health record; feedback from triage nurses was overwhelmingly positive.

This exemplar illustrates how nurses stepped up, collaborated with academic partners, and used rapid-cycle improvement methods to meet the needs of vulnerable patients during the pandemic. The improvement team recently described this innovative work in the journal Supportive Care in Cancer.
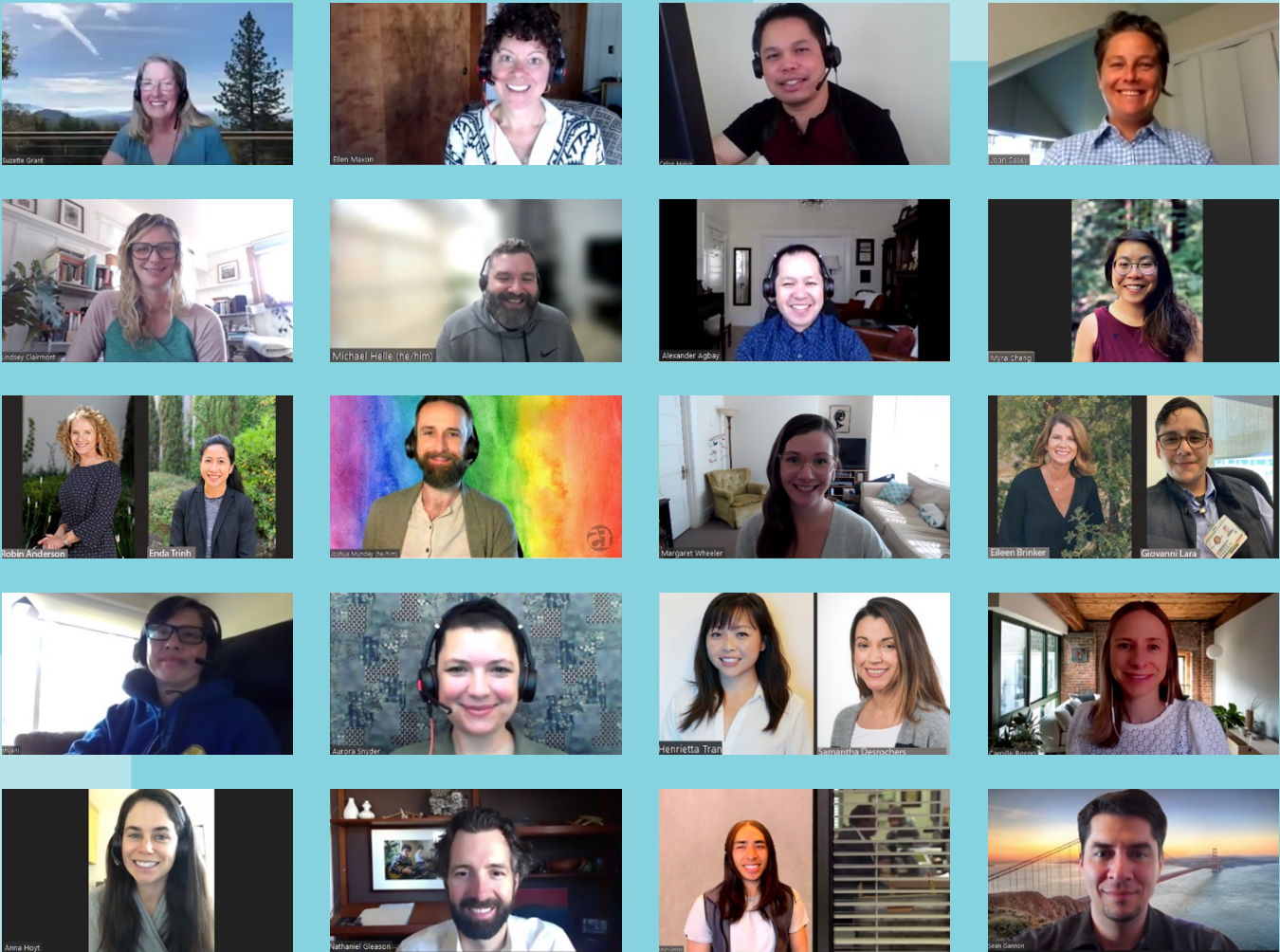
Nursing Informatics

In this digital age, the UCSF Health Nursing Informatics team is essential to supporting nurses' effective use of technology in their practice, and to advancing innovation within the Department of Nursing and across UCSF Health. The team includes specialized, board-certified registered nurses with expertise in connecting the science of information systems to patient care. These Clinical Nurse Informaticists (CNIs) are at the forefront of several key initiatives which enhance nursing practice and support optimal care delivery.

In 2020, the team improved Length of Stay (LOS) and throughput measures by creating discharge milestones within the electronic health record (EHR), enabling nurses to address flow barriers and delivering vital capacity management insights. When we operationally aligned both the San Francisco and Oakland campuses of UCSF Benioff Children's Hospitals, we needed to consolidate our EHR platforms – which required significant nursing practice changes. Nursing Informatics led this ambitious effort by establishing forums for interdisciplinary exchange and collaboration. The team also developed clear project governance and key performance indicators, which enabled them to measure success at go-live and beyond.

To support data-driven decision-making at the point of care, the team also created several dashboards incorporating in-process metrics. This provides critical real-time data to nurses in the prevention of harm events, leading to significant improvements in quality outcomes. As nurses have evolved into a more mobile workforce, the Nursing Informatics team developed a number of digital innovations for handheld devices. These apps offer learning material and support EHR workflows, physiologic waveform integration, and interprofessional communications. All these digital-first engagement strategies have the power to improve quality outcomes, nurse efficiencies and patient safety.

Research Highlight: Understanding Chronic Dizziness

Dizziness is one of the most common health problems, and can become disabling. However, it can be difficult to measure its severity and impact on quality of life with existing tools.

Roseanne Krauter, MS, FNP-BC, a nurse practitioner in the UCSF Otolaryngology – Head and Neck Surgery Clinic and assistant clinical professor, Department of Family Health Care Nursing, is conducting research to better assess these factors. With her colleagues, Krauter developed and tested a new questionnaire-based inventory for vestibular migraine disorder, a condition characterized by vertigo which may also be accompanied by nausea, headache, or sensitivity to light or sound. They found that their new tool reliably measured disease severity in patients suffering from this disorder.

The Dizziness Handicap Inventory is the most common quality of life measure for vestibular disorders, but scores on this inventory vary widely, and until now it was unclear which variables contributed to dizziness-related quality of life. By investigating key demographic and symptom-related factors, Krauter and her collaborators found that mental health factors such as depression and anxiety, as well as the frequency of dizzy episodes and the number of triggers – such as loud sounds or stress – were the biggest contributors to score variability. They also found that patients who experience dizziness have neutral attitudes about whether their provider would be able to identify the cause of their ailment, and whether it would resolve with treatment.

"The ear is a quality-of-life organ, since hearing allows us to communicate and socially connect, and balance allows us to navigate our environment," said Krauter. By advancing our understanding of dizziness, she and her colleagues are helping to improve the way we manage and treat a condition which has far-reaching impacts on almost every aspect of a patient's life.

> " The ear is a quality-of-life organ, since hearing allows us to communicate and socially connect, and balance allows us to navigate our environment. "

School of NURSING

Message from the Dean of the School of Nursing, Catherine Gilliss

On behalf of the UCSF School of Nursing, our 600 students, 120 faculty members and 100 staff members, I am pleased to outline some of our major accomplishments of the last year.

The School of Nursing continues its long tradition of accomplishments in education and research. As one of the four graduate schools of health sciences at UCSF, the School of Nursing prepares nurses to become advanced practice nurses, policy and public health experts, researchers and clinical leaders. Each year we admit about 80 students to our pre-licensure program. After completing an intensive year of basic nursing and passing the RN licensing examination, they progress to graduate study in an area of specialization. The majority of our students are working professionals, enrolled in study toward the master's degree. Our top-ranked PhD program prepares nurses for academic careers in research. Our newest degree is the Doctor of Nursing Practice (DNP), which prepares nurse leaders for clinical careers. Our sponsored postdoctoral programs are among the most interdisciplinary and competitive in the nation. We prepare nurses to become leaders who develop and apply knowledge to improve patient outcomes and care delivery.

In addition to our graduate programs for nurses, we offer a Master of Science in Healthcare Administration and Interprofessional Leadership program (MS-HAIL), open to those preparing for roles in clinical leadership. We also serve as the home of the distinguished Department of Social and Behavioral Sciences, which offers a PhD in medical sociology, and the Institute for Health and Aging, an organized research unit examining health related issues across the life cycle.

Diversity, equity and inclusion are fundamental at all levels. As the tables on the following page illustrate, we are increasing enrollment of students from populations underrepresented in health care, as well as first-generation college graduates. We are also committed to hiring and supporting faculty from diverse backgrounds who share a commitment to health equity. This year we launched a hiring program designed to add Health Equity Scholars to our community.

A major focus of our strategic plan is strengthening our integration with UCSF Health, and the following pages highlight some of these efforts. Through our Leadership Institute and the DNP Scholarship program, we provide educational experiences that support the growth of our practice colleagues. We conduct innovative research to improve care, and recently appointed three faculty members to help support nurse-led research within UCSF Health; our leaders are also regular participants in the School of Nursing's leadership forums. Our work includes projects that address the size and preparation of the nursing workforce, with the goal of building a resilient and well-prepared community of UCSF nurses now and in the future. We are, truly, stronger together.

Catherine Gilliss, PhD, RN, FAAN

Dean and Styles Professor of Nursing
Associate Vice Chancellor for Nursing Affairs

UCSF School of Nursing Enrollments and Student Diversity

Currently Enrolled Students and Trainees

	2020	2021
MEPN	79	77
MS	310	319
Post-MS	29	24
PhD Nursing	48	49
DNP	31	43
PhD Sociology	27	28
MS-HAIL	20	25
UC Multi-Campus PMHNP Post-MS	--	34
TOTAL	544	599

Incoming Student Diversity (2020-2021)

	2020	2021
MEPN	39% URM 44% First generation	53% URM 55% First generation
MS	22% URM 29% First generation	40% URM 46% First generation
PhD	18% URM 55% First generation	55% URM 45% First generation
DNP	27% URM 36% First generation	41% URM 47% First generation

2021 Student Demographics, Across All Programs

Total Number of Students 574

Gender

FEMALE **85**%

MALE **14**%

OTHER GENDER <**1**%

Residency

76%
California residents

21%
Non-California residents

3%
International Students

Race & Ethnicity (Self-indentified)*

47% White
27% Asian
20% Hispanic/Latinx
12% African American
10% Multiracial
1% American Indian/Other Pacific Islander

Underrepresented Ethnic Minority**

43%

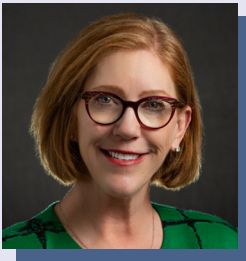**First Generation College Graduate*****

37%

* As selected on UCSF application. Applicants may choose multiple race/ethnic groups.

Advancing Nursing Leadership and Evidence-Based Practice

The first Doctor of Nursing Practice (DNP) program approved by the UC system launched at UCSF in spring 2018 and received Commission on Collegiate Nursing Education (CCNE) accreditation in September 2019.

This innovative seven-quarter, post-master's program is designed for working nurses and nurse leaders, and combines online learning with in-person immersions. The program attracts both advanced practice registered nurses (APRNs) and other advanced practice nurses who seek to advance their knowledge in evidence-based practice and leadership. Under the leadership of Jyu-Lin Chen, PhD, RN, FAAN, chair, Department of Family Health Care Nursing and previous DNP program director, and Annette Carley, DNP, RN, NP-BC, clinical professor, Department of Family Health Care Nursing and associate DNP program director, the program has successfully enrolled six cohorts and graduated two cohorts of DNP students as of September 2021.

The School of Nursing and UCSF Health Department of Nursing recently provided joint scholarships to seven new DNP students who are UCSF Health employees and began the DNP program in fall 2021. KT Waxman, DNP, MBA, RN, CNL, CENP, CHSE, FSSH, FAAN, an internationally recognized nurse leader in DNP education, was recently recruited as the new DNP program director.

Jyu-Lin Chen, PhD, RN, FAAN (left)

KT Waxman, DNP, MBA, RN, CNL, CENP, CHSE, FSSH, FAAN (right)

Supporting Mental and Behavioral Health – Now and in the Future

UCSF nurses are leading the way in developing innovative behavioral health programs and growing a diverse, skilled workforce of future mental health providers to help meet the needs of the community.

Primary Care Behavioral Health Program

To increase access to behavioral health services in the primary care setting, Langley Porter Psychiatric Hospital and Clinics, the Department of Psychiatry, the School of Nursing, and UCSF Primary Care launched a novel collaboration in September 2020. Chelsea Landolin, MSN, NP, assistant professor, Department of Community Health Systems, provides leadership, direct patient care, consultation to primary care providers, and trainee supervision. Our partnership has served approximately 190 patients in over 900 encounters in a single clinic, and plans to expand the program.

UCSF School of Nursing Community Behavioral Health Telemedicine

UCSF and our community partner, Golden Gate Obstetrics & Gynecology (OB-GYN), will provide access to integrated telehealth psychiatric services to meet the mental health needs of Golden Gate OB-GYN clients beginning in 2022. This is the first UCSF community-based psychiatric telemedicine program, which will be led by Kara Birch, DNP, RN, NP, associate professor, Department of Community Health Systems.

Investing in our Future Mental Health Providers

UCSF, in partnership with UnitedHealth Group, received a $4 million grant in 2020 to expand the mental health workforce in California. The collaboration will grow the pipeline of diverse child and adolescent psychiatry clinicians by creating new clinical learning opportunities, mentoring support for child and adolescent psychiatry fellows and psychiatric-mental health nurse practitioners, and providing scholarships and financial support to underrepresented medical and nursing students in these specialties.

Office of Population Health Care at Home Program

The Care at Home Program provides home-based primary care services and longitudinal palliative care to homebound adults 65 or older living in San Francisco. The program includes a team of doctors, nurse practitioners and social workers with expertise in geriatrics and palliative medicine. The program also includes provider education and consultations around mental health, substance use and treatment services, led by Matt Tierney, MS, NP, FAAN, clinical professor, Department of Community Health Systems and clinical director of Substance Use Treatment and Education within the Office of Population Health.

At the Forefront of Discovery

The UCSF School of Nursing is ranked first among public nursing schools in National Institutes of Health (NIH) funding and is third among all nursing schools nationally.

During fiscal year 2020-2021, the School of Nursing garnered $11.5 million in competitive NIH grants, with an additional $8.3 million in non-NIH grants. UCSF's nurse-researchers leverage NIH funds to expand knowledge in health equity, community and population health, digital health and 'omics, aging, and symptom science. Many of the School's doctoral students and postdoctoral scholars participate in faculty-led research and NIH training grant programs that support future nurse-researchers.

UCSF Health launched a new partnership in 2021 between the School of Nursing and the UCSF Health Center for Nursing Excellence and Innovation, appointing three School of Nursing faculty members to provide expert consultation for nurse-led research. These investigations are advancing scholarship in adult, pediatric and family care, as well as the Evidence-Based Practice Fellowship program.

The Clinical Nurse Researcher grant program supports collaborative research between UCSF Health direct care nurses and faculty members in the School of Nursing, who serve as co-principal investigators. The School of Nursing also has a robust intramural pilot grants funding program to support additional research at UCSF, which is managed by the School of Nursing's Office of Research.

Volunteer Faculty Contributing their Talents

The UCSF School of Nursing Volunteer Faculty Network is a dedicated, diverse community of volunteers committed to the School of Nursing's mission.

These volunteers hold leadership positions in health care organizations across the San Francisco Bay Area, California and the U.S. They support the UCSF School of Nursing's mission by precepting students, guest lecturing, contributing skills lab support, reading and evaluating comprehensive exams, providing strategic support, and engaging in other important activities. The network includes 415 health care practitioners and leaders, and continues to grow. Over the last year, the School of Nursing Office of Clinical Affairs has partnered with Volunteer Faculty Network members to formalize an infrastructure and create processes that strengthen opportunities within the network.

Recognition

RECOGNIZING NURSES FOR THEIR VITAL WORK IS ESSENTIAL to honoring the importance of their contributions to UCSF and our patients. From delivering high-quality patient and family care to supporting our local and international communities, nurses are key to the success of UCSF, helping to elevate the nursing profession and improve health care. The amazing work nurses do every day deserves ongoing recognition and celebration.

DAISY Award

The prestigious DAISY Award for Extraordinary Nurses recognizes nurses who work collaboratively with others, serve as role models for the profession, communicate clearly and effectively, and create special connections with patients or their families. The nomination allows patients, families, managers, physicians and staff to share stories illustrating how a specific nurse or team of nurses had a significant impact on patient care.

The award was established in memory of J. Patrick Barnes, whose family experienced the power of extraordinary nurses and created this international award in gratitude to nurses worldwide.

Recipients included registered nurses, licensed vocational nurses, nurse leaders and nursing teams. Awardees receive an award certificate, a DAISY Award pin, and a hand-carved serpentine stone sculpture from Zimbabwe entitled "A Healer's Touch." Chief Nursing Executive Pat Patton, DNP, MSN, RN also honored recipients with announcements featuring awardees' photos and the stories of their exceptional work. In addition, the Daisy Foundation includes spotlights of each awardee on their website: **www.daisyfoundation.org/daisy-award/honorees**.

Every May during Nurses Week, UCSF honors a wide variety of nurses from different clinical areas through 12 awards. Each nomination requires at least two letters of recommendation, and nominators are encouraged to share examples of nominees' accomplishments, such as poster projects, presentations, and notes from colleagues or patients. Because of COVID-19, nominees and winners in 2020 and 2021 were featured in an awards video instead of an in-person ceremony. The video demonstrated the vast array of talent among UCSF nurses. Winners received their awards at work from Chief Nursing Executive Pat Patton as supervisors and colleagues applauded, and family members and others joined the celebrations via Zoom.

Distinguished Nurse Award

Leigh Ann Ambrose, BSN, RN, PHN, CEN, CN4, based in the UCSF Medical Center at Mission Bay Emergency Department, received the UCSF Health Department of Nursing 2021 Distinguished Nurse Award. This honor recognizes a UCSF nurse for outstanding contribution to patient care, and fosters professional and public awareness of achievements in nursing practice.

Ambrose has 24 years of nursing service at UCSF and was recognized for her leadership in planning and operating the COVID-19 testing center at the Laurel Heights campus. "UCSF and the City [and County] of San Francisco benefited from her integrity and vision," wrote one of her colleagues. "Nurses make a difference every day, but rarely is the difference of such magnitude."

Recognition by the Number

Nursing Awards in 2020 and 2021	
Individual DAISY Nurse Awards **46**	**DAISY Nurse Leader Awards (annual)** **2**
Team DAISY Awards (annual) **2**	**Nurses Week Award** **12**

Nurses Week Award Categories (pictured above left to right, each line)

DISTINGUISHED NURSE AWARD Leigh Ann Ambrose, BSN, RN, PHN, CEN, CN4
Mission Bay Emergency Department

AMBULATORY Shayne Cordozo, BSN, RN, CN3 Thoracic Surgery Clinic

COLLEAGUE OF NURSING Adrian Martinez, RCP, RRT-NPS, RRT-ACCS Respiratory Care Services

COMMUNITY VOLUNTEER SERVICE Chrystin Palec, RN, CN3 Mission Bay Emergency Department

ACUTE & TRANSITIONAL CARE Issa Joachim, BSN, RN, CHPN Adult General Medicine

NEUROSCIENCE Lisa Mannheimer, RN, CN2 Radiation Oncology Gamma Knife Program

LEADERSHIP Nicole Giacosa, BSN, RN Patient Care Manager - Mission Bay Infusion Center

ADVANCED PRACTICE Naomi Jay, PhD, RN, NP ANCRE Center

CRITICAL CARE Kelly Connell, MS, RN, CN2 Intensive Care Nursery

PERIOPERATIVE Maria C "Tina" Calvo, RN, CN2 Moffitt Long PACU

PERINATAL Ingrid Scozzafava, BSN, RN, RNC-MNN Mission Bay Postpartum Birth Center

ONCOLOGY Karen Wong, RN, OCN, CN2 Adult Hematology, Oncology, Blood and Marrow Transplant

UCSF Nursing Excellence Fund

If you would like to make a gift to the UCSF Health Department of Nursing, you may do by visiting this website and directing the gift to "Nursing Excellence - UCSF Health":**http://tiny.ucsf.edu/SupportNursing**

nursing.ucsfmedicalcenter.org

UCSF Health