



2020

Sanford Bismarck

NURSING REPORT

SANFORD[®]
HEALTH

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**Randi Schaeffer,
MSN, RN**

**Interim Vice President of
Nursing & Clinical Services**



**Wendy Kopp,
PhD, MSN, RN**

**Vice President of Nursing
& Clinical Services**

ORGANIZATIONAL OVERVIEW

A Message from your Interim Vice President of Nursing & Clinical Services

In 2020, we faced an unprecedented challenge, the COVID-19 pandemic. Throughout, we continued to adapt and define a new normal. The health and safety of our Sanford Family, patients and communities we serve were of the utmost importance. Our operations, clinical and nonclinical teams united in the fight against COVID-19 to ensure we did what was right for our patients and one another.

Our nurses wrote history as they faced new challenges with unwavering courage. Nurses were the strong foundation that allowed us to stand and fight this pandemic. Both clinical and nonclinical staff stepped up to help where they could so nurses could focus on those who needed them most, our patients. Throughout the pandemic, many nurses also upskilled and worked additional hours to allow other nurses to dedicate their time to the COVID-19 unit. Through it all, our nurses were there for our patients and their families, and all of our employees were there for our nurses.

Randi Schaeffer, MSN, RN
Interim Vice President of Nursing & Clinical Services

A Message from your Current Vice President of Nursing & Clinical Services

When I look back and read about all of the great accomplishments in 2020, I feel immense pride for the important work that takes place here at Sanford Health, and how our nurses contribute to this great work every day. I am proud of our nurses who remained adaptable, professional, collaborative and resilient without losing focus on safety and quality through some immensely challenging times.

Our leadership team is committed to building and sustaining a healthy work environment that promotes the growth and development of professional nurses. We are also committed to our Sanford Accountability for Excellence (SAFE) work and will continue with a second round of SAFE leader training, the onboarding of additional SAFE coaches, the recommitment to our SAFE huddle boards, and steadfast work in achieving an 80% reduction in serious safety events.

As you review all of the accomplishments captured in this annual report, I encourage you to reflect on what the Sanford community means to you. I hope you feel the same level of pride in our work and in our people as I do. I am inspired by the dedication of our nurses to our patients and to each other, and I am proud to have the opportunity to work among such a talented nursing team. I look forward to the year ahead as your nursing leader.

Wendy Kopp, PhD, MSN, RN
Vice President of Nursing & Clinical Services

Our Mission, Vision and Values

OUR MISSION

Dedicated to sharing God's love through the work of health, healing and comfort.

OUR VISION

Improving the human condition at every stage of life through exceptional care, spiritual enrichment, innovation and discovery.

OUR NURSING VISION

The provision of highly reliable, safe, person-centered care fostered by a healthy work environment of skilled teams working collaboratively across all care settings.

OUR VALUES

Calling	Demonstrating enthusiasm for those we serve, our vocation and the organization's mission.
Courage	Having strength to persevere, innovate, use our voices and take action.
Family	Celebrating the connection and commitment we have to each other through it all.
Community	Providing care in a diverse range of settings and environments with a focus on the wellness of individuals.
Service	Sharing God's love through actions that reflect compassion, acceptance, love, humility and sincerity in keeping with the common Lutheran heritage of Sanford Health and The Good Samaritan Society.
Resolve	Adhering to systems that align actions to excellence, efficiency and purpose.
Advancement	The pursuit of individual and organizational growth and development.



About Sanford Health

Sanford Health, one of the largest health systems in the United States, is dedicated to the integrated delivery of health care, genomic medicine, senior care and services, global clinics, research and affordable insurance. Headquartered in Sioux Falls, South Dakota, the organization includes 46 medical centers, 1,525 physicians and more than 200 Good Samaritan Society senior care locations in 24 states and 10 countries.



46 medical centers



224 clinic locations



233 senior living communities



200,000+ Sanford Health Plan members



46,848 employees



1,525 physicians, **1,214** advanced practice providers and **8,716** registered nurses delivering care in more than **80** specialty areas



Centers of Excellence: Cancer, Children's, Heart, Orthopedics & Sports Medicine, Women's Health

Sanford Health Culture

Sanford Health is excited to be on a journey of tremendous growth and momentum. With our vast geography, cutting-edge medicine, sophisticated research, advanced education and our own health plan, we are unique in what we do and how we do it.

Through relationships built on trust and successful performance and a vision to improve the human condition, Sanford seeks to make a significant impact on health and healing. With a commitment to diversity and inclusion, our journey as an organization includes continually building on the diverse talents, experiences and beliefs of our employees, as well as the patients and communities we serve.

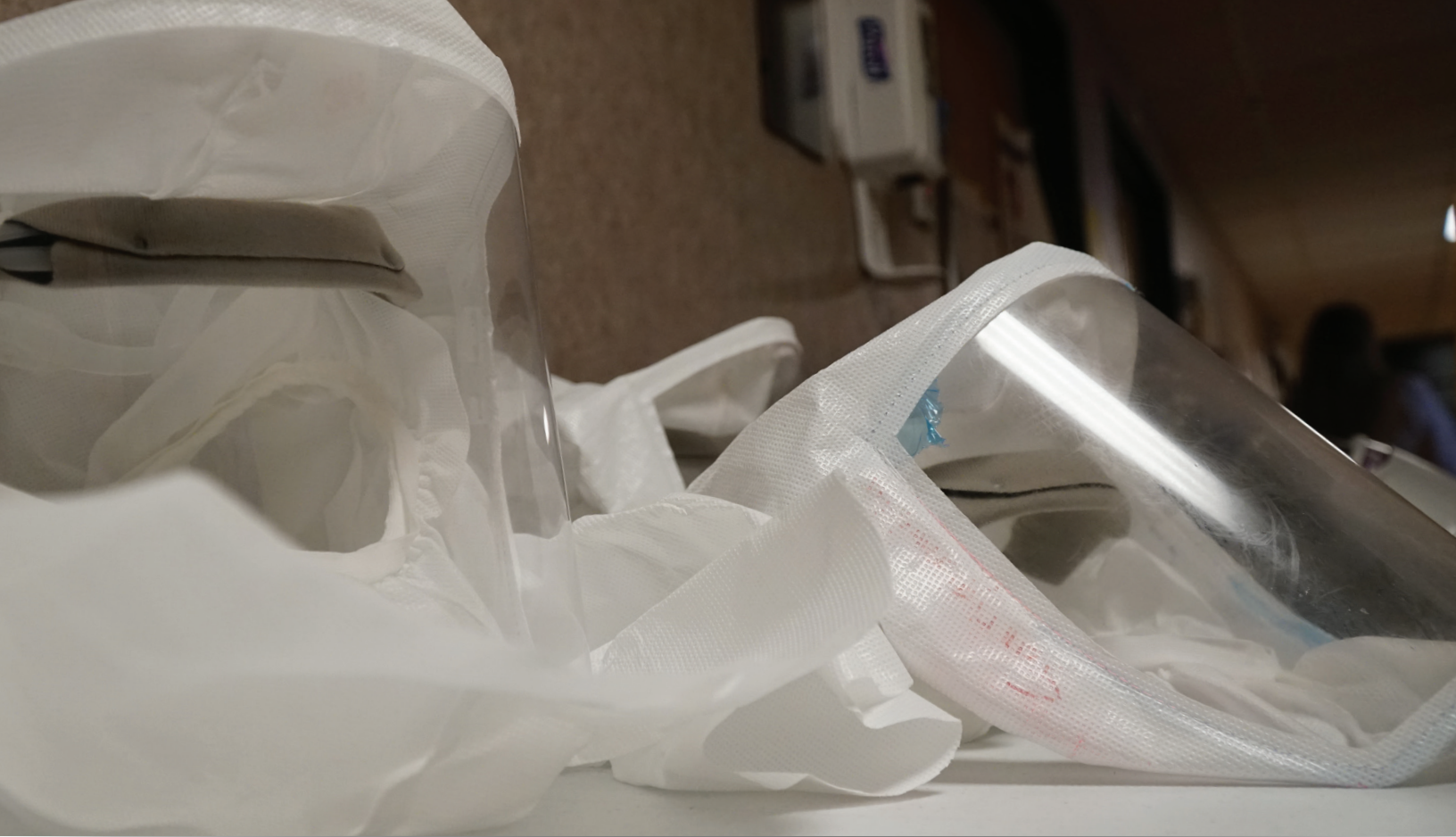
We are proud to be from the Midwest and to impact the world.

SANFORD BISMARCK 2020 QUICK FACTS

Licensed Beds plus Nursery/NICU Beds	269	Emergency room visits	30,560
Inpatient Admissions	13,634	Deliveries	1,437
Daily Census	180.17	Nursing Staff	1,029
Average Length of Stay	4.36	Female	92.8%
Case Mix Index	1.80	Male	7.2%
Outpatient visits	202,117	Avg. Age	38.8

SANFORD HEALTH ENTERPRISE ANNUAL PATIENT VOLUMES

Outpatient and Clinic Visits	5.2M
Admissions	82,848
Surgeries and Procedures	127,875
Births	9,163
ER Visits	194,834



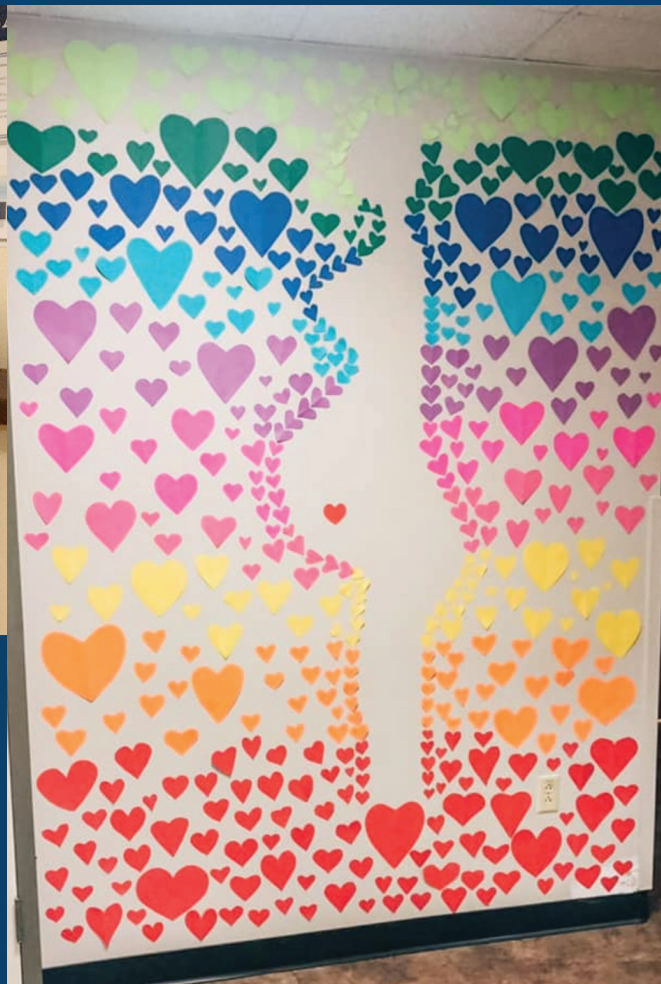
COVID-19 Reflection

Throughout the COVID-19 pandemic in 2020, Sanford focused on the health and safety of the Sanford Family, patients and the communities it serves. In preparation for the pandemic, Sanford Bismarck worked closely with the State of North Dakota and the Sanford enterprise to create surge plans for facilities, increase health and safety measures and ensure Sanford could continue to provide high-quality care for COVID-19 positive patients as well continue to meet the continuing health care needs of the communities it serves.

In an effort to keep patients with COVID-19 close to home as cases in the community surged, the Sanford Bismarck opened an off-campus unit called the Ninth Street Special Care Unit, which added about 20 beds for COVID-19 patients, in addition to those in the medical center.

The Sanford Family came together during this difficult time to support one another and to ensure nurses could focus on caring for their patients. Employees, both clinical and nonclinical, stepped outside of their roles to assist where they could, whether that be by answering phones, pulling supplies in the warehouse or upskilling to take on new responsibilities.

Throughout the course of 2020, Sanford Bismarck treated 936 COVID-19 inpatients and completed approximately 40,000 COVID-19 tests.



**COVID-19
Reflection
in Photos**



TRANSFORMATIONAL LEADERSHIP LEADING FOR TODAY AND THE FUTURE

Transformational nurse leaders throughout the organization are leading teams today, influencing change in the organization beyond nursing and leading nursing to where it needs to be for the future.

Advocacy and Influence

UPSKILLING/JUST-IN-TIME SKILLS (JTS) TRAINING FOR THE COVID-19 RESPONSE

As the world was affected by the COVID-19 pandemic, so were the hospitals of North Dakota, including the medical center in Sanford Bismarck region. The pandemic required leaders to think creatively in order to have adequate staff to provide safe care to the sick in our communities. To achieve these goals, leadership supported the educators in our Learning Education and Development (LEAD) Center to prepare existing employees to perform work outside of their current roles. This training included classroom instruction, skills lab sessions and unit based orientation. Over 300 employees completed some portion of upskilling/JTS training through the LEAD center. The addition of these upskilled staff to support existing clinical nurses ensured that we could continue to provide safe, high-quality care to patients throughout our region.

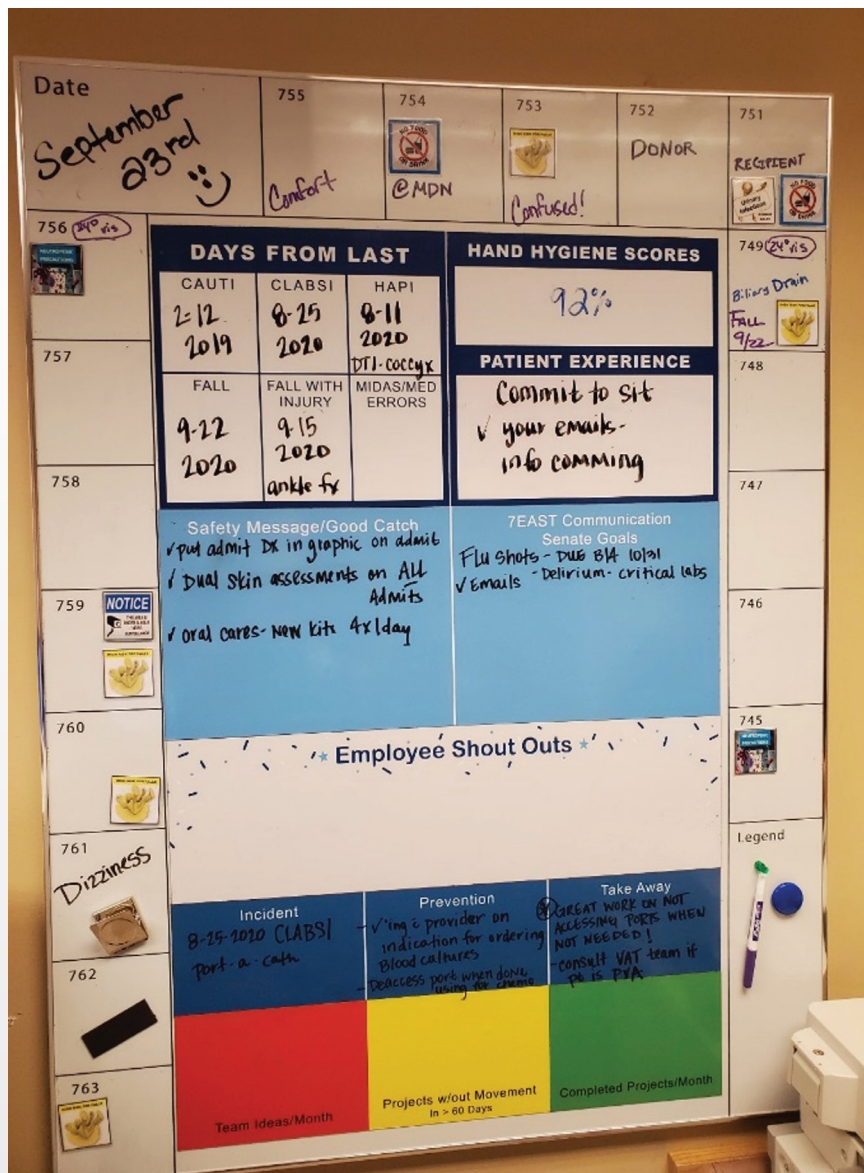
HIGH RELIABILITY ORGANIZATIONS (HRO)/ SAFE (SANFORD ACCOUNTABILITY FOR EXCELLENCE) JOURNEY

Nurse leaders were among those championing Sanford Bismarck High Reliability Organization (HRO) organizational training and implementation in 2019. Universal relationship and reliability skills continue to be taught to all incoming employees, after a brief hold for employee safety during the height of the COVID-19 pandemic in the region.

As we continue the sustainability portion of our SAFE journey, Laura Goldhahn, vice president of administration, and Jessica Leibel, director of quality and safety, provided SAFE coach training to nominated employees. These nominated employees have become SAFE coaches for their departments and will help lead their teams in the SAFE journey and continue to educate and provide peer to peer support to promote patient and employee safety. Employees are nominated by leadership because of their passion for patient and employee safety, commitment to SAFE principles and skills and aptitude for coaching, mentoring and speaking up for safety. As of 2020, Bismarck has trained over 100 SAFE coaches to continue developing our SAFE culture.

Additionally, SAFE site visits have begun. The site visits are a way to gauge leader and front line understanding of the SAFE skills and tools. This is largely accomplished through rounding activities in inpatient and outpatient settings during the two-day site visits that occur monthly. Observations of the SAFE site visits are then funneled through the local SAFE steering teams to identify which SAFE skills need additional reinforcing.

VISIBILITY, ACCESSIBILITY AND COMMUNICATION



In September 2019, Sanford began the Sanford Accountability for Excellence (SAFE) training journey with all staff, on tools and skills to help the staff reduce preventable harm. In our effort to become a highly reliable organization, all leaders received additional training to support leaders in developing a culture of safety and reliability. The leader training included education on local learning boards, which Sanford coined as SAFE boards. After this training in October 2019, the oncology manager met with her staff to discuss how to bring this concept to life in their department. The staff had amazing feedback about how they would like to see the layout of the department, such as including patient rooms on the board, to help

visualize the needs and risk areas of each patient. Some items brought forward to help the visualization were magnets that signify patients with Foley catheters, central lines, neutropenic precautions, camera surveillance, falls, at risk and active hospital acquired pressure injuries and more. This SAFE board was put into use in the end of January 2020 and is still being used and continues to evolve.

STRUCTURAL EMPOWERMENT SUPPORTING PRACTICE

Structural empowerment provides nurses with the ability to have a meaningful say in the design of their nursing practice through Nursing Shared Governance and input on nursing policies and procedures. Structural Empowerment also provides structure to support nurses' professional development.

Commitment to Professional Development

CERTIFICATION



Certified Nurses Day honors all certified nurses who contribute to improved patient outcomes through national board certification in their specialty. Due to the COVID-19 pandemic, the annual event was not held in person. Certified nurses were recognized with a card and gift. This year's gifts were a lunch bag or a blanket with the Sanford logo and "certified nurse" printed on the item. In 2020, we saw our certification rates increase with the addition of 41 newly certified nurses bringing our total to 299 (inclusive of advanced practice providers). We continue to support gaining and maintaining certification by offering review courses and continuing education via several methods including CE Direct and local offerings. Sanford Enterprise Review Courses offered in 2020 included:

- Medical-Surgical Nursing Exam Review: Jan. 23-24, 2020
- CCRN/PCCN Exam Review: Feb. 11-13, 2020
- Inpatient Obstetrics Certification Review Course: March 31, 2020
- Cardiac-Vascular Exam Review: Oct. 13-14, 2020
- Psychiatric-Mental Health Nursing Exam: Nov. 10-11, 2020
- Maternal Newborn Exam Review: Nov. 16-17, 2020

BACCALAUREATE OR HIGHER DEGREE IN NURSING

Many studies have identified better patient outcomes when hospitals have a higher percentage of RNs with baccalaureate or higher degrees. These outcomes may include lower patient mortality, pressure injuries, failure to rescue and length of stay. We are proud of the fact that we have achieved the Magnet® standard of having >80% of nurses with a baccalaureate or higher degree in nursing. We continue to support nurses by offering tuition support for baccalaureate or higher degree in nursing.

NURSE RESIDENCY PROGRAM

In 2020, 142 graduate nurses were enrolled in a 12-month nurse residency program operating three cohorts that started January, May and September. By the end of 2020, 56 of those new nurses graduated the program, 49 in August and 7 in December 2020. Due to the COVID-19 pandemic, the residency sessions were held virtually via Zoom. The success of this program has increased our recruitment efforts due to the additional support through their first year in their new role as a registered nurse. New graduate nurses have reported this extra support is appealing due to the COVID-19 pandemic effects and hospitals allowing less clinical time to nursing students. We have seen our retention rate outperform other comparable organizations due to the benefits the residents received as a part of our residency program. We are seeking national accreditation for our transition to practice program and as of the close of 2020, are well on our way to completing this goal.



SUMMER INTERNSHIP PROGRAM

We placed 33 nursing students into the summer internship program for 2020. This program helps the nursing students to expand their clinical skills and knowledge under the guidance of an experienced nurse preceptor. Because of the success of this program, we elected to offer the opportunity for those who wished to extend their time in the Student Internship Program beginning in January 2020. We had eight nursing students extend their internship experience through the end of 2020.

Recognition of Nursing

HERO AWARDS

The purpose of the Hero Awards is to identify and recognize employees who demonstrate excellence in one of the Sanford values. Nurses who have won a Hero Award in 2020 include:

Lindsey John	Georgia Zimmerman	Laurie McArthur
Connie MacKinnon	Mary Holzer	Kayla Helfrich
Mikayla Kallevig	Lindsay Boone	2SE Staff
Connie Stewart	Alex Glatt	
Dawn Huber	Brandi Ozbun	

THE DAISY AWARD

The DAISY Award is an international program that rewards and celebrates the extraordinary clinical skill and compassionate care given by nurses every day. Patients, visitors, families, volunteers and all employees may nominate a deserving nurse. Our 2020 Daisy Award recipients are as follows:



2020 DAISY Nominees

- Kristina Haadem, RN (2SE Cardiology)
- Candace Kessel, RN (Dickinson Infusion Center)
- Shanna Bosch, RN (Emergency Department)
- Nicolette (Hertz) Jacob, RN (Bismarck Infusion Center)
- Gwen Lee, RN (4NW Medical/Surgical)
- Stephanie Hetzler, RN (Emergency Department)

All DAISY nominees for the previous year were recognized during a special ceremony on Feb. 27, 2020.

2020 SOARING TO EXCELLENCE

Due to the COVID-19 pandemic, the annual Soaring to Excellence Ceremony was not held. Instead, all award winners were recognized in their department. The award winners received a crystal trophy along with a bouquet of flowers.

2020 AWARD WINNERS



**2020 Florence
Nightingale Award**
Teri Brandt, BSN, RN



**2020 Florence
Nightingale Award**
Ernest "Rocky"
Peterson, BSN, RN



**2020 Star Performance
Award**
Quinn Parisien, BSN, RN



**2020 New Knowledge,
Innovations, and
Improvements Award**
Danita Edland, BSN, RN



**2020 Exemplary
Professional
Practice Award**
Valerie Schuh,
BSN, RN-BC



**2020 Structural
Empowerment Award**
Shauna Voigt, BSN, RN



**2020 Transformational
Leadership Award**
Randi Schaeffer, MSN, RN



**2020 Distinguished
Wisdom Keeper Award**
Sharon Malm, MSN,
RN, CNML



**2020 Jan Kamphuis
Spirit of Nursing
Leadership Award**
Linda Gleich, DN, RN



**2020 Friend of Nursing
Individual Award**
Robert Carik



**2020 Friend of Nursing
Individual Award**
Billy Marsh



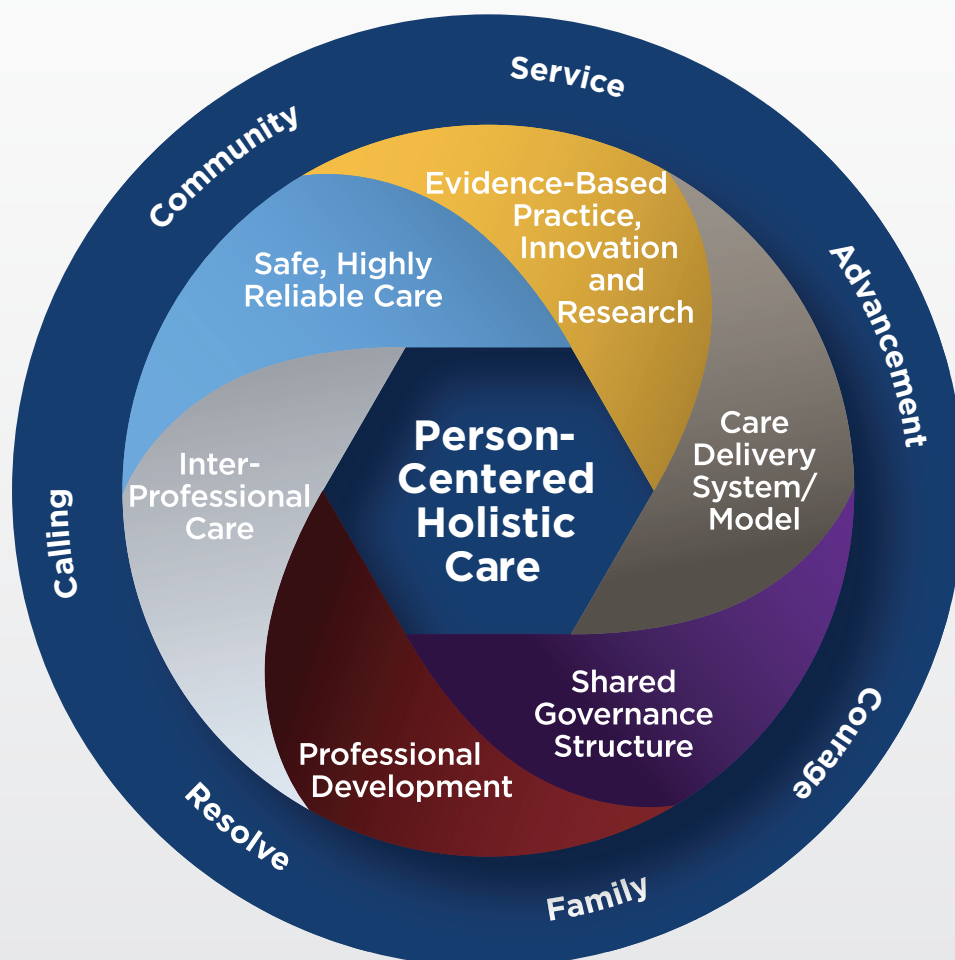
**2020 Friend of Nursing
Department Award**
Environmental Services

EXEMPLARY PROFESSIONAL PRACTICE ENSURING EXCELLENCE

Exemplary professional practice is the essence of a Magnet organization — it is about providing excellent care and collaborating interprofessionally to achieve high quality patient outcomes. Exemplary practice is about the potential of what the practice of professional nursing can achieve.

SANFORD PROFESSIONAL PRACTICE MODEL

The professional practice model provides a visual image that speaks to the components which define the essence of nursing practice at Sanford Health. The model serves as a framework for outlining the “how and why” of nursing practice, guiding the vision for nursing within our organization and directing decisions regarding priorities. The model describes how licensed nurses practice, collaborate and develop professionally. The model guides every aspect of nursing practice.



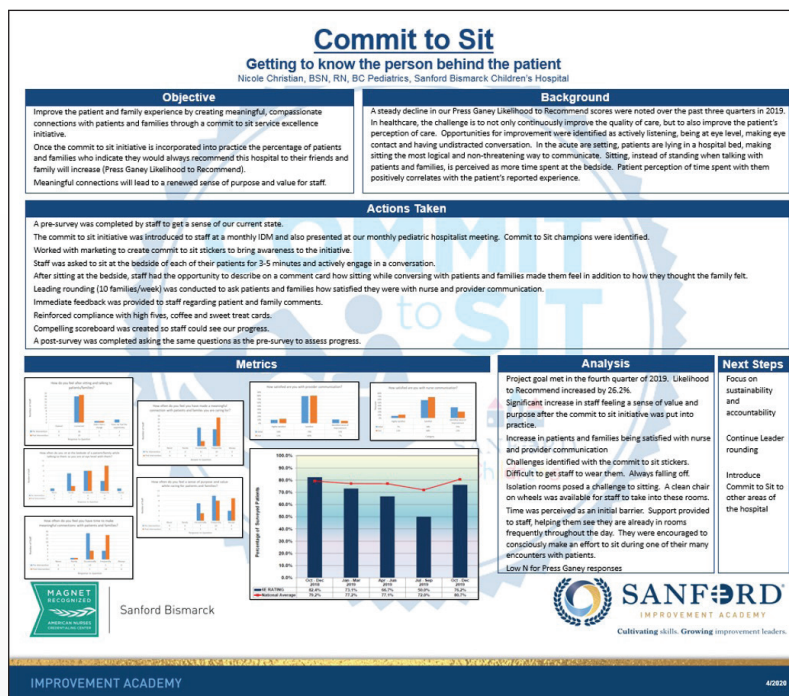
**Mission: Dedicated to sharing God’s love
through the work of health, healing and comfort.**

Interprofessional Care

COMMIT TO SIT

The Children's Hospital noticed a decline in their patient satisfaction scores. The manager and staff identified opportunities to improve patient and family experience at Sanford. These opportunities were framed around being keenly present in the moments of interaction with patients and their families. Strategies included active listening, being at eye level, making eye contact and having undistracted conversations. One method to incorporate all of these strategies was to sit with patients and families.

The staff agreed upon a "commit to sit" plan. Through internal communication, identifying champions of the cause and leadership setting expectations for staff, patients and families identified higher levels of satisfaction as evidenced by an increase of >25% in patient satisfaction scored. In addition, the staff also reported an increase in their sense of value and purpose as a result of the "commit to sit" program.



NEWBORN GLUCOSE SCREENING

The Sanford Birth Center strives to provide patient centered care. The care team questioned the current process of testing glucose levels on every infant as discontinuing unnecessary testing could promote mom/baby bonding and eliminate unnecessary pain to the infant. This led to a committee of team members including pediatricians, nurses and pharmacists that researched and built a protocol to change our blood glucose monitoring process in the normal term newborn infant. The Birth Center went from a practice of checking a blood glucose on every infant to the American Academy of Pediatrics' recommended process of screening each individual newborn based on specific risk factors. If the infant has a risk factor stated in the protocol, a blood glucose is checked. If the infant does not have any risk factors, then a blood glucose is not required. This protocol resulted in decreasing infant heel sticks by 60%, thus creating an opportunity for mom and baby to have those extra precious moments in the first minutes of life without causing any unnecessary pain.

Staffing, Scheduling and Budgeting Processes

PROVIDING COVID VACCINE TO OUR PATIENTS AND STAFF



The COVID-19 pandemic tested communities throughout the world. With the welcomed availability of the COVID-19 vaccine, a new challenge presented itself: How would Sanford provide this much-needed vaccine in a timely fashion? Planning for vaccine availability began months earlier and involved many logistical considerations due to storage

requirements of the first vaccines. In addition to vaccine issues, staffing for mass vaccine events was new to our organization. The Sanford Covid Vaccine Task Force was up to the challenge and identified a process not only to facilitate filling staffing schedules, but also to ensure staff was competent to perform the needed roles for the vaccine clinic. Technology was used to help with staffing via the “Sign Up Genius for COVID-19 Vaccine” and with staff competencies via learning modules through the on-line education platform for both licensed and unlicensed staff. The COVID-19 vaccine clinic successfully began immunizations on Dec. 14, 2020.

Culture of Safety

OPERATING ROOM (OR) SPECIMEN LABELING



Many patients that come to the operating room (OR) have a procedure involving specimen collection. Often these specimens are irretrievable, meaning they are difficult or impossible to recollect such as breast tissue from a mastectomy. In 2019, the OR had 11 mislabeled specimens. These errors could cause misdiagnosis or delay of treatment for patients. Recognizing a need

for improvement, a multidisciplinary streamlined specimen process was developed to reduce errors in labeling. In the new process, the surgeon verbalizes what the specimen is to be labeled and the certified surgical technologist (CST) labels the specimen on the sterile field. The RN repeats this information back and creates a label. The CST hands the specimen off to the RN, who labels it immediately. At the end of the case, the RN and the CST “time out” and verify patient name, date of birth and accuracy of the labeled specimen. This is confirmed by both individuals marking the label with their initials. One year post implementation, the OR has seen nearly a 50% decrease in specimen labeling errors. After an error, there is a staff debriefing to determine root cause and process improvement options. The goal will always be zero errors to ensure the best possible patient care.



NEW KNOWLEDGE, INNOVATIONS & IMPROVEMENTS LEARN, INNOVATE & IMPROVE

This is the opportunity for nurses to take the lead in research efforts and recognize our ethical and professional responsibility to contribute new findings, evidence, and quality improvement to the nursing profession.

Evidence-Based Practice

PRONING COVID-19 PATIENTS

Prone positioning (facedown) gained much attention during the COVID-19 pandemic as a strategy to improve the oxygenation status in patients with refractory hypoxemia. Historically, placing patients in the prone position was not frequently required within Sanford Bismarck region. Recommendations from the Society of Critical Care Medicine (SCCM) prompted a quick response from the critical care interdisciplinary team to implement prone positioning into routine care of patients with COVID-19. Collaboration between the respiratory department, the intensive care unit, and Learning Education and Development (LEAD) Center resulted in an evidence-based education plan. Sanford Bismarck region proning guidelines and checklist were created and implemented. In May 2020, hands-on simulation sessions involving the proning guidelines and checklist were provided to all staff members. Staff members involved in this practice change included physicians, registered nurses, respiratory, therapists, patient care techs, physical therapists and occupational health therapists. Since May 2020, proning guidelines and checklists are used with all COVID-19 patients.

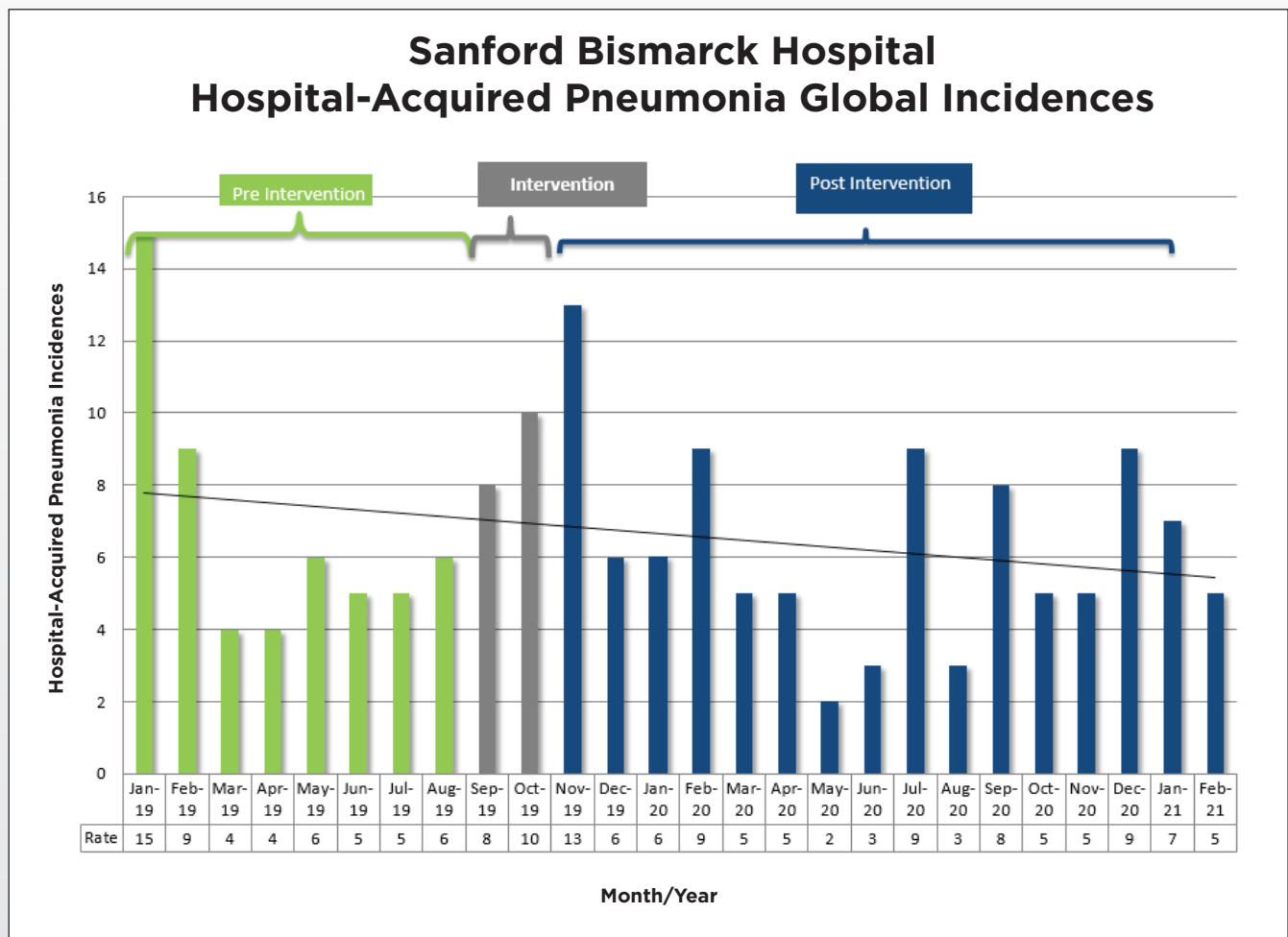


ORAL CARE: BACK TO THE BASICS

In 2019, the Sanford Bismarck quality team performed a retrospective review of all pneumonia incidences occurring within the previous year. Within this review, it was discovered that approximately 20% of all pneumonias were classified as hospital-acquired pneumonia (HAP) — meaning documented pneumonia was not present on admission and that it looked like the patients acquired the pneumonia during their hospital stay. Hospital-acquired pneumonia is the number one hospital-acquired infection in the US¹. Conservative estimates say the cost to treat one HAP is \$28,008². Since hospital-acquired pneumonia is common and very expensive to treat, it is important to reduce its occurrence. Through an extensive literature review, evidence-based practice indicated that the most practical and efficient way to reduce HAP is through oral hygiene, brushing one’s teeth four times/day. In September 2019, Sanford Bismarck region launched an oral care initiative, “Back to the Basics.” Through this relatively simple intervention, our data showed a 23% reduction in HAP cases from the prior year and a 50% decrease in length of stay. As a result, Sanford Bismarck region has saved over \$500,000 as of May 2020.

1. Magill S, O’Leary E, Janelle S, et al. Changes in Prevalence of Health Care-Associated Infections in U.S. Hospitals. *New England Journal of Medicine*. 2018;379(18):1732-1744.

2. Kalsekar I, Amsden J, Kathari S, et al. Economic and utilization burden of hospital-acquired pneumonia (HAP): a systematic review and meta-analysis *Chest* 2010 Oct, 138 (4_MeetingAbstracts):739A.



EMPIRICAL QUALITY RESULTS

WHAT DIFFERENCE HAVE WE MADE?

As we look at how professional nursing contributes to better outcomes, we measure these outcomes and work to improve processes. Some of our data is related to nurse sensitive indicators (these measure the quality of care given to patients by nurses) as well as patient satisfaction. Many improvement projects contribute to how staff “makes a difference.”

2020 Sanford Bismarck Improvement Virtual Symposium Award Winners

The 2020 Sanford Bismarck Improvement Symposium was held virtually this year on the IDEAWAKE Platform. Project abstracts and virtual presentations were submitted by Oct. 23. A team of judges reviewed the project submissions and awards were presented on Nov. 3, 2020. All virtual presentations were viewable by all employees. Please join us in congratulating all of our winners!

CLINICAL CARE

1st Place: “Sweet Child O’ Mine” – Implementing our ‘Newborn Hypoglycemia Screening and Intervention Protocol, Bethany Bernhardt

2nd Place: Mammo Mondays for Employees; Dawn McCarty

3rd Place: Tie with A. “Ironing Out the Problem” – Iron Deficiency Anemia Screening in Preoperative Bariatric Surgery Patients, Brittany Bratsch; B. Pathogen Reduced Platelet Products, Cassandra Pippenger

COMMUNICATION

1st Place: Dear Doctor.....Are You Listening?, Shannon Auch

2nd Place: Improving 30-Day All-Cause Readmission Rates, Nicolette Gietzen

3rd Place: Combating COVID: One Message at a Time, Brandi Diede

SAFETY

1st Place: Level of Care Assessment for the Sleep Lab, Amber Haas

2nd Place: Tie with A. To Err is Human To Report Divine – Increasing Error Reporting in the Pharmacy, Greg Fritz; B. Don't Fumble the Hand-Off – Increasing Patient Safety During Shift Change through SBAR, Hannah Grebner

SANFORD EXPERIENCE

1st Place: Commit to Sit – Getting to Know the Person Behind the Patient, Nicole Christian

2nd Place: Creation of Child Life – A New Team to Improve the Patient and Family Experience Across the Healthcare Continuum, Bobbi Jo Vandal

3rd Place: Navigating our Way to a Positive Patient Experience, Laurel Heyd

COST

1st Place: HAP is NOT Happening!, Lindsey John

2nd Place: Mortality – It Takes a Village, Katie Thomasson

3rd Place: Innovation is Key – Introducing the Sanford Health Nursing Assistant Training Program, Jessica Aluise

QUALITY OF LIFE

1st Place: Chaplaincy – It Ain't Like it Used to Be, Gary Heaton

2nd Place: Be Brave – Have the Conversation, Susan Alley

3rd Place: Specialty Pharmacy – Personalized Care, One Patient at a Time, Raymond Clary

PEOPLE'S CHOICE AWARD

Tied: A. Mammo Mondays for Employees, Dawn McCarty; B. Morality Improvement – It Takes a Village, Katie Thomasson



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