

PATIENT CARE SERVICES

Annual Report | 2023-2024



SAN JUAN REGIONAL
MEDICAL CENTER

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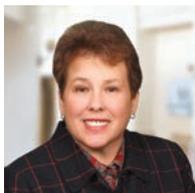
Welcome,

At San Juan Regional Medical Center, better is our mission – improving lives through personalized health and care. The incredible caregivers who make up the patient care services team strive for better every day. We are proud to present this annual report to you, showcasing their dedicated efforts to improve care for our community.

We value the perspectives and contributions of our caregivers, from our first responders in the field to our nursing assistants and bedside nurses on the floors. Our teams excel at utilizing our Core Values of Team Accountability, Thoughtful Anticipation and Creative Vitality to address critical issues and find opportunities for problem solving.

This report showcases several nurse-led programs that involve our bedside care nurses in strategic planning and decision making at a higher level. Our shared governance structure gives everyone a seat at the table where we can all contribute.

Healthcare is a dynamic, ever-changing field. There is always something new to learn and ways we can improve as we live our mission of better. Patient care services has accomplished a lot and we have a lot to be proud of, as you'll read in the pages of this report. We look forward to what we will do together next as we continue improving patient care and providing our community with Sacred Trust.



Kammie Monarch

Kammie Monarch, Chief Nursing Officer



Cindy Baez

Cindy Baez, Associate Chief Nursing Officer

Recognition

U.S. News and World Report

San Juan Regional Medical Center was recognized in the 2023 Best Hospitals edition for CATHPCI Registry, Chest Pain Registry and EP Device Implant Registry.

2023 New Mexico Center for Nursing Excellence Awards



Victoria Atencio received the Nightingale Award for outstanding and caring leadership and professionalism as a beginning practitioner. Atencio, an Emergency Department nurse, is always looking for new ideas to promote safe patient care, embracing training opportunities to enhance the care she provides to her patients.

Maranda Marquez, Nurse Residency and Vascular Access Coordinator, was nominated in the Education/Research/Academic category. She was integral in establishing the hospital's Nursing Residency Program and formed a vascular access team to help other nurses with difficult IV sticks, saving patients from unneeded pain and anxiety.

Inaugural Suzanne Smith Nursing Excellence Awards



These awards are named for former CNO Suzanne Smith in recognition of her many contributions to the hospital throughout her 38-year nursing career. They recognize nurses at different stages in their careers who are making outstanding contributions that have a lasting impact on patients and their fellow caregivers.

Early Career – Victoria Atencio
Excellence in Nursing – Maranda Marquez
Emerging Nurse Leader – Connie Grijalva
Nursing Leadership – Sonja Crum





DAISY® Awards

San Juan Regional Medical Center partners with the DAISY Foundation, an international recognition program, to honor the skillful, compassionate care nurses provide every day. A committee from Partners in Care (*learn more on pages 9-11*) reviews all nominations and utilizes a scoring tool to select two winners each quarter. We were proud to honor the following nurses in 2023:

- Jason Aikele
- Sharmayne Delgarito
- Nicole Dunkle
- Lori Jackson
- Wendy Joe
- Nicole Johnson
- Alicia McGee
- Jenny Okumura



Operations

Community Health Needs Implementation Plan

Every three years, San Juan Regional Medical Center conducts a Community Health Needs Assessment (CHNA) with input from key stakeholders to determine the most prevalent health needs in the county. Diabetes is continually at the top of the list, with the chronic condition significantly impacting many lives in our area. Through our Community Health Needs Implementation Plan, we work to empower individuals to make informed choices, promote healthy lifestyles and enhance diabetes management through innovative approaches.

Diabetes Education in 2023:

- 157 patients scheduled and seen
- 4 cohorts of Healthy Living with Diabetes classes serving 40 individuals

Vivitrol Administration

Another top need identified through our CHNA is substance abuse, with substance use disorders linked to many health problems and increased likelihood of ER visits. One of the ways SJRMC is addressing this issue is by administering Vivitrol to patients who want it. This extended-release injectable opiate blocker lasts for about a month, preventing relapse into alcohol or drug abuse.





Patient Experience

What Matters to You International Program

San Juan Regional Medical Center is proud to be part of the international What Matters to You? movement to improve patient experiences and outcomes by focusing on patient-centered care. Our nurses went through this training program, which has helped patients and caregivers:

- Improve communication
- Foster shared decisions
- Build trust and respectful relationships
- Ensure that care is aligned with what matters to patients and their families, which in turn contributes to a more successful treatment plan

Patient Experience Survey Results

By the end of 2023, SJRMC experienced sustained and improving patient experience scores in:

- Hospital rating
- Nurses Explain things in ways patients understand
- Communication with Doctors
- Doctors treat patients with courtesy and respect
- Doctors listen carefully to patients
- Doctors explain things in ways patients understand
- Hospital cleanliness
- Communication about medications
- Telling patients what new medications are for
- Telling patients medication side effects to look for

Here were some of the top strengths of our inpatient units, as shared by our patients:

- **Cardiology:** Providing patients with helpful discharge information
- **Childbirth/Women's Services, Medical, Nephrology, Surgical:** Staff sharing with patients symptoms/problems to look for
- **Intensive Care Unit:** Cleanliness of the hospital environment
- **Progressive Care, Inpatient Rehabilitation:** Staff sharing with patients the help they will need after leaving the hospital
- **Pediatrics:** Providing patients toileting help as soon as desired



Recruitment and Retention

Rapid Recruitment Events

Utilizing Creative Vitality and Team Accountability, Patient Care Services partnered with Talent Acquisition to come up with "Rapid Recruitment" events. These events are held several times a month, highlighting specific specialty/departmental needs to fill critical positions.

Nursing Graduate Luncheons

San Juan Regional Medical Center has a rich history of collaboration with San Juan College's nursing program, fostering invaluable opportunities for students to gain real-world experience in diverse clinical settings. To formally recognize the shift from "student" to "nurse," San Juan Regional Medical Center has hosted an annual Graduate Nurse's Luncheon for more than 25 years. It's held in May and December to coincide with graduation. It's a chance for us to honor the graduates for their hard work, and welcome many of them to San Juan Regional Medical Center.

- 14 new graduate nurses were welcomed in June 2023

Earning Potential Opportunities

- RN Unit Champion program created for registered nurses with strong knowledge base and clinical experience to utilize their dynamic leadership abilities on their units to assure high quality care is provided.
- Implemented a pay differential for nurses with their Bachelor of Science in Nursing (BSN).
- Implemented a pay differential for nurses floating within and outside of Sister Units.



Professional Development

Nurse Residency Program

The Graduate Nurse Residency Program provides ongoing support for new graduate nurses to help them successfully transition from the academic setting into professional nursing practice. Learn more about this program and its objectives on pages 12-13.

Collaboration with San Juan College Nursing Faculty

With nursing shortages a nationwide challenge, we are seeking creative solutions in partnership with San Juan College to “grow our own.” In 2023, nursing leadership from both institutions began meeting to see how the hospital can support the college in extending their ability to take more students in the nursing program. Our goal is to keep students in the area for nursing school, giving them opportunities for a rewarding career right here at home.





Quality

Celebrating Great Catches

Many nurses received Great Catches for preventing harm from reaching patients. Recognizing these stories and celebrating these near misses are our best opportunity to look at trends, evaluate current processes and find areas where we can best drive improvement.

- Eileen Haely, ICU RN, brought up a concern about blood present in a patient's oropharynx and advocated for an assessment before the patient was deescalated in level of care. The assessment revealed profound ulcerations in the patient's duodenum and esophagus.
- Chris Munro and Raychel Stiegelmeier, Medical Unit RNs, noticed that a PCA pump infusing Ketamine had been incorrectly programmed to the wrong dosage. After notifying the MRN, unit leaders and clinical pharmacist, it was determined that all the PCA pumps were loaded with the incorrect concentration and the drug libraries were updated with the correct dosage.

Safety Advocates

Safety Advocates go through three months of training to learn about safety tools and best practices to create safer environments, improve the quality of care and prevent harm. Our Safety Advocates recognize and reward good safety behaviors, reinforce safety tools and act as a safety resource for our organization.



Partners in Care

Partners in Care is an interdisciplinary group made up of representation from the following areas:

- Cardiology Unit
- Emergency Department
- Endoscopy/GI Lab
- IMS Provider
- Intensive Care Unit/Progressive Care Unit
- Medical Unit
- Nephrology Unit
- Nursing Administration
 - Associate Chief Nursing Officer
 - Childbirth Center Nurse Manager
 - Clinical Informatics System Administrator
 - Clinical Scholar
- OB/Childbirth Unit
- OR/Day Surgery Unit
- Outpatient Nursing Clinic
- Pediatrics Unit
- Professional Resource Nurse/Express Admit Nurse
- Quality Systems/Infection Control
- San Juan Regional Inpatient Rehab
- Surgical Unit
- UCC
- Wound Care



The group's responsibilities include:

- Identifying fragmentation, duplication and repetition in processes so process improvements can be made to positively impact patient care
- Developing, implementing and promoting nursing quality improvement activities and innovative nursing practice
- Monitoring and evaluating the provision of nursing care
- Setting parameters of nursing assessment and reassessment



2023 Accomplishments

Thermal Scanning Program

Partners in Care piloted our thermal scanning program to minimize risks and prevent the occurrence of pressure injuries. The program was successfully implemented across the organization.

- 4 Eyes in 4 hours Skin Assessment with Thermal Scanning: Within four hours of admission or transfer, two RNs perform head to toe skin inspection/assessment on patient
- Interventions and Plan of Care are implemented based on patient condition
- In February 2023, SJRMC hadn't had a reportable pressure injury for 94 days. By the end of the year, that number grew to 400.

Testing and Management of Patients with C. Difficile

In collaboration with Infection Control, Partners in Care implemented a nurse-driven protocol to improve the process of testing and managing patients with C. diff.

- Revised protocol empowers nurses to test symptomatic C. diff patients within the first three midnights.
- The policy provides consistent, safe care for patients with active C. diff to provide appropriate isolation to prevent transmission.

Nurses Week Celebration

Partners in Care plans and executes Nurses Week celebrations to foster engagement and express appreciation for all our nurses do every day. 2023 Nurses Week Activities included:

- Celebration and appreciation activities, including gifts for all nurses
- A bake sale and prize raffle which raised \$3,630.51 for the Sunshine Fund

Sister Units

To best allocate our nursing resources and continue providing the highest standard of care, a sister unit concept was developed and implemented, merging the Medical and Surgical Units in June 2023. This creative concept was a temporary solution to nursing staffing barriers that reaped many benefits:

- Collaborative approach streamlined operations
- Uplifted staff morale and retention
- Ensured exceptional care and patient safety
- Fostered a sense of unity among teams

IT Optimization

Partners in Care reviews Cerner Documentation and works on IT Optimization projects year-round to improve processes and quality for safe and effective nursing care. Examples of projects completed in 2023 include:

- Updated Respiratory Scoring tool for Pediatrics
- Added Moderate and High-Risk safety interventions
- Updated Valuable and Belongings task

New Patient Discharge Folders

Patients receive a lot of information over the course of their hospital stay, and it's important that they follow instructions when they are discharged to ensure a safe transition. To make the process as effective and easy as possible, Partners in Care created and implemented new patient discharge folders.

- Folders include easy-to-access information on recovery
- Home care instructions and next steps
- When to call a doctor
- Where to go in case of an emergency
- How to access the Patient Portal



Nurse Residency Program

Program Goal: To prepare new graduate nurses to deliver safe, competent, and evidence-based care to patients across the lifespan.

Program Objectives: Upon completion of the Residency Program, new graduate nurses will independently be able to:

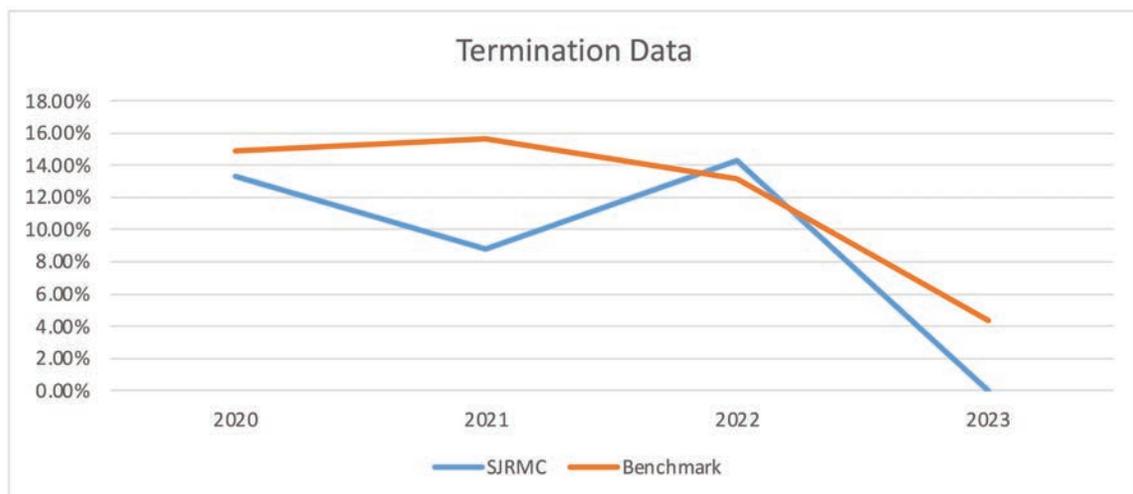
- Apply critical thinking skills to a wide range of clinical situations
- Identify changes in patient status
- Implement evidence-based practice
- Demonstrate understanding of documentation needs and requirements
- Assemble a variety of clinical resources to support their learning and practice
- Develop personalized plans of care that meet the needs of individual patients
- Identify professional development opportunities

2023 Stats

- 3 cohorts
- 34 residents hired/went through program
 - Medical/Surgical Units hired 12 nurse residents
 - 100% retention rate in first year

Nurse Residency Program Outcomes:

- New graduate nurse one-year retention rates will be at or above the national benchmark as measured at the end of each calendar year.



- Residents will show improvement in their critical thinking and clinical decision-making skills as measured by Jane[®] when starting residency, at the end of orientation, and at one-year of employment.





- Residents will demonstrate a progression in their professional development over the 12-month residency program as evidenced by the completion of an evidence-based project.
 - 100% of graduating residents participated in the completion of an evidence-based project that was presented at graduation.

Evidence Based Projects put into practice in 2023:

- “4 eyes in 4 hours”/Thermal Scanning Project (see page 10)
- Ketamine versus Propofol for Continuous Sedation in the ICU
- Ultrasound IV Insertion policy update





Vascular Access Program

In February 2023, a vascular access coordinator position was created and filled to lead the organization in providing patients safe and efficient vascular access care. Since then, the Vascular Access Program has grown and had a positive impact on the organization and patients.

Program Outcomes:

1. Patients at SJRMC will express increased satisfaction with the care they receive related to vascular access as measured by achieving a “4” or “5” on a post IV insertion patient survey.
 - A survey has been developed for patients upon completion of vascular access for use in 2024.

Anecdotal evidence has been positive:

A repeat inpatient specifically requested the vascular access team on his next visit because he was so happy with his experience with the team.

Family of a pediatric patient commented on how thankful they were for the program, as their child had been “stuck” many times already.

2. The Vascular access program will reduce costs associated with vascular access as measured by reduction in vascular access attempts documented in the electronic health record.
 - The vascular access team placed 2,733 catheters with ultrasound guidance and used 2,937 catheters total.
 - The vascular access team had a 7% excess catheter rate, as opposed to general nursing’s 32% excess catheter rate.
3. The Vascular access program will decrease the risk of Central Line-Associated Bloodstream Infection (CLABSI) through education, and regular rounding on every patient with a Central-Line to assure adherence to INS standards for central line maintenance and care. CLABSI rates are monitored and recorded by infection control.
 - SJRMC only had 1 CLABSI for 2023

Vascular access is a critical aspect of managing hospitalized patients. Prioritizing vascular health and care can enhance patient comfort, minimize complications, and improve treatment outcomes. Over the past year, nursing staff have come to depend on the vascular access team to assist them with difficult IV placement, saving the nurses’ time and increasing patient satisfaction.

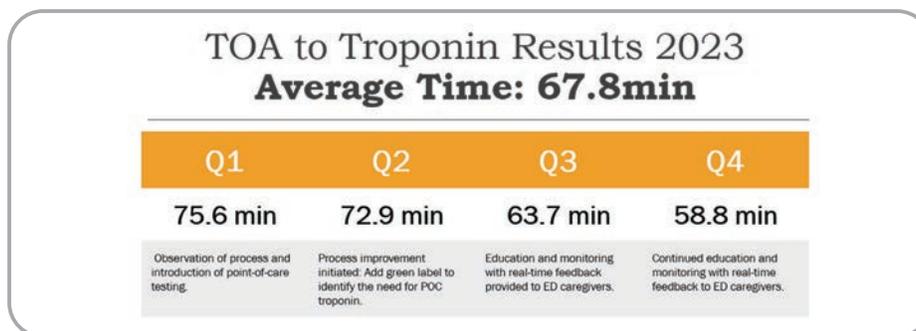
Chest Pain

Time is Muscle: If early and successful reperfusion therapy happens within 60–90 minutes of a heart attack, the damage to the heart can be reduced by as much as 60%.

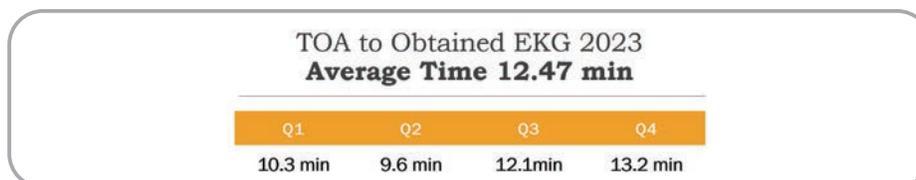
Diagnosis: The presence of troponin or the ST-segment elevation on an electrocardiogram. Result expectation less than 60 minutes from time of arrival (TOA).

Process Improvement for Troponin Turnaround Times

Organizational Excellence led a two-day process improvement Kaizen to improve Troponin Turnaround Time. This was a group effort that included the Laboratory, Emergency Department, Cath Lab, Cardiology. The team did an outstanding job implementing changes that resulted in the Laboratory improving their turnaround time from when the test is ordered to results. This helps with our overall goal of 60 minutes or less from the time the patient arrives to results to maintain our Chest Pain Center accreditation.

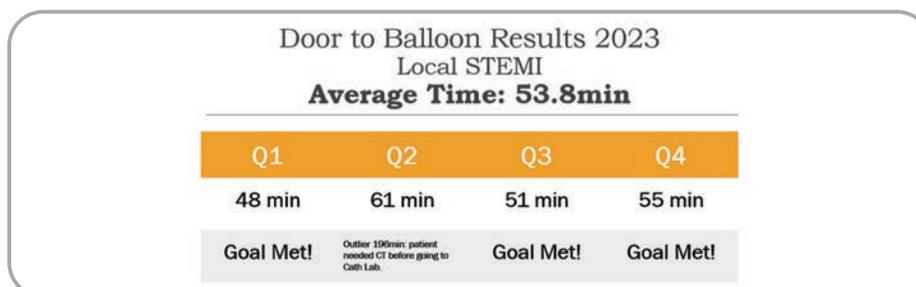


Door to Balloon: Initiating reperfusion therapy within 60 minutes of a heart attack is associated with a notable reduction in mortality risk. Rapid treatment can help minimize heart muscle damage and improve overall patient outcomes and quality of life.



Ongoing Efforts

- Education presented in new nursing orientation and graduate nurse residency.
- Monthly EKG report times are sent to the ED Leadership.
- Implementation of case reviews completed at EMS staff meetings.
- Ongoing work on an efficient Alert System.
- CNO providing education to onboarding providers of time-sensitive measures.





Sepsis Management

As an organization, we are committed to improving the timely and accurate management of severe sepsis, particularly in the early stages of patient presentation. Key areas of concern include:

- Early identification and documentation of sepsis cases
- Timely administration of antibiotics
- Correct and well-documented fluid bolus administration
- Ordering and collecting crucial diagnostic measures

A BRIEF HISTORY

The Sepsis Continuum

SIRS <small>(Systemic Inflammatory Response Syndrome)</small> T > 38° / <36° HR > 90 RR > 20 PaCO ₂ < 4.3 WCC > 12 / < 4	Sepsis 2 SIRS + Confirmed or suspected infection	Severe Sepsis + Signs of end organ dysfunction	Septic Shock Severe Sepsis + Persistent end organ dysfunction despite fluids
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In 2015, the Centers for Medicare and Medicaid Services (CMS) introduced the SEP-1 core measure, requiring hospitals to report adherence to specific sepsis bundle elements. This marked a significant step in integrating sepsis care into quality metrics and reimbursement structures. Recent years have seen an increased emphasis on early identification of sepsis, leveraging technologies such as predictive analytics and machine learning. Efforts are directed towards rapid intervention and personalized care plans to further enhance patient survival and reduce long-term complications.

Solution

We are addressing the key areas of concern to ensure patient safety, improve clinical outcomes and align our practices with established guidelines and quality metrics. Our strategic and comprehensive approach includes:

- Enhancing early identification
- Streamlining documentation processes
- Enforcing timely administration of antibiotics and fluid boluses
- Reinforcing the importance of accurate and timely diagnostic measures

We are working to establish a foundation for effective sepsis management that aligns with best practices and contributes to improved patient care and overall organizational performance.



Our Nurses Share Their Stories



"It has been my passion to serve our community throughout my career from a bedside nurse to a leader in this organization. I feel that nurses make a difference in people's lives every single day. The care we provide to our patients and our community is invaluable. Nursing is a profession, and I am proud to call myself a nurse!" – Cindy Baez

"I have been honored and blessed to have been a part of San Juan Regional Medical Center for 30 years now. Most of my career has been as an ER nurse and now I am a labor/nursery nurse. I have been there as people have drawn their last breath and been there as new babies draw their first breath. I am so proud when I am out in the community and have people that I have cared for in the last 30 years remember and thank me for their care." – Tana Conner



"My time at San Juan Regional has been an incredible odyssey, marked by abundant opportunities for career advancement and personal enrichment. From the outset as a dedicated staff nurse to evolving into roles as a flight nurse, manager, educator, and clinical quality coordinator for critical areas such as Chest Pain, Sepsis, Stroke, and neuro telehealth, the spectrum of experiences has been truly invaluable." – Monica Nagahiro

"Working at San Juan Regional Medical Center for over a decade has helped shape me into the nurse I am today. I am honored to help bring new lives into our community." – Dilan Jones



"When you go into this job you pour your whole heart into it. I came here to give my all to these patients. I know how it feels to be in their situation, and I just want to be the light for those people." – Sharmayne Delgarito

"I love helping others in need. Being able to serve the very community I was born and raised in has truly been a blessing. I work with a great team and cherish each and every day here." – Dawn Hughes



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